

Cross-cultural Business and Management

Perspectives and Practices

Edited by

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Series in Business and Finance



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Table of Contents

	List of Figures	vii
	List of Tables	ix
	Foreword	xi
	Prof. (Dr.) Netra Neelam <i>Symbiosis Centre for Management and Human Resource Development (SCMHRD), India</i>	
	Foreword	xiii
	Fr. Sunny Joseph <i>Christ University, Delhi-NCR, India</i>	
	Preface	xv
	Chandan Maheshkar <i>East Nimar Society for Education (ENSE), Indore, India</i>	
	Vinod Sharma <i>SCMHRD, Symbiosis International University Pune, India</i>	
	Acknowledgements	xix
Chapter 1	Managing Communication in Cross-Cultural Business Environment: Paradigms and Cases	1
	Chandan Maheshkar <i>East Nimar Society for Education (ENSE), Indore, India</i>	
	Vinod Sharma <i>SCMHRD, Symbiosis International University Pune, India</i>	
Chapter 2	Culture and Distributive Justice in Firm's Response to Product Failure	13
	Etayankara Muralidharan <i>MacEwan University School of Business, Canada</i>	
	Wenxia Guo <i>Acadia University, Canada</i>	

Chapter 3	<p>Migrant Entrepreneurs and Technology Adoption: An Analysis from a Business Model Perspective</p> <p>Hasan Koç <i>International University of Applied Sciences, Berlin, Germany</i></p> <p>Bariş Ülker <i>International University of Applied Sciences, Berlin, Germany</i></p>	37
Chapter 4	<p>A Cross-Cultural Study of Business Ethics Practices in Small and Medium-Sized Enterprises</p> <p>Levent Arslan <i>Small and Medium Sized Enterprises Development Organization of Turkey (KOSGEB), Turkey</i></p>	63
Chapter 5	<p>How to Use Relational Learning Skills to Prevent Cross-cultural Workplace Conflict?</p> <p>Lisa Gibson <i>LCC International University Klaipeda, Lithuania</i></p>	93
Chapter 6	<p>Incarnating Confucian Values: New Management Culture of 21st Century China</p> <p>Suvro Parui <i>Amity School of Languages, AUH, India</i></p>	113
Chapter 7	<p>The Effect of Organizational Culture on Middle Manager Job Satisfaction: An Examination of the Barbadian Public Sector</p> <p>Nicole S. Knight <i>The University of the West Indies, West Indies</i></p>	131
Chapter 8	<p>A Comparative Study of India, USA, South Korea and France's Culture Based on Hofstede and Hall's Cultural Framework</p> <p>Anuj Kumar <i>Apeejay School of Management, Delhi, India</i></p> <p>Priyanka Chadha <i>Central University of Himachal Pradesh, Dharmshala, India</i></p> <p>Raghavan Srinivasan <i>AIMA-AMU, India</i></p>	163

Chapter 9	Unlocking the Cultural Mosaic: A Comparison of Hofstede and Modern Cultural Value Frameworks	181
	Mladen Adamovic <i>King's College London, UK</i>	
Chapter 10	Principles of Corporate Culture	213
	Jérôme Dumetz <i>Plekhanov Russian University of Economics, Moscow, Russia</i> <i>Unicorn University, Prague, Czech Republic</i>	
Chapter 11	Capability Building and Development of Socio-Intercultural Entrepreneurship	229
	José G. Vargas-Hernández <i>Instituto Tecnológico José Mario Molina Pasquel y Henríquez, Unidad Zapopan, Jalisco</i> M. C. Omar C. Vargas-González <i>Instituto Tecnológico de México, México</i>	
	About the Contributors	251
	Index	257

List of Figures

Figure 2.1:	Organizational Response to Complaints and Its Impact on Post-Complaint Behavior	16
Figure 2.2:	Proposed Model	20
Figure 2.3:	The Moderating Effect of Power Distance Orientation on the Relationship between the Status of the Apology Provider and Perceived Distributive Justice	26
Figure 3.1:	Mostly Used Applications and Tools	47
Figure 3.2:	Contribution of Applications and Tools to the Business	48
Figure 3.3a:	Hardware Utilization based on the Perceived Digital Maturity	49
Figure 3.3b:	Hardware Utilization based on the Perceived Digital Maturity	49
Figure 3.4:	Relationship between the ICT Adoption Reasons	51
Figure 3.5:	Self and Competitor Digital Maturity Level	52
Figure 3.6:	Digital Maturity Level and Technology Updates	53
Figure 3.7:	Migrant Entrepreneur (ME) Digital Maturity Level Estimation	54
Figure 4.1:	Levels of Human Mental Programming	67
Figure 4.2:	Hofstede's Onion Model	68
Figure 4.3:	Cultural Dimension Values of Countries Involved in the Research	73
Figure 5.1:	Crossing Cultures Process	105
Figure 6.1:	Trompenaar Model	126
Figure 8.1:	Cultural Dimensions-India versus USA	169
Figure 10.1:	Elements of Corporate Culture by Schein	214
Figure 10.2:	Trompenaars-Hampden-Turner Corporate Cultures Quadrant	220

List of Tables

Table 1.1:	Five Senses in Cross-Cultural Communication	5
Table 2.1:	Constructs and the Related Questions	24
Table 3.1:	Interview guidelines and their application	44
Table 3.2:	Examples from the coding system	45
Table 3.3:	Purposes of mostly used applications	47
Table 3.4:	Reasons for ICT Adoption	50
Table 3.5:	Migrant Entrepreneur Profiles	55
Table 4.1:	Comparison of GLOBE Cultural Dimensions and Hofstede's Cultural Dimensions	70
Table 4.2:	Culture Groups and Degrees of Cultural Dimensions of the Countries	74
Table 4.3:	Summary of the short stories and derived sources	76
Table 4.4:	Descriptive Statistics for OAES and Levene Test Results	79
Table 4.5:	AES and Differences Among Countries	80
Table 4.6:	Short Stories in the Factors, AES and Differences among Countries	81
Table 5.1:	Relational learning questions	106
Table 8.1:	Relational learning questions	176
Table 9.1:	Overlap between Hofstede's and the new cultural dimensions	199
Table 9.2:	Overview of new cultural dimensions	201

Foreword

Prof. (Dr.) Netra Neelam

*Symbiosis Centre for Management and Human Resource Development
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In today's era of the gig workforce, cross-cultural business management has become the order of the day. The Covid pandemic has forced us to embrace borderless and boundaryless interactions. It is people within the organization who foster meaningful engagements and relationships. Having a sound understanding of the cultural ethos and being sensitive toward the needs of a diverse group of colleagues makes the interaction between teams enjoyable. An excellent attempt is made by the authors through their research insights to give readers a holistic perspective of understanding various dimensions of organizational culture. The expanse of the books covers a wide array of discussions on aspects of culture and distributive justice in the context of consumers along with relational learning skills to prevent cross-cultural workplace conflict. The book not only gives insights into ethics in small and medium enterprises but also throws light on migrant entrepreneurs and their willingness to adopt technology to be able to influence not only their place of origin but also the place chosen by them for business activity.

One of the chapters in the book is dedicated to adding new dimensions to the Hofstede Cross Cultural framework. It is rather fascinating to see an expansion of Hofstede's work. This book focuses through its chapter on principles of corporate culture, one of the most prevalent intangible phenomena existing in the organization. Towards the end of the book is a comprehensive review of the Competence Building and Development of Socio-intercultural Entrepreneurship which gives the reader an insight into the studies undertaken in this area.

Positive and conducive organizational culture is like the air we breathe in, one cannot explicitly notice it, but its absence can be devastating and fatal for the existence of an entity. Hence, a fair understanding of culture is a desirable mindset to have and I strongly recommend one goes through the current book to derive it.

Foreword

Fr. Sunny Joseph

Christ University, Delhi-NCR, India

Cross-cultural business and management practices have become more critical and challenging, necessitating a better understanding of the effect of cultural dimensions and dynamics on human behavior in groups and organizations. Looking at the modern industrial environment, heterogeneous market orientation and new business opportunities, the traditional business orientations have paved the way for strategic and design thinking in the multicultural dynamics of human interaction in the global marketplace. The modern business environment envisages continuous knowledge acquisition, appreciation of cultural diversity, the strategic value of cultural differences and teamwork. Business executives and managers equipped with cross-cultural competencies are among the essentials of business for organizations doing or planning to do business cross-border. It is a noticeable trend that the migration rate from one nation to another has increased remarkably, which has also contributed to the creation of work environments comprised of people from different cultures.

This *Cross-Cultural Business and Management: Perspectives and Practices* is an attempt to identify and feature the role of different cultural elements in business and management, which in turn explores numerous modern practices that induce acquiring business skills in a cross-cultural environment. Understanding other cultures and dynamics is essential for success in any international business setup. I must admit that some of the chapters in this book grabbed my attention, authored by *Muralidharan & Guo's* chapter on Culture and Distributive Justice, which exhibits a firm's response to product failure; *Ülker & Koç's* chapter on Migrant Entrepreneurship and Technology Adoption claims technology as a game-changer for migrant entrepreneurs; *Gibson's* chapter on preventing cross-cultural workplace conflict; and *Suvro's* chapter on Confucian values toward shaping a managerial mindset comprised of collectivism, teamwork, family-staffed businesses, and harmony over conflict. As a whole, the book is helpful to organizations to understand and respect the role of culture in business and management practices.

This book is a significant resource for business executives and leaders seeking knowledge, skills, and attitudes relevant to operate in cross-cultural

business settings. This book undoubtedly has induced better thoughts on cross-cultural business and management practices that foster effective learning in global exposure. The integration of perspectives of authors from culturally different countries has made this book a precious contribution to the area of cross-cultural business and management. I assure readers that this book will provide an important insight into the shifting paradigms of present-day business practices. It deals with diverse cross-cultural business settings to demonstrate real-time thoughts and insights for the research minds.

I recommend this book to business leaders, executives and managers to better understand cultural impacts on businesses and organizations and take competitive advantage of cross-cultural markets. I also recommend this book to academics to nurture budding managers with an understanding of the intricacies of cross-cultural business and management.

Preface

Chandan Maheshkar

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Culture is the core of the business and society. It expresses the ways and values of society and drives its businesses to sustain and grow in the possible facets of socio-economic development. The globalized world economy has amplified interdependence between nations. The growing *Foreign Direct Investment (FDI)* than the world trade is affecting organizations operating only in their home nations or in the particular region of their home nations. Globalization encouraged the businesses to expand in diverse modes either in the national or cross-border markets. Doing business in cross-cultural markets without appreciating the culture may ruin the purpose of the organizations. The shifts in business paradigms force organizations to upgrade their managerial practices in response to be competitive in the changing business environment. For example, the growing rate of employment migration has turned organizations into multicultural workplaces where people belonging to different cultures and abide by a common organizational culture. However, they face cultural shocks in varying extends. National or regional culture influences the way of doing business, which typically involves managerial functions and decision-making, leadership and communication styles, personnel practices, and stakeholders' expectations. It is because culture determines people's needs and their consumption patterns that considerably regulate markets. Cultural diversity, if not respected and appreciated well, can lead organization and business failures.

This volume, the *Cross-Cultural Business and Management: Perspectives and Practices*, has been tailored to equip the practitioners, academics, and scholars with an understanding of the deep roots of culture and its influences over business and management practices. It aims to nurture cross-cultural competencies that ensure sustainability and effective performance of organizations and businesses in a cross-cultural business environment. The book consists of 11 chapters exposing different aspects of cultural components in business and management practices.

Chapter 1, by Chandan Maheshkar and Vinod Sharma (the editors of this book), talks about communication in cross-cultural business environment. It has presented different perspectives, practices, and cases toward being sensitive to others' cultural elements and effective in cross-cultural communication practices. This chapter addresses communication as the key to cross-cultural business and management. The chapter encourages managers to be aware on cross-culture communication dimensions as a precondition to be competent in cross-cultural interaction.

Chapter 2, by Etayankara Muralidharan and Wenxia Guo, exposes explain the interplay of customer power distance value orientation and organizational apology in the event of a goods failure complaint situation on customer perception of distributive justice and satisfaction. The study presented in the chapter uses experimental design and analyzed data from Canada and Hong Kong.

Chapter 3, by Bariş Ülker and Hasan Koç, describes the level and reasons for ICT adoption among migrant entrepreneurs in Berlin. According to this chapter, migrant entrepreneurship has become one key tool to mobilizing the resources of various migrant groups and encouraging economic growth as well as innovation. Technology is perceived as a game-changer for migrant entrepreneurs insofar as it facilitates their contributions both in their home and host countries.

Chapter 4, by Levent ARSLAN, discusses the business ethics in regards of SMEs. It presents a comparison of business ethics practices of SME owners from Austria, Japan, Slovenia and Turkey, and the importance of cultural differences towards ethical dilemmas. Further, implications have been made for the SMEs.

Chapter 5, by Lisa Gibson, is based on cross-cultural workplace conflicts. This chapter emphasizes on the use of relational learning skills to prevent conflicts in a cross-cultural workplace. This chapter explores the ways that intentional cross-cultural learning can help employees in diverse workplaces to learn about one another's culture, worldviews and values. This chapter proposes a relational learning approach that will help to foster understanding and trust and facilitate a more harmonious and productive work environment.

Chapter 6, by Suvro Parui, discusses Confucian values concerning management culture in China. With Confucian norms for prospering China, this chapter explains the old teachings of Confucius and, at the same time, explains how the old-fashioned axioms of the sage actuate the current day esteems and practices of Chinese organizations.

Chapter 7, by Nicole S. Knight, examines the relationship of organizational culture to middle manager job satisfaction in the specific reference to the

Barbadian public sector. It offers some important considerations and implications for conducting business intra-regionally and internationally.

Chapter 8, by Anuj Kumar, Priyanka Chadha, and Raghavan Srinivasan, presents a cultural comparison of India, USA and France based on Hofstede and Hall's cultural frameworks. This chapter communicates that the success of business beyond the boundaries depends upon the cultural intelligence of the managers. It figures out the differences in Indian and US culture and analyzes Indian, France and South Korean cultures.

Chapter 9, by Mladen Adamovic, reviews Hofstede's framework in comparison to other frameworks. It finds overlap between Hofstede's framework and other new frameworks. In this chapter, the author claims identification of new cultural phenomena and dimensions that were not captured by Hofstede's initial framework.

Chapter 10, Jérôme Dumetz, discusses characteristics of corporate cultures based on literature review. It presents an analysis exhibiting the relevance of corporate culture in the organizations. The chapter describes four kinds of corporate cultures rooted in Trompenaars-Hampden-Turner model.

Chapter 11, by José G. Vargas-Hernández and M. C. Omar C. Vargas-González, discusses socio-intercultural entrepreneurship towards capacity-building and entrepreneurial development. It expresses that socio-intercultural entrepreneurship competence is highly related to situational context and environmentally dependent on awareness and understanding of cultural differences.

Acknowledgements

In the Name of God, Most Gracious, Most Merciful

We express our sincere gratitude to practitioners, academicians, researchers, and scholars from different nations and cultural backgrounds for their contribution and patience in making this book the *Cross-Cultural Business and Management: Perspectives and Practices*. We thank all the reviewers and academic alliances for their abiding guidance and support throughout all the stages of making this book possible.

We acknowledge *Fr. Sunny Joseph, Christ (Deemed to be University), India*, for writing the foreword to introduce this book as well as his contribution to promoting research in management studies. His motivational words are a source of inspiration to us to move forward in all such future endeavors.

We would like to pay our sincere gratitude to Prof. Nitin M Joshi, Dr. V. N. Bedekar Institute of Management Studies, Thane (West), India, for being an external reviewer for this book.

Special thanks to all the reviewers who gave their precious time and made sincere efforts in reviewing all the manuscripts. Their honest suggestions and advice helped us enrich the quality of all the chapters of the book.

We are grateful to all the academicians, practitioners, and scholars who have contributed their work to this book *Cross-Cultural Business and Management: Perspectives and Practices*. Also, we thank the people who helped our contributor authors with their chapters and made this book possible.

We are immensely thankful to our family members, friends and colleagues for encouraging us to publish this book. Their love, sacrifice and support helped us focus and continue in this direction. Their confidence in us helped us rise above the times of self-doubt and uncertainty throughout the journey.

In the end, we wish to pray to the Almighty for his kindness and eternal grace on us at all times to help us accomplish our goals.

Chapter 1

Managing Communication in Cross-Cultural Business Environment: Paradigms and Cases

Chandan Maheshkar

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Abstract: Cross-cultural communication is strategically important due to expanding businesses and workforce diversity. Different societies have high- and low-context communication styles that may be conceptualized as relationship-based and rule-based societies (Hooker, 2008). Communication across cultures needs great compassion and awareness. An adequate understanding of other cultures makes executives/managers more insightful and adaptive in their communication practices. The key to cross-cultural business and management is understanding active cultural elements of the concerned culture(s) adequate to make cultural adjustments. As a rule of thumb, a business should follow the cultural norms of the societies/regions in which it exists or make an effort to expand. Therefore, regardless of the globalization of business and managerial practices, cross-cultural communication skills become even more important in a multi-polar business world.

Keywords: Cross-Culture Communication, Cross-Cultural Business and Management, Global Business, Persuasion, Trust-building

Introduction

A Chinese manager was appointed to run a British-owned industrial facility in India. He had run a sizable organization in Canada and had great success leading teams with diverse backgrounds. Even a year into his new work, he was

still finding it difficult to manage his Indian team. Managing a team in a new culture setting is a challenging task, but what exactly was it that he was doing incorrectly? It is difficult for anyone to respond to such inquiries. In this way, when most acceptable theories deployed to find what exactly happened, cross-cultural communication became an accustomed and prominent challenge.

Cross-culture management deals with a diverse workforce from different cultural backgrounds and abilities to appreciate the differences. The main goal of cross-culture management is to create a harmonious working environment where all employees feel valued, respected, and understood. It can be achieved by understanding and managing cultural differences and promoting cultural awareness and sensitivity within the organization. And it cannot be possible without effective communication. Different cultures may have different communication styles, such as direct or indirect, formal or informal, and high-context or low-context. For example, in some cultures, it is considered impolite to say “no” directly, while in others, it is seen as a sign of assertiveness. This can lead to misunderstandings and conflicts if not properly managed. To overcome this challenge, managers should be aware of different communication styles and adapt their own style to suit the needs of the context.

In simple expression, cross-cultural communication is the exchange of ideas and information between individuals of different cultural backgrounds. It allows people from different cultures to appreciate each others’ perspectives and cultural values, leading to greater acceptance and collaboration. Effective cross-cultural communication requires understanding the cultural differences that may affect how people communicate. These differences can include differences in nonverbal communication, such as gestures, facial expressions, and body language, as well as differences in verbal communication, such as language, tone, and vocabulary. To effectively communicate across cultures, it is important to be aware of these differences and to adjust your communication style accordingly. This may involve using simpler language, avoiding idioms and cultural references that may not be understood, and being mindful of nonverbal cues.

It is also important to be aware of the context in which the communication is taking place. It includes understanding the cultural norms and values that govern the situation, as well as the power dynamics that may be present. For example, in some cultures, direct communication is seen as assertive and confident, while in others, it may be seen as aggressive or impolite. Another important aspect of cross-cultural communication is active listening. It means paying close attention to what the other person is saying and being open to understanding their perspective. It also means being willing to ask questions and seek clarification when something is not understood. Finally, it

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About the Contributors

Dr. Chandan Maheshkar is one of the founders of the East Nimar Society for Education (2019) dedicated to quality improvement in higher education and the development of educator competencies. As a Senior Consultant, he has served Centre for Internal Quality Assurance (CIQA), Madhya Pradesh Bhoj (Open) University, Bhopal, India. He is associated with several management institutes in central India, including the University of Indore, India, in various academic roles. Dr. Maheshkar earned his MBA and Ph.D. from the University of Indore, India. In 2014, the University of Indore awarded him *Golden Jubilee Research Scholarship* on the occasion of the completion of its successful 50 years. Business education, HRD, Cross-Culture Business, and organizational behavior are his core areas of research interests. His research papers and book chapters have been published in journals of international repute and edited collections by Sage, Emerald, Taylor & Francis, IGI Global and others, respectively.

Vinod Sharma is working as an Associate Professor at Symbiosis Centre for Management and Human Resource Development (SCMHRD), Symbiosis International (Deemed University), Pune, India. He has around 22 years of experience in both academia and industry, at different levels of management, which has prepared him to be an effective researcher and instructor. His areas of expertise include Marketing Research & Analytics, Marketing Strategy, and Consumer Behaviour. He has authored over 75 papers in national and international journals and completed three international projects on climate change and business strategy. He has been involved in various consultation research projects, conducted various research workshops, and also conducted training programs in association with MSME and FIEO on various subjects of management. He holds a Doctorate in Management from DAVV, Indore, India, and an MBA from the University of Wales in the United Kingdom.

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Index

A

Achievement, 191

B

Benevolence, 192

Business Ethics, 64, 70

C

Conformity, 192

Confucian Ideology, 119

Confucian Matrix, 115

Corporate Culture, 213, 214, 216,
217, 219, 221

Cross-cultural Communication, 2,
3, 5, 7

Cross-Cultural Workplace
Conflicts, 98, 101

Cross-culture Management, 2

Cultural Differences, 94

Cultural Empathy, 6

Cultural Orientation, 127

Cultural Orientations Framework,
165

Cultural Uncertainty, 6

Cultural Value Orientations, 18

Culture, 183

Culture of France, 174

Customer Satisfaction, 22

D

Digital Maturity Level, 52

Direct/Indirect Style of
Communication, 7

Disagreeing in Cross-Culture
Situation, 9

Distributive Justice, 17, 25, 26

G

GLOBE Project, 198

GLOBE Study, 69

H

Hall's Cultural Context
Framework, 170

Hampden-Turner Model, 193

Hedonism, 191

Hofstede's Cultural Dimension
Framework, 67, 164, 166

Hofstede's Cultural Value
Taxonomy, 185

I

ICT Adoption, 50

Individualism versus Collectivism,
165, 168, 185, 193

Indulgence versus Restraint, 166,
170

Interpersonal Attributes, 6

J

Job Satisfaction, 138, 140

L

Leading in Cross-Culture
Situation, 8

Long versus Short-Term
Orientation, 166, 169

M

Managing Diversity and Cross-
Cultural Teams, 10
Masculinity versus Femininity,
165, 169, 187
Migrant Entrepreneur Profiles, 55
Migrant Entrepreneurship, 39, 56

O

Onion Model, 68
Organizational Culture, 136, 137,
140, 143, 147

P

Persuasion in Cross-Culture
Situation, 7
Power, 191
Power Distance, 164, 167, 186

R

Relational Learning Skills, 98, 101,
107

S

Schwartz's Value Survey, 190
Security, 191
Self-direction, 191
SMEs, 65
Societal Culture, 115
Stimulation, 191

T

Tradition, 192
Trompenaars Model, 193

Trompenaars' Impact, 125
Trust and Rapport, 104
Trust in Cross-Culture Situation, 9

U

Uncertainty Avoidance, 165, 168,
188
Universalism, 192
Universalism versus Particularism,
193