THE CULTURAL DIMENSION OF GLOBAL BUSINESS

Gary P. Ferraro

The University of North Carolina at Charlotte

Elizabeth K. Briody

Cultural Keys LLC



Contents

Preface

1. Cultural Anthropology and Global Business

Introduction: Global Connections
The Perspective of Cultural Anthropology
Cultural Anthropology and Business
Anthropology's Major Concept: Culture

Culture Is Learned
Culture Influences Biological Processes
Cultural Universals Do Exist
Cultural Change
People from All Cultures Are Ethnocentric
Cultures Are Integrated Wholes
Corporations Also Have Cultures

Cultural Differences in Business: Challenges and Opportunities Cross-Cultural Scenarios

2. Lenses for Understanding Culture and Cultural Differences

Contrasting Values

The Individual–Collective Dimension The Equality–Hierarchy Dimension The Change Orientation Dimension The Time Orientation Dimension

Context Metaphors Change

Conclusion Cross-Cultural Scenarios

3. Communicating across Cultures: The Nonverbal Dimension

The Nature of Nonverbal Communication

Types of Nonverbal Communication Potential pitfalls in Studying Nonverbal Communication

Business Introductions

Business Card Exchange Bowing Gift Giving

Interactions Among Businesspeople

Body Posture

Gaze

Hand Gestures

Facial Expressions

Dress

Proxemics

New Technologies and Visual Media

Conclusion

Cross-Cultural Scenarios

4. Communicating across Cultures: Language

The Ideal of Linguistic Proficiency in Global Business Linguistic Diversity Language and Culture

The Influence of Culture on Language The Influence of Language on Culture Language Mirrors Values

Linguistic Style Language and Social Context Some Additional Complicating Factors

> Slang Euphemisms

Verbal Dueling Humor Conversational Taboos

Information And Communication Technologies in the 21St Century Conclusion Cross-Cultural Scenarios

5. Negotiating across Cultures

The Nature of Cross-Cultural Negotiation Where to Negotiate Effective Strategies for International Negotiators

Avoid Cultural Cluelessness Concentrate on Long-Term Relationships, Not Short-Term Contracts Focus on the Interests behind the Positions

Avoid Overreliance on Cultural Generalizations Be Sensitive to Timing Remain Flexible Prepare Carefully

Learn to Listen, Not Just Speak Act Ethically and with Integrity

The Use of Interpreters
The Global Negotiator
Cross-Cultural Scenarios

6. Partnering across Cultures

Partnership Basics
Meetings as Opportunities for Collaboration

Meetings and National-Culture Differences Meetings and Organizational-Culture Differences Lessons Drawn from Meetings

Decision-Making Models to Advance the Partnership Work

Decision Making and Cultural Differences
Decision Making and Organizational-Culture Differences
The Impact of Decision-Making Differences

Lessons Drawn from Decision-Making Models

Partnering Relationships and Problem Solving

Partnering with On-Site Work Colleagues
Distinctions between Local and Global Partnerships
Global Virtual Partnerships
Partnership Life Cycle
Partnership Process Outcomes

Partnership Product Outcomes

Lessons Drawn from Partnering Relationships and Problem Solving

Cross-Cultural Scenarios

7. Coping with Culture Shock

The Nature of Culture Shock

Definition
Impact While Abroad
Impact upon Repatriation

Minimizing Culture Shock

Weigh the Alternatives Prepare Carefully Additional Suggestions

Cross-Cultural Scenarios

8. Developing Global Leaders

Globally Oriented Firms
Creating a Globally Oriented Workforce
The Evolving Profile of the Overseas Assignment

Fluctuation in Expatriate Numbers The Rise in Short-Term Assignments Expatriate Strategy Pros and Cons

Selection

Technical Skills Ability to Adjust Useful Selection Criteria

Selection Models

Preparation

Language Training
Cross-Cultural Training
The Specifics of Overseas Life and the Job

In-Country Support

A Role for the Corporation Accessing Local Networks

Repatriation

Repatriation Track Record Global Strategy Reimagined

Global Leaders for the 21st Century Cross-Cultural Scenarios

Appendix A Cross-Cultural Scenario Discussions

Appendix B Locating Relevant Cultural Information

The Traditional Anthropological Approach
Documentary Sources Useful in Developing a Cultural Profile

Culture-Specific Associations Some Country-Specific Sources U.S. Government Sources Sources of Country-Specific News and Current Events The Electronic Library

Human Resources for Culture-Specific Information

One's Own Company Academia Foreign Trade Offices Private-Sector Consultants and Trainers

The Search for Cultural Information Upon Arrival

In-Country Documentary Resources
In-Country Human Resources

Conclusion

References

Photo Credits

Index