**Worksheet 14A: Reading and Summary Writing Practice**

1. Re-read the following textbook excerpt by Francesco and Gold.

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| **What is Culture?**  **Levels of Culture**  The analogy of an onion or an iceberg helps to visualize the different levels of culture. Certain aspects of culture are more obvious than others, just like the outer layers of an onion or the tip of an iceberg. These aspects are called the **manifest culture.** (Sathe, 1985). They are the easily observable elements such as behaviors, language, music, food, and technology. The manifest culture often represents a person's first contact with a new culture. Other examples of manifest culture include people's speech, music, clothing, and interactions with each other. The manifest level is easy to observe but it provides only a partial understanding of a culture. Noting the elements of manifest culture may not reveal the true or deeper meaning of a culture  A deeper meaning of a culture develops from peeling away the outer layers of the onion or looking below the tip of the iceberg. (See Figure 2-1). The **expressed values level** represents how people in the culture explain the manifest level. In other words, it is the culture's own explanation of itself. For example, in the Chinese culture, leaving chopsticks sticking out from a bowl of rice is inappropriate. This is because it looks similar to an offering made to one's ancestors. The expressed values level provides additional understanding of a culture beyond the manifest level, but some aspects can still remain unclear.  The core of the onion or the deepest submerged section of the iceberg represents the **level of basic assumptions.** These are the foundation of the culture. They indicate the shared ideas and beliefs about the world and society that guide people's thoughts and actions. For example, in Hindu Indian society, some people believe that true happiness only comes through spiritual enlightenment, not the possession of material wealth (Gannon, 1994). Knowing the basic assumptions of a culture provides an understanding of the principles on which the other levels rest |

Francesco, A. M. and Gold, B. A. (2005). *International Organizational Behaviour: Text, Cases, and Exercises.* Upper Saddle River, NJ: Pearson Prentice Hall. pp. 18-45

**Worksheet 14B: Reading and Summary Writing Practice**

1. Use the graphic organizer below to help you summarize the text on the previous page.

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| **Source Information:** |
| Title: What is Culture? Author: Francesco, A.M and Gold, B.A  Year of publication: 2005  Type of text: textbook |
| **Main Idea:** |
| Culture like an onion or an iceberg, it has manifest level which easily observable, expressed values level explain the manifest level, and basic assumptions level that are the foundation of the culture. |
| **Important Supporting Ideas:** |
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1. Use your notes in the chart above to write a summary of the text.

* Remember, summaries are about 25-33% the size of the original text. In this case, your summary should be between 80-100 words.
* Upload your summary to Learning Hub according to your teacher’s instructions.
* **Review the Summary Rubric (next page) to understand how what the instructor is looking for in this task.**