

Welcome to MGNT102
Professional Communication: Concepts and
Practices
Topic 05

Intercultural communication

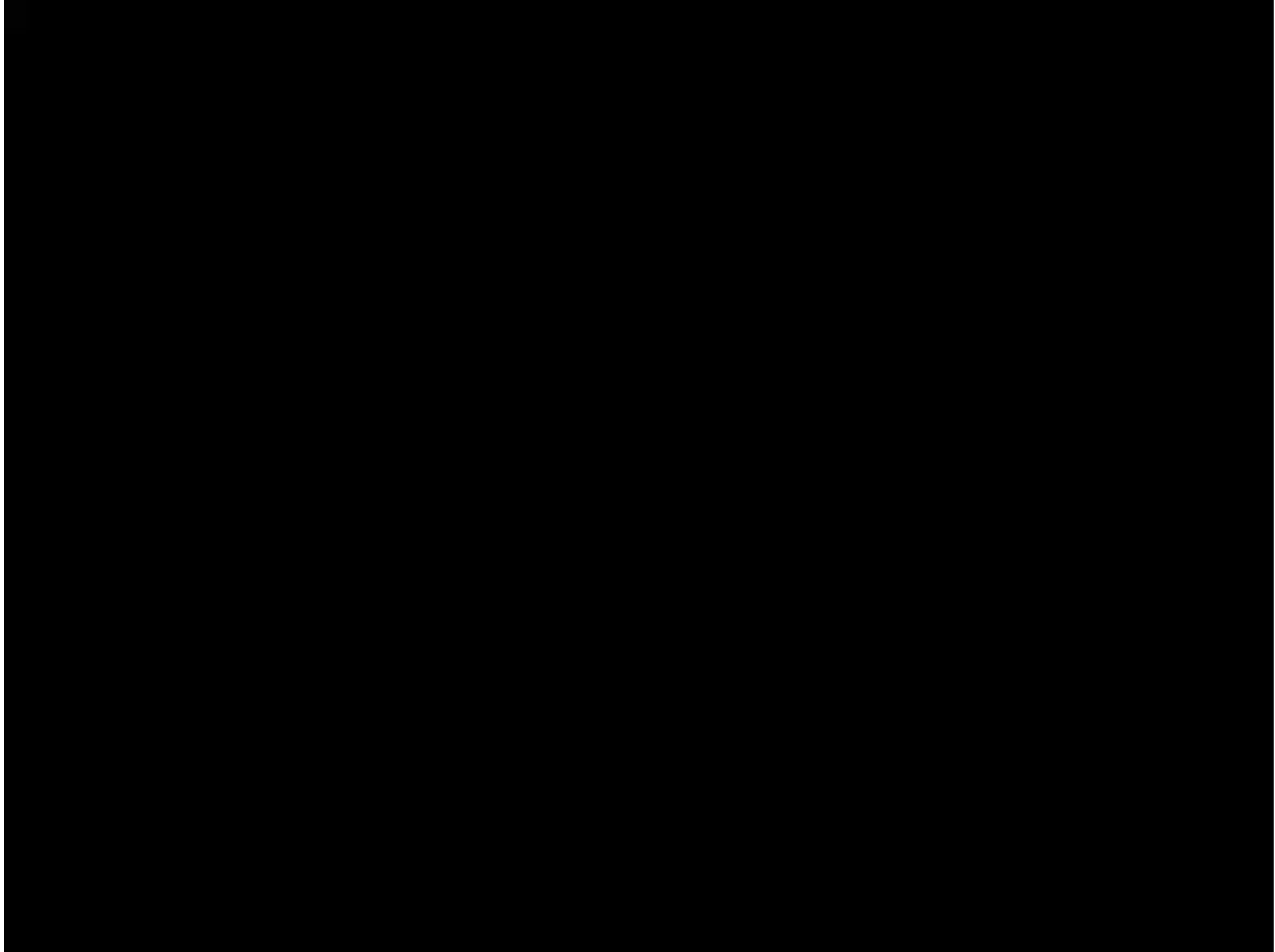
Topics covered

- Explain the concept of culture and differentiate enculturation, acculturation, ethnocentrism and cultural relativism.
- Discuss Hofstede's four dimensions of culture
- Use Hall's context model of culture to explain intercultural differences

Culture — some definitions

Set of shared interpretations about beliefs, values and norms, which affect the behaviours of a relatively large group of people





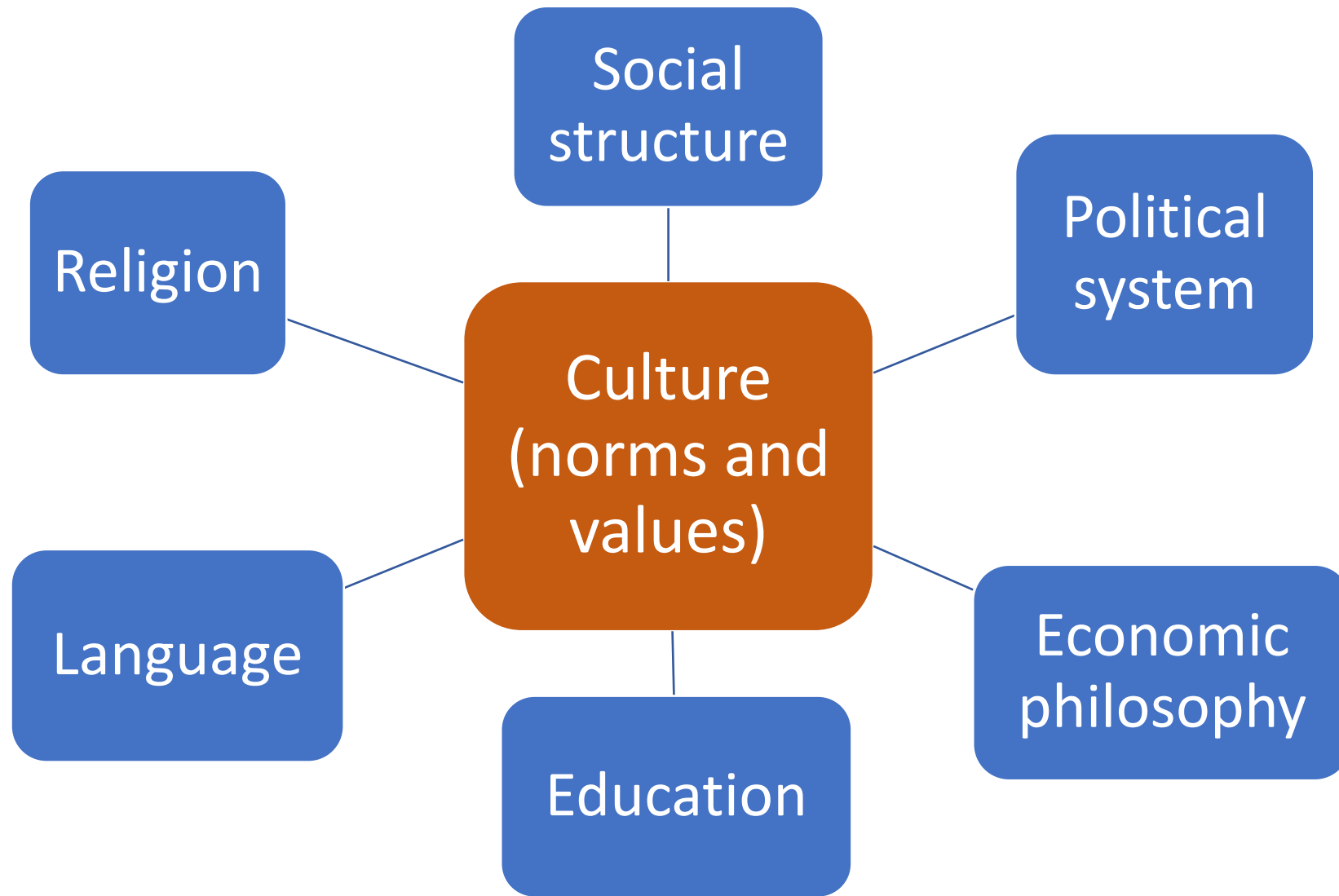
Culture — some definitions

- **Macro-culture**

- All the arts, beliefs, social institutions, and other activities that are characteristic of a community, race, or nationality

- **Micro-culture**

- Predominating attitudes and behaviour that characterise the functioning of a group or organisation



Factors influencing cultural norms and values (Fig. 6.1, textbook)

Nature of Culture



- Learned, not innate
- Invisible to those accustomed to particular culture
- Unconscious or deliberate learning



Cultural Differences in Business

- Customs and behaviour
- Formality
- Social customs
 - Greetings
 - Business cards
 - Gift giving
 - Socialising



Cultural Differences in Business



- Styles of dress
- Time
 - Monochronic
 - Polychronic
- Tolerance for conflict

<https://www.youtube.com/watch?v=mUCODUvKbzE&list=PLORPf6iqk2PsmLE1rnSk580VEHhnCttWw>

"there's no reason to attack me" 🤔🤔



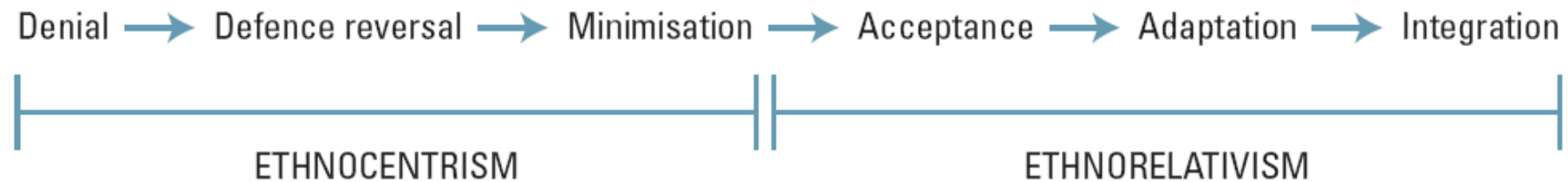
The process of intercultural communication

- Intercultural communication
 - The process of communication between people of different cultures
- intracultural communication
 - an interaction between people from the same cultural milieu having some kind of different backgrounds (of whatever kind).
- Enculturation
 - the process by which an individual learns the traditional content of a culture and assimilates its practices and values
- Acculturation
 - cultural modification of an individual, group, or people by adapting to or borrowing traits from another culture; also : a merging of cultures as a result of prolonged contact



Acculturation

- Acculturation: the process of the meeting of cultures and the changes which result from such meetings.



Source: Eunson, 2012

Intercultural communication models

- Hofstede
 - Four cultural dimensions
 - textbook
 - Six cultural dimensions
 - <http://geert-hofstede.com/>
- Hall – context model
 - High context
 - Low context

Hofstede's model

Hofstede defines culture as:

‘The collective programming of the mind which distinguishes the members of one group or category of people from another’

Hofstede's model: 4 dimensions of culture

POWER DISTANCE	refers to the different solutions to the basic problem of human inequality
INDIVIDUALISM vs COLLECTIVISM	refers to the integration of individuals into primary groups
UNCERTAINTY AVOIDANCE	refers to the level of stress in a society in the face of an unknown future
MASCULINITY vs FEMININITY	refers to the division of emotional roles between men and women

Power Distance

- This dimension expresses the degree to which the less powerful members of a society accept and expect that power is distributed unequally.
- The fundamental issue here is how a society handles inequalities among people.
- People in societies exhibiting a large degree of Power Distance accept a hierarchical order in which everybody has a place and which needs no further justification.
- In societies with low Power Distance, people strive to equalise the distribution of power and demand justification for inequalities of power.

Source: <http://geert-hofstede.com/national-culture.html>

Hofstede's model

Low power-distance culture	High power-distance culture
■ Students put value on independence	■ Students put value on conformity
■ Students initiate some communication in class	■ Teachers initiate all communication in class
■ Freedom more important than equality	■ Equality more important than freedom
■ Flat organisation pyramids	■ Tall organisation pyramids
■ Stress on reward, legitimate and expert power	■ Stress on coercive and referent power
■ Subordinates expect to be consulted	■ Subordinates expect to be told
■ Consultative leadership leads to satisfaction, performance and productivity	■ Authoritative leadership and close supervision lead to satisfaction, performance and productivity

Individualism vs collectivism

- The high side of this dimension, called individualism, can be defined as a preference for a loosely-knit social framework in which individuals are expected to take care of only themselves and their immediate families.
- Its opposite, collectivism, represents a preference for a tightly-knit framework in society in which individuals can expect their relatives or members of a particular in-group to look after them in exchange for unquestioning loyalty.
- A society's position on this dimension is reflected in whether people's self-image is defined in terms of "I" or "we."

Source: <http://geert-hofstede.com/national-culture.html>

Hofstede's model

Individualist culture	Collectivist culture
■ Individual decisions are better	■ Group decisions are better
■ 'Guilt' cultures	■ 'Shame' cultures
■ Hedonism	■ Survival
■ Weak family ties, rare contacts	■ Strong family ties, frequent contacts
■ Women express emotions more strongly than men	■ Women express emotions less strongly than men
■ Relationship with union calculative	■ Potential emotional commitment to union
■ Incentives to be given to individuals	■ Incentives to be given to work in-groups
■ Media main source of information	■ Social network main source of information
■ More invention patents granted	■ Fewer invention patents granted
■ Moderate to cold climates	■ Tropical and subtropical climates

Uncertainty avoidance

- The Uncertainty Avoidance dimension expresses the degree to which the members of a society feel uncomfortable with uncertainty and ambiguity.
- The fundamental issue here is how a society deals with the fact that the future can never be known: should we try to control the future or just let it happen?
- Countries exhibiting strong UAI maintain rigid codes of belief and behaviour and are intolerant of unorthodox behaviour and ideas.
- Weak UAI societies maintain a more relaxed attitude in which practice counts more than principles.

Source: <http://geert-hofstede.com/national-culture.html>



Hofstede's model

Low uncertainty-avoidance culture	High uncertainty-avoidance culture
■ Facial expressions of sadness and fear easily readable by others	■ Nature of emotions less accurately readable by others
■ Individual decisions, authoritative management and competition among employees acceptable	■ Ideological preference for group decisions, consultative management; against competition among employees
■ Favourable attitude towards younger people; smaller generation gap	■ Critical attitudes towards younger people; larger generation gap
■ Independence for female students important	■ Traditional role models for female students
■ Innovators feel independent of rules	■ Innovators feel constrained by rules
■ Appeal of transformational leader role	■ Appeal of hierarchical control role
■ Belief in generalists and common sense	■ Belief in specialists and expertise

Masculinity vs femininity

- The Masculinity side of this dimension represents a preference in society for achievement, heroism, assertiveness and material rewards for success. Society at large is more competitive.
- Its opposite, femininity, stands for a preference for cooperation, modesty, caring for the weak and quality of life.
- Society at large is more consensus-oriented.
- In the business context Masculinity versus Femininity is sometimes also related to as "tough versus tender" cultures.

Source: <http://geert-hofstede.com/national-culture.html>

Tokyo 2020 Olympics president to resign following sexist remarks

By Junko Ogura and Joshua Berlinger, CNN
3 minute read · Updated 12:52 AM EST, Thu February 11, 2021



Video Ad Feedback



Tokyo (CNN) — Tokyo 2020 Olympics chief Yoshiro Mori will step down after sexist remarks he made about women were leaked to Japanese media last week, Japanese public broadcaster NHK reported Thursday, citing sources.

Mori said at an Olympics board of trustees meeting last week that "board meetings with lots of women take longer" because "women are competitive – if one member raises their hand to speak, others might think they need to talk too," according to reports in the Japanese press.

"If you want to increase female membership, you would be in trouble unless you put time limits in place," he is reported to have added.

Speaking at a news conference the next day, the 83-year-old former Japanese Prime Minister confirmed he made the remarks behind closed doors and said he was sorry for doing so.

ON MONEY

Why Does Japan Make It So Hard for Working Women to Succeed?

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Illustration by Peter Oumanski

Hofstede's model

Masculine culture	Feminine culture
■ Challenge and recognition in jobs important	■ Cooperation at work and relationship with boss important
■ Belief in individual decisions	■ Belief in group decisions
■ Men should be tough and take care of performance; women should be tender and take care of relationships	■ Men should be tender and take care of both performance and relationships; women should be the same
■ Sympathy for the strong	■ Sympathy for the weak
■ Live in order to work	■ Work in order to live
■ Fewer women in management positions	■ More women in management positions
■ Resolution of conflicts through denying them or fighting until the best 'man' wins	■ Resolution of conflicts through problem solving, compromise and negotiation
■ Less sickness absence	■ More sickness absence
■ Competitive advantage in manufacturing industries, price competition, heavy products and bulk chemistry	■ Competitive advantage in service industries, consulting, live products and biochemistry



<http://geert-hofstede.com/countries.html>





Hofstede's model: Implications

- People from **high power-distance** cultures work with high-status negotiators or principals
- People from **high uncertainty-avoidance** cultures want the **reassurance** of structure and ritual
- People from **collectivist** cultures like to build relationships over a long period of time
- People from high **masculine** cultures are more likely to resolve conflicts by force
- People from **feminine** cultures are more likely to resolve conflicts through compromise and consensus
- People from **long-term orientation** cultures persevere to achieve desired ends

Hall's context model

Hall's context model

- Communication & culture are not only about words
 - not just text, but context
- **Context** can be measured
- Two extreme types of context
 - low and high

Hall's context model

High context:

- A culture in which the context of communicated messages is ***as important*** as the communicated message

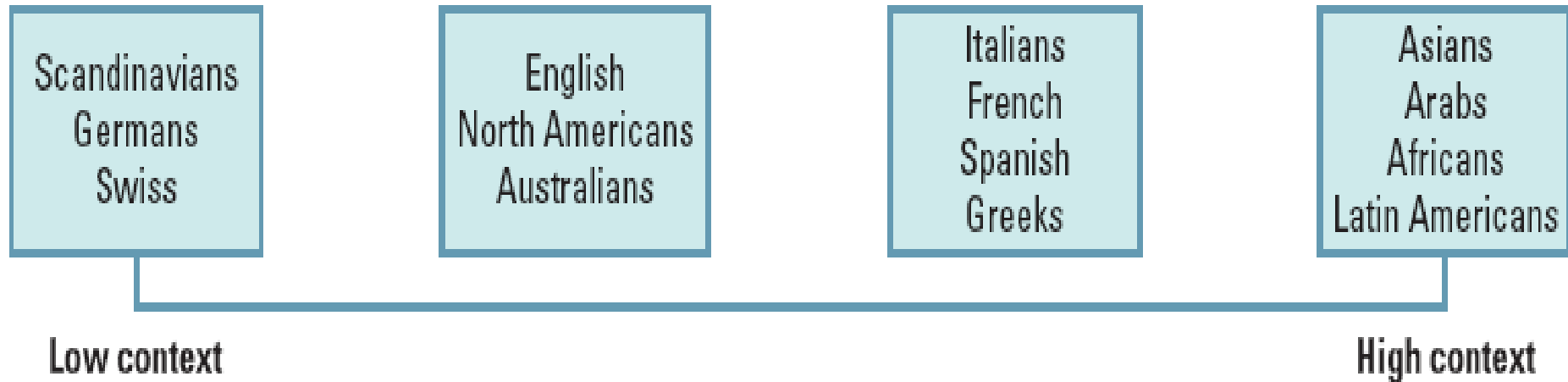
Low context:

- A culture in which the context of communicated messages is ***not as important*** as the communicated message itself

Table 5.1 Characteristics of high-context and low-context cultures

Type	Characteristics
High-context cultures identify with the group. <i>Example: Chinese culture</i>	<ul style="list-style-type: none">a Sensory involvement is high, with:<ul style="list-style-type: none">■ high-contact touch behaviour■ close proximity due to low personal space needsb The message:<ul style="list-style-type: none">■ conveys only a limited portion of the meaning in what is said■ must also be interpreted in terms of:<ul style="list-style-type: none">– how it is being said– where it is being said– the body language of the speakerc Time sense is polychronic:<ul style="list-style-type: none">■ things happen simultaneously■ time is circular■ things proceed at their own pace
Low-context cultures identify with the individual. <i>Example: Australian culture</i>	<ul style="list-style-type: none">a Sensory involvement is low, with:<ul style="list-style-type: none">■ low-contact touch behaviour■ high personal space needsb The message:<ul style="list-style-type: none">■ words convey explicitly most of the meaning in the communication■ nonverbal cues of body language have less impact■ the status of the speaker is less important in interpretation of the meaningc Time is monochronic:<ul style="list-style-type: none">■ things happen one at a time and in sequence■ time is linear■ planning and punctuality are a priority

Hall's context model



Disclaimer

The following video may contain scenes of cultural misrepresentations and satire. If you do not feel comfortable kindly mute and minimize the window for a few mins.



- <https://www.youtube.com/watch?v=FiQnH450hPM>

Co-cultural dimensions of diverse society

Co-cultural dimensions of diverse society

- Language
- Regional Differences
- Ethnicity
 - Talk & silence
 - Conflict
 - Disclosure
 - Nonverbal standards



Co-cultural dimensions of diverse society

Gender differences

- Genderlects
 - the conversation of men and women are not right and wrong, superior and inferior - they are just different.

Deborah Tannen (2001)



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Co-cultural dimensions of diverse society



Generational Differences

- Baby Boomers
 - (1946-1964)
- Generation X
 - (1965-1980)
- Generation Y
 - (1981-2000)

Gursoy et al., 2013

Co-cultural dimensions of diverse society

- Disabilities
 - Communicating
 - People without disabilities
 - People with disabilities



Stereotypes and prejudice

- Stereotypes arise from the natural linguistic tendency to organise phenomena into meaningful categories
- It involves accepting widely held belief systems about particular groups
- These beliefs can be very limited and detrimental to intercultural understanding and communication

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Communicating across diversity



- Become culturally literate
- View diversity as opportunity
- Avoid ethnocentrism
- Don't condescend
- Create dialogue

Questions
Comments
Feedback

Briefing for Presentation

Next lesson

- Conflict Management

Read chapter 5