- ❖ AUTHOR'S NAME: - *KASHISH PARESH GADA*
- ❖ MATRICULATION NUMBER: - *102202657*
- ❖ TUTOR NAME: - *UWE BAUER*
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- ❖ COUNTRIES: - *SOUTH GERMANY AND SOUTH AFRICA.*

CONTENTS OF THE DOCUMENT:

SECTION: - 1 = INTRODUCTION.

In today's modern world, where all the industries and countries and leaning towards globalization our company Simon Machines Co-op has decided to open up a new branch at the cities Cape town and Pretoria in *SOUTH AFRICA*. As you all know our business in the *southern part of Germany* is doing great, we have decided to send you (the managers of these new branches) to manage the company's business in South Africa due to your outstanding performances in the *field of mechanical engineering*.

But there are a few things all of you need to keep in mind before moving into a new country and starting to manage the teams and the business. There is a vast cultural difference you will experience when you move. With this Guidelines you will be able to tackle the situation appropriately and manage the south African team with ease.

The guideline has a comparison between the two countries with different dimensions such as *HOFSTEDE'S CULTURAL DIMENSION, HALL'S CULTURAL DIMENSION* and *ROTTER'S CULTURAL DIMENSION*.

Let us have a look at the cultural concepts of these renowned authors.

SECTION: - 2 = CULTURAL CONCEPTS/ SOLUTION TO PROBLEM.

2.1 - HOFSTEDE'S CULTURAL DIMENSION.

This dimension called as HOFSTEDE'S Cultural Dimension was devised by the psychologist GEERT HOFSTEDE around 1980. These originally were divided into four dimensions (Hofstede, Geert,1983)[1] which eventually expanded into six categories. He devised six concepts i.e.

### 2.1.1- Power Distance.

POWER DISTANCE BETWEEN GERMANY AND SOUTH AFRICA

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[1] Hofstede, Geert. "National cultures in four dimensions: A research-based theory of cultural differences among nations." *International studies of management & organization* 13.1-2 (1983): 46-74.

Power Distance indicates the degree of which the hierarchical differences are accepted in the company or the society. (Hofstede, Geert 2009)[2] .In other words, this indicates that to what extent the hierarchical influence is present in the company. It expresses the attitude of the culture towards these inequalities amongst us. While comparing Germany and south Africa it can be seen that we are among the lower power distance country than South Africa. (*Hofstede G,2001)*[3]. The score of South Africa stands on forty-nine which means the team expects the boss to tell them what is to be done and the hierarchical patterns are followed. So, while making business deals there you need to be careful about assigning tasks accurately and making sure it is done as per the required standards of our company. Above you can see a figure (Hofstede,2019)[4] in which there is a comparison of POWER DISTANCES on a scale of 0 to 100 scores.

2.1.2- Individualism Vs Collectivism.

INDIVIDUALISM VS COLLECTIVISM BETWEEN GERMANY AND SOUTH AFRICA
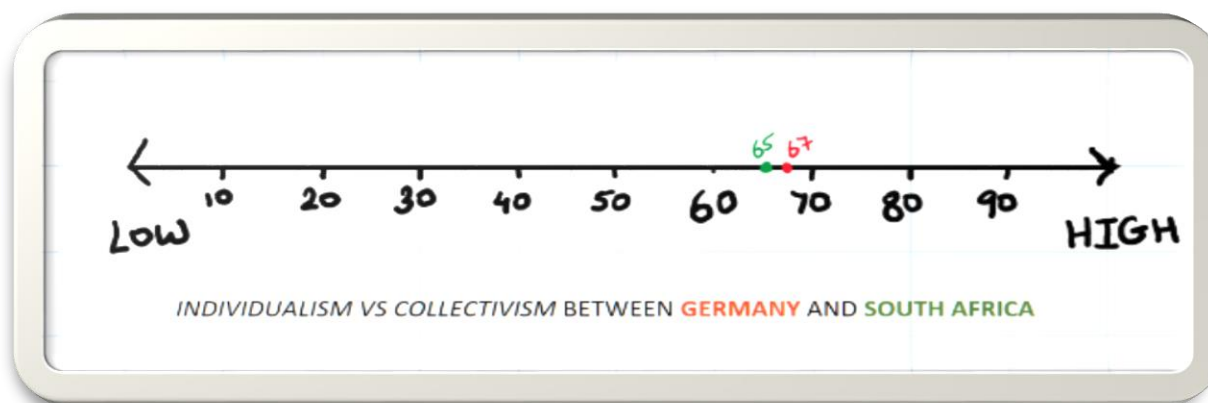
Individualism culture refers to personal responsibility and self-determination on the other hand collectivism describes that the expectations of the group are predominant (*Rinne, T., Steel, G. D., & Fairweather, J. , 2011)*[5]. *The main issue add*ressed in this concept is the degree of interdependence the company maintains with the team. In terms of individualism there is not much difference in the two countries. Infact South Africa is a bit more inclined towards collectivism than Germany, they also believe in growing individually and they also think about their first families more than their relatives so the same thing applies in our business world. If there is an offence in the professional surrounding this could lead to guilt and loss of self-esteem of the employee (Mills J., & Clark, M. S. ,1982) [6] . Above you can see a figure (Hofstede,2019)[7] in which there is a comparison of INDIVIDUALISM AND COLLECTIVISM on a scale of 0 to 100 scores.

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[2] Hofstede, Geert. "Geert Hofstede cultural dimensions." (2009).
[3] Hofstede G (2001) Culture's Consequences: Comparing Values, Behaviour's, Institutions and Organizations across Nations. Beverly Hills, CA: SAGE.
[4] Author, data based on Hofstede-insights, country-comparison (2019).
[5] Rinne, T., Steel, G. D., & Fairweather, J. (2011). Hofstede and Shane Revisited. *Cross-Cultural Research*.
[6] Mills J., & Clark, M. S. (1982). Communal and exchange relationships. Review of Personality and Social Psychology, 3, 121-144.
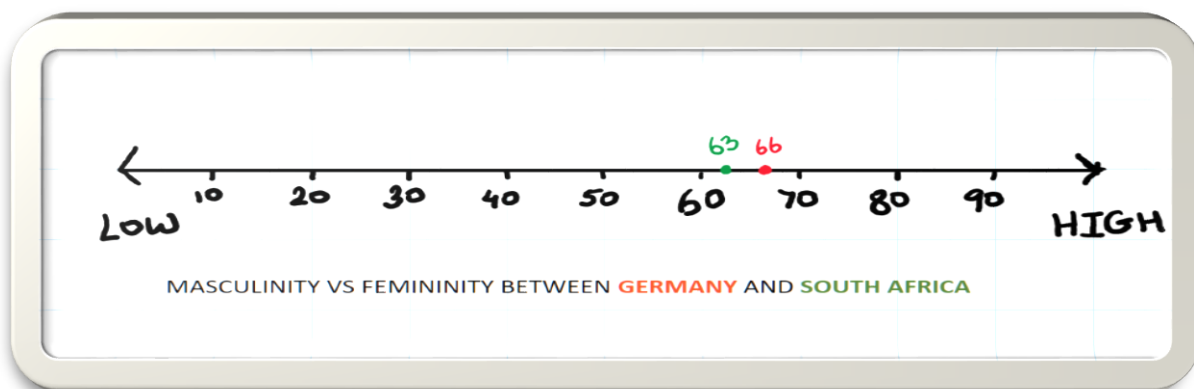[7] Author, data based on Hofstede-insights, country-comparison (2019).

2.1.3- Uncertainty Avoidance.

UNCERTAINTY AVOIDANCE BETWEEN GERMANY AND SOUTH AFRICA
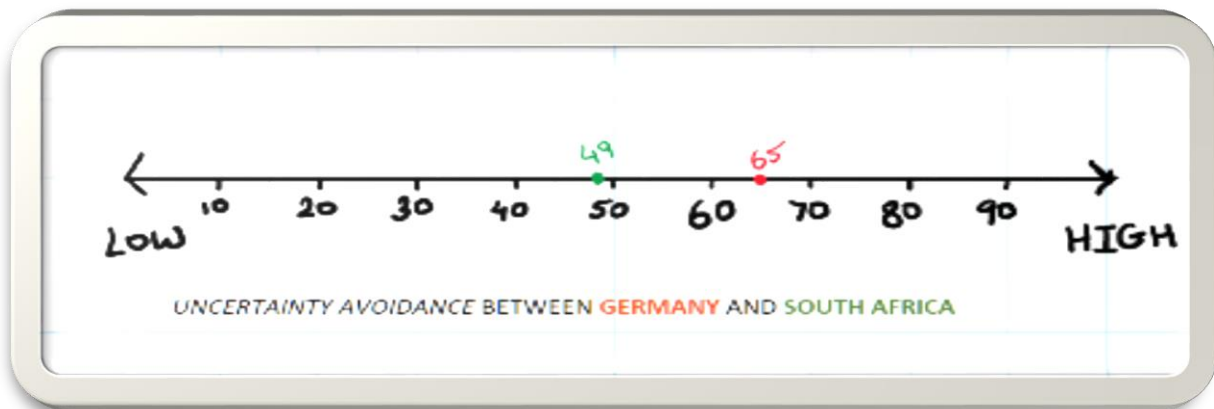
The term Uncertainty Avoidance means the extent to which the company feels threatened by uncertainties or problems that arise all out of sudden. (Hofstede, 2001). In Germany, the score reaches 65 points means that we make more concrete plans and planning is strong for the deals and business models but when you go to the new branch in South Africa, they are a bit lenient in terms of avoiding uncertainties. There the working environment is more relaxed, and the schedules and timetables are flexible. They are not very punctual about deadlines. So you need to make prior arrangements for delays like giving deadlines beforehand so that even if the team delays the task it doesn't affect the business of the company (Rapp, Jenny K. and Bernardi, Richard A. and Bosco, Susan M, 2010)[8]. Above you can see a figure (Hofstede,2019)[9] in which there is a comparison of UNCERTAINTY AVOIDANCE on a scale of 0 to 100 scores.

2.1.4- Masculinity Vs Femininity.

MASCULINITY VS FEMININITY BETWEEN GERMANY AND SOUTH AFRICA

Masculinity and femininity culture differentiates mainly between the way of thinking and the goals the team or the company sets. Masculinity culture has goals such as assertiveness,

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[8] Rapp, Jenny K. and Bernardi, Richard A. and Bosco, Susan M., Examining the Use of Hofstede's Uncertainty Avoidance Construct in International Research: A 25-Year Review (December 16, 2010). International Business Research, Vol. 4, No. 1, pp. 3-15, 2010.
[9] Author, data based on Hofstede-insights, country-comparison (2019).

competitive goals or we can say more materialistic goals but the thing in femininity goals are completely opposite they think more about the social goals or emphasise on building personal relationships. In Germany we have more materialistic goals rather than personal or social goals. (Morris, T., & Pavett, C. M., 1992)[10]. Even South Africa has similar type of views towards the goals, but they like to maintain personal goals more than us i.e., German team. You need to keep in mind about the relationships with the clients who do business in any way like buying spare mechanical Parts or project partners. There isn't much of difference in both countries, but you are expected to build relationships more. Above you can see a figure (Hofstede,2019)[11] in which there is a comparison of MASCULINITY AND FEMININITY on a scale of 0 to 100 scores.

2.1.5- Long Term Vs Short Term Orientation.

LONG-TERM VS SHORT-TERM ORIENTATION BETWEEN GERMANY AND SOUTH AFRICA
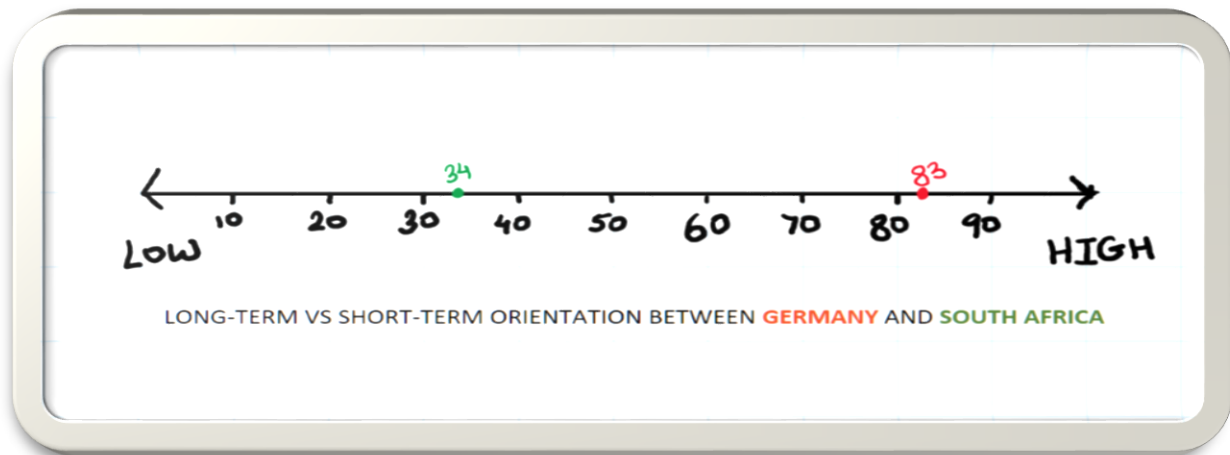
Long term orientation means the company has a way of doing business in long term plans with traditions. They have a plan which they execute it step by step with patience it takes longer time. Most Companies based in Germany have long term orientations (Hofstede G 1980)[12]. On the other hand, South Africa is completely different they have short term orientations with only 34 points. This means that the team there is normative rather than pragmatic, they focus on fast results unlike the team in south Germany that do not hurry for the result but try to build a strong base for the company. During your duration as a manager there you need to be careful that this practice of short term doesn't affect the growth and the processes run smoothly. Above you can see a figure (Hofstede,2019)[13] in which there is a comparison of LONG TERM AND SHORT-TERM ORIENTATION on a scale of 0 to 100 scores.

[10] Morris, T., & Pavett, C. M. (1992). Management style and productivity in two cultures. Journal of International Business Studies, 23,

[11] Author, data based on Hofstede-insights, country-comparison (2019).

[12] Hofstede G (1980) Culture's Consequences: International Differences in Work-Related Values. Thousand Oaks, CA: SAGE.

[13] Author, data based on Hofstede-insights, country-comparison (2019).

2.1.6- Indulgence Vs Restraint.

INDULGENCE VS RESTRAINT BETWEEN GERMANY AND SOUTH AFRICA
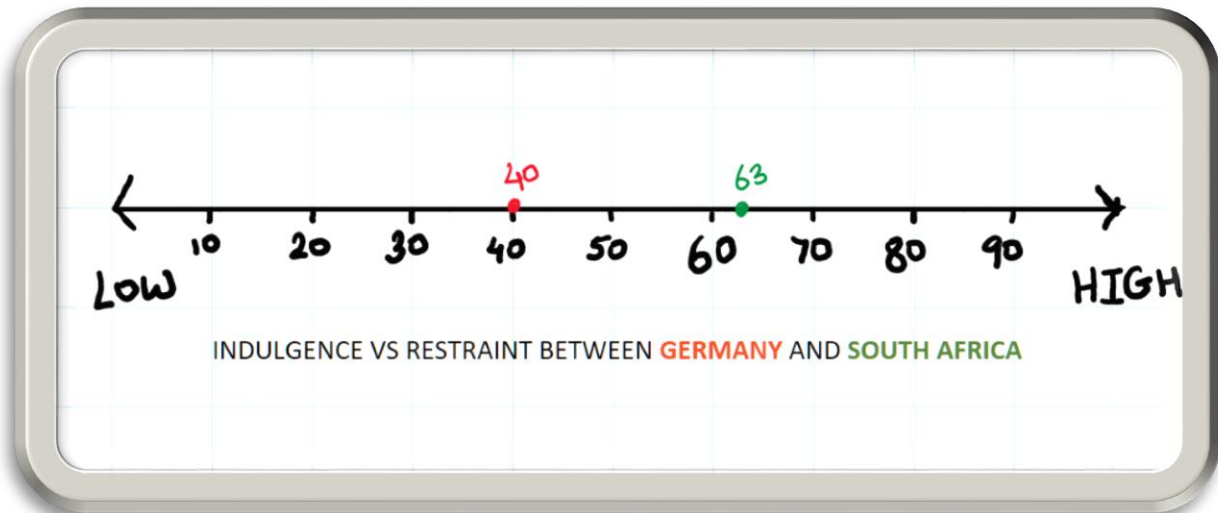
Indulgence means the society in which ones values the satisfaction of his/her desires and wants. This is a concept which is varied from person to person, country to country (Lawrence, P. R. 1990)[14]Like in Germany the people are more restraint means they do not value self needs that much. Societies with a low score in this dimension tend to cynicism and pessimism. People with this orientation have the perception that their actions are Restrained by social norms and feel that indulging themselves is wrong (Hofstede-insights 2019)[15]. Here we do not push time to leisure activities a lot but compared to South Africa they have a very indulgent nature. They prioritize leisure time, spend on wants and accessories. The team in South Africa will also have such a mindset and their wants and expectations will be different than the German team. The difference between both the countries is also huge differing by 23 points. You will have to make such types of business models which can run in such type of environment. Above you can see a figure (Hofstede,2019)[16] in which there is a comparison on a scale of 0 to 100 scores.

2.2 - HALL'S CULTURAL DIMENSION.

EDWARD T. HALL developed the concept of halls cultural dimensions. He spent over three decades in developing the differentiations. The categorizations mainly refer to verbal and non-verbal communications. (Boeing, Matthias,2013)[17]. His concept refers to communication between people and considers space, context, and time in communication to be important differentiators (Brown N. Edward T. Hall,2001)[18].

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[14] Lawrence, P. R. (1990). Managers and leaders: Are they different? In J. A. Conger & R. N. Kanungo (Eds.), Charismatic leadership: The elusive factor in organizational effectiveness (pp. 211-226). San Francisco, CA: Jossey-Bass.
[15] Hofstede-insights 2019.
[16] Author, data based on Hofstede-insights, country-comparison (2019).
[17] Boeing, Matthias. Analysis of cultural differences and their effects on marketing products in the United States of America and Germany: A cultural approach to marketing using Edward T. Hall and Geert Hofstede. Anchor Academic Publishing (aap_verlag), 2013.
[18] Brown N. Edward T. Hall: Proxemic Theory, 1966. Centre for Spatially Integrated Social Science. University of California, Santa Barbara. Read. 2001; 18:2007.

He has distinguished his concept between the following three dimensions: -

2.2.1- Space.

People's spatial comfort zones differ considerably between cultures. Hall initially distinguishing between personal, social, and public distances (Hall, 1990)[19]. The most proximate or intimate distance range can also be added to these three areas (Broszinsky-Schwabe, 2017)[20]. Overall, the German culture and the South African culture in this term matches predominantly. Both countries keep in mind about the private space of the opposite person but in a few cases like a handshake, the team or the client from south Africa can make a handshake for 15 seconds or even more. They are friendly and respectful when it comes to entering the private space. For example you are in a meeting with local client, the way of greeting from his side would a firm handshake for more than 15 seconds which is unusual in German work culture. But you should take it positively and embrace the opposite person with the same energy as it is their way of approach.

2.2.2- Context.

Hall distinguishes between two types of contexts cultures, they are high–context and low-context. A Low-context culture means the communication is very direct in other words the meaning of the spoken words is directly understood and there is no hidden meaning. But on other hand a High-context culture means that the communication is not that direct and there is a hidden meaning and an implicit message in the conversation (Hall, E. T. 1976)[21]. Over here there is vast difference in both the countries approach to communication. Germany is a very low-context culture where all topics related to business are openly discussed and there is not hidden meaning in the spoken words but the case for South Africa is completely opposite. South Africa is very inclined to a High-context culture. Over there the topics in the meetings are not openly discussed they are communicated in a hidden way, and they expect the team and mangers to find the appropriate way to tackle the situation and find the hidden message of the client. One must be very careful while addressing the client and must quickly understand the correct meaning of what the client expects.

2.2.3- Time.

Time reference refers to time management and the relationship people show to the aspect of time. there is a distinction between a monochronic and polychronic understanding of time. monochronic culture means there is a strong emphasis on schedules, and everyone works according to timetables. here the work is more preferred more than interpersonal relations. On the other hand, polychronic cultures are more towards building and maintaining relations rather than keeping on time. Germans have a very monochronic culture we give importance to time a lot, for the team here schedules and punctuality are their utmost priority. South Africans are also punctual about meetings, but they also give importance to building personal relations. for example when you have a meeting with the team, you can expect some delays and personal talks during the meeting. You do not have to be disappointed about it, it is just their culture and not about disrespecting or not about unprofessionalism (Hall, E. T. 1959)[22].

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[19] Hall, E. T. (1990). The hidden dimension.
[20] Broszinsky-Schwabe, E. (2017). Intercultural communication: Misunderstandings and understanding (2nd ed.). Springer.

[21] Hall, E. T. (1976). *beyond culture*. anchor books
[22] Hall, E. T. (1959). The silent language. Garden City, N.Y.: Doubleday.

2.3 - ROTTER'S CULTURAL DIMENSION.

The concept of Locus of control originated in 1966 by the great psychologist Julian Rotter. This approach focusses on how the construct of control over the unknown factors determine certain events. It also refers to the extent to which people believe they have some, total or no control over events (Rotter, J. B. 1966) [23]. External factors such as luck, divine energy, fate or even religion could affect the perspective of thinking. Such type of culture is generally called as *strong external conviction of control* (Keenan, A., and McBain, G. D. M. 1979)[24]. A *strong internal locus of control* is associated with help – seeking, positive thinking and lower levels of anxiety (Gianakos, I. (2002)[25]; Gray-Stanley and Muramatsu, 2011[26]; Gore et al, 2016)25.

Germany is a very strong Internal conviction of control which means here there is no such thing as the project got cancelled due to fate or due to luck. Here it is termed to be a fault of the team which failed to deliver quality or satisfactory results to clients. But South Africa is strong External conviction of control country (Spector, P. E., Cooper, C., Sanchez, J. I., & O'Driscoll, M. 2002)[27]. If any such thing happens in the meeting with the African team it will be termed as if it was a problem due to luck or wasn't in their fate to get the project. While handling the team with such a mindset you need to be comfortable with the people because it isn't about professionalism, for them it is their way of understanding and accepting the situation.

SECTION: - 3 = CONCLUSION.

From this we can conclude that south Africa is not completely different than Germany but there are a couple of parts where one needs to be careful and take into consideration of the way the South African team will respond to some conversation. This guide will help you to understand the thinking process and the approach of the team.

To build a better way of communication you can use different methodologies like some informal talks, changing the meeting location rather than the regular office one once in a while. This will help in 2 ways to the company. One that the team is a bit comfortable in discussing about the problems by staying away from the stressful work environment. And two that you can build trust and relations with the team so that the work environment is improvised and the team members blend with each other in a better way.

Last thing, one must try to blend in with their work environment and living culture because you are going to be a manager who is going to take care of a big team. So if you can get real time experiences about their traditions, their day to day practice it will be a win-win situation for you. In the very beginning it will be a bit difficult to accept few practices but your patience will help you win over it and help manage the branch successfully. All the best for your awaiting adventure.

[23] Rotter, J. B. (1966). Generalized expectancies for internal versus external control of reinforcement. *Psychological Monographs: General and Applied*, *33*(1), 1—28.

[24] Keenan, A., and McBain, G. D. M. (1979). Effects of type a behaviour, intolerance of ambiguity, and locus of control on the relationship between role stress and work-related outcomes. J. Occup. Psychol. 52, 277–285.

[25] Gianakos, I. (2002). Predictors of coping with work stress: the influences of sex, gender role, social desirability, and locus of control. Sex Roles 46, 149–158.

[26] Gray-Stanley, J. A., and Muramatsu, N. (2011). Work stress, burnout, and social and personal resources among direct care workers. Res. Dev. Disabil. 32, 1065–1074.

[27] Spector, P. E., Cooper, C., Sanchez, J. I., & O'Driscoll, M. (2002). Locus of control and wellbeing at work: How generalizable are western findings? *Academy of Management Journal*, *45*(2), 453—466.

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