

COMM1150 Global Business Environments

Term 2, 2023

Week 2 Socio-Cultural Lens

Assoc Prof. Suleika Bort

Online class etiquette:

- Switch your microphone to mute to avoid disruption to the class
- Raise your 'virtual' hand to ask questions or make a comment, or use the chat channel
- Please turn on your camera if you want to have a more immersed online learning experience
- Wait for your lecturer to start

Face-to-face class etiquette:

- Please follow physical distancing requirements and keep a 1.5m distance between you and the person next to you
- If you have any symptoms, even very mild, you MUST NOT stay in class. Go home, self-isolate, and seek medical advice immediately



UNSW
SYDNEY

Acknowledgement of Country

"I would like to acknowledge the Bidjigal people of the Eora nation who are the Traditional Custodians of the Land on which this lecture is taking place and pay my respects to the Elders past and present".

This week:

Learning outcomes: relate to Assessment 1

- Introduce the concept of culture
- Examine the diverse manifestations of culture and cultural change at different levels in global business environments
- Appreciate how culture shapes individuals, organizations, and societies
- Examine frameworks for making sense of national cultures and their influence on individuals and organisations

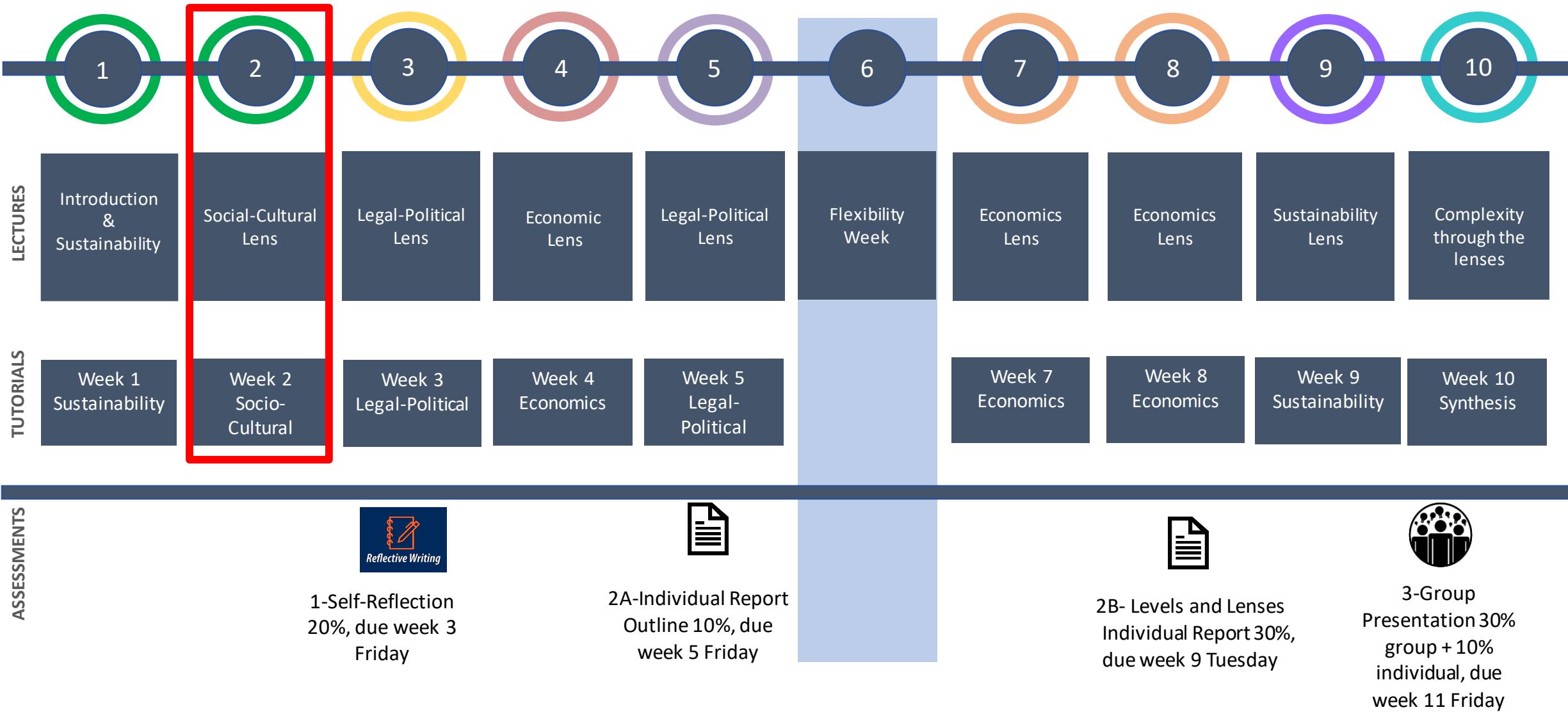
This week's to-do list:

- Work through online learning content and activities
- Complete the tutorial preparation activity in the Week 2 pre-learning module
- Please make sure to attend the tutorial this week.
- Attend the Assessment 1 Communication Workshop (**13 June 2023, 3-4pm via Zoom**)



UNSW
SYDNEY

COMM1150 Global Business Environments



Please see COMM1150 Assessment Guide for details including exact deadlines

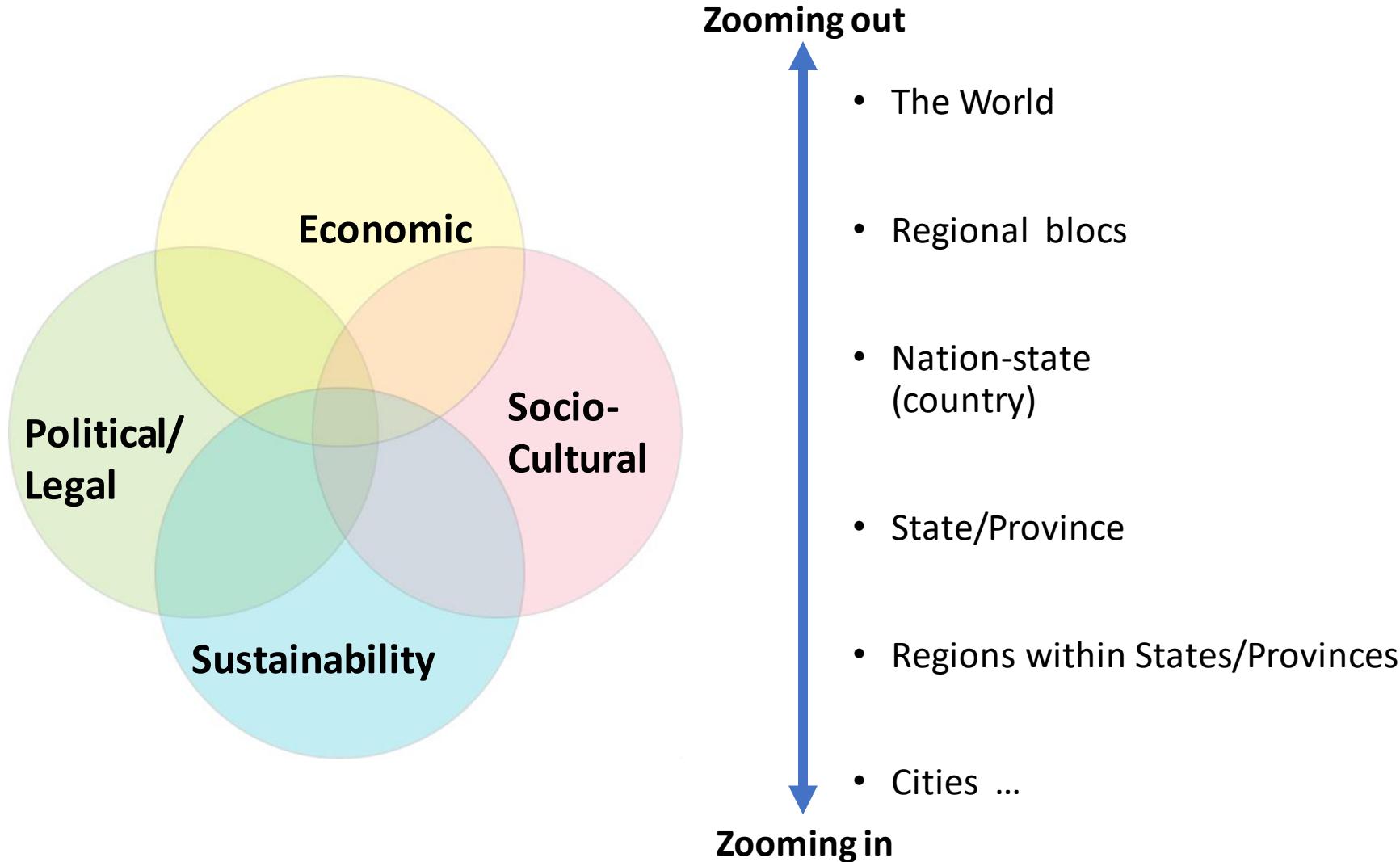
Assessment 1: Self-reflection video

Select a “thing” that you think is part of your culture and that is relevant to your life. Then, reflect on how the aging population trend transforms that “thing”. Use the definitions and examples of culture discussed in class when choosing your topic. There are many “things” you could consider, but to give you some sense of suitable topics, here is a list of a few: art, popular music, fashion, food, (national) identity, heritage, vacation, etc.

Please reflect on the following:

1. the nature and meaning of what you have chosen to discuss and its importance or relevance to you;
2. how and why the aging population trend has changed the particular “thing” of culture you chose, and its meaning to you; and
3. the consequence(s) and importance of the cultural change you are discussing.

Week 1 review: Global Business Environment: Lenses & Levels



What are the opportunities and threats for an organisation?



Defining Culture



UNSW
SYDNEY

Which of the following can reflect “culture”?

- A. Language
- B. Social etiquette
- C. Arts
- D. Education
- E. Travel
- F. Wearing a mask these days ☺

Numerous Definitions of Culture

“**a learned, shared, compelling interrelated set of symbols whose meanings provide a set of orientations for members of society**”

(Terpstra and David 1991)

“**a system of values and norms** that are **shared among a group of people** and that when taken together constitute **a design for living**”

(Hofstede, Namenwirth & Weber)

““**the collective programming of the mind** which distinguishes the **members of one category of people** from another”

<https://hi.hofstede-insights.com/models>

“**everything that people have, think and do as members of their society**”

(Ferraro 1990)

“**that complex whole** which includes **knowledge, belief, art, morals, law, custom, and any other capabilities and habits** acquired by a person **as a member of society**”

(Tylor 1871)

SDGs relate to
Assessment 3

10 REDUCED INEQUALITIES



Characteristics of Culture

Shared



Interrelated and Organized



Multi-level



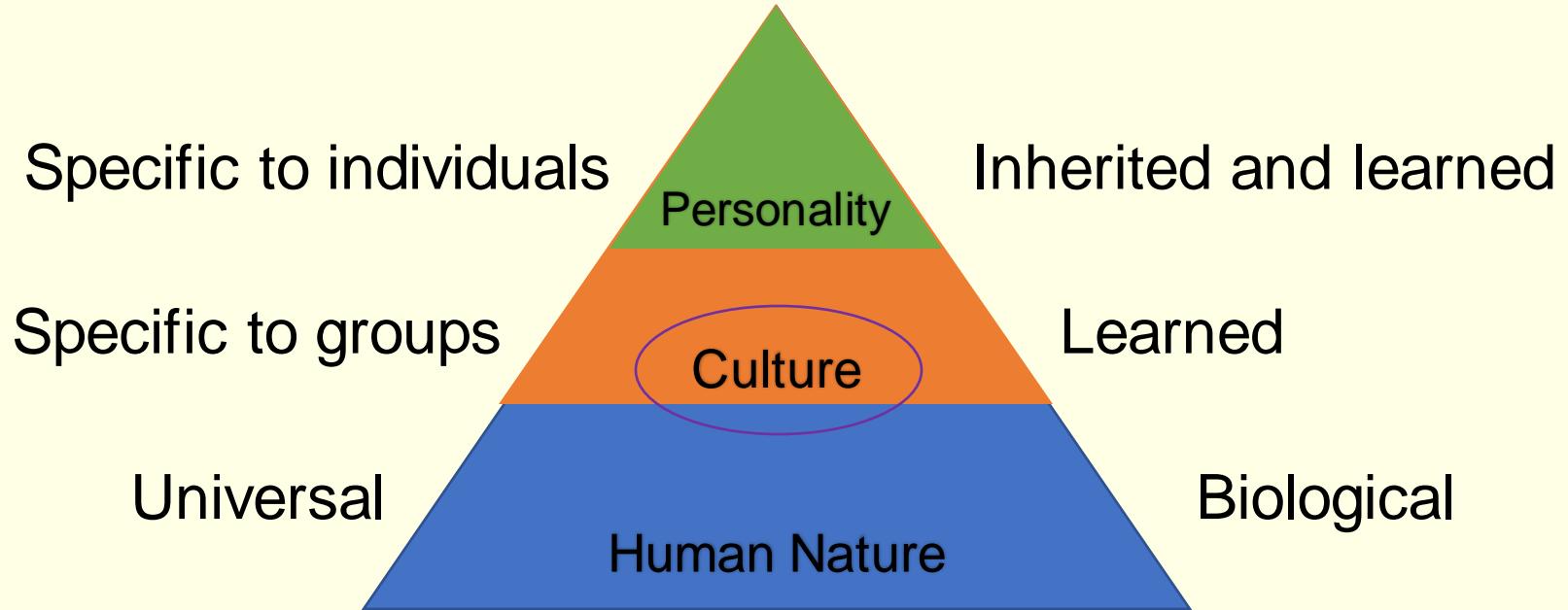
Learned and Enduring



Changing (slowly?)



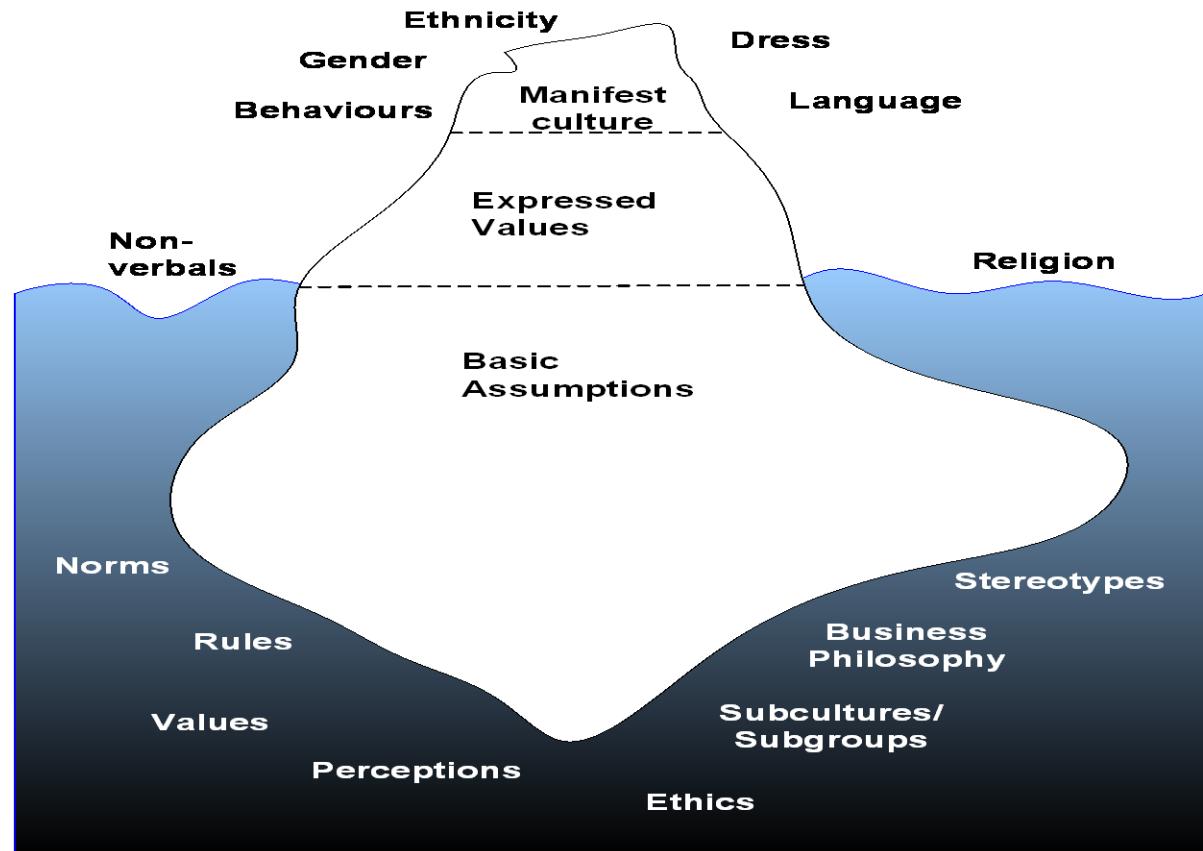
Where does Culture Fit in?



Thomas and Inkson 2009

Culture is powerful but it is largely invisible

Culture relates to an individual's values and understanding of the world

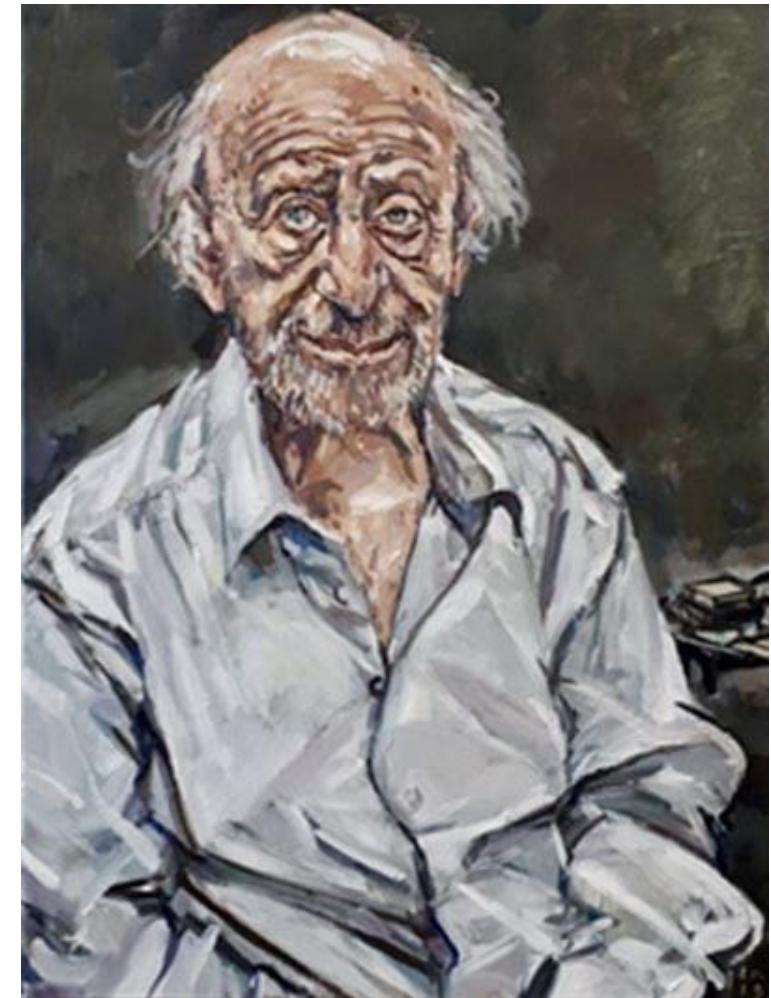
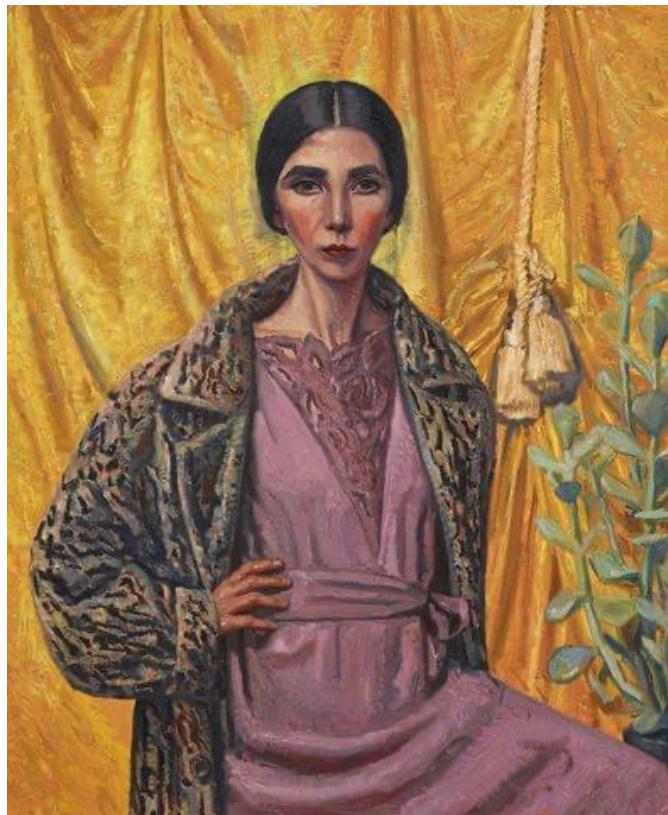


Source: [Intercultural Training and the Iceberg Model](#)



UNSW
SYDNEY

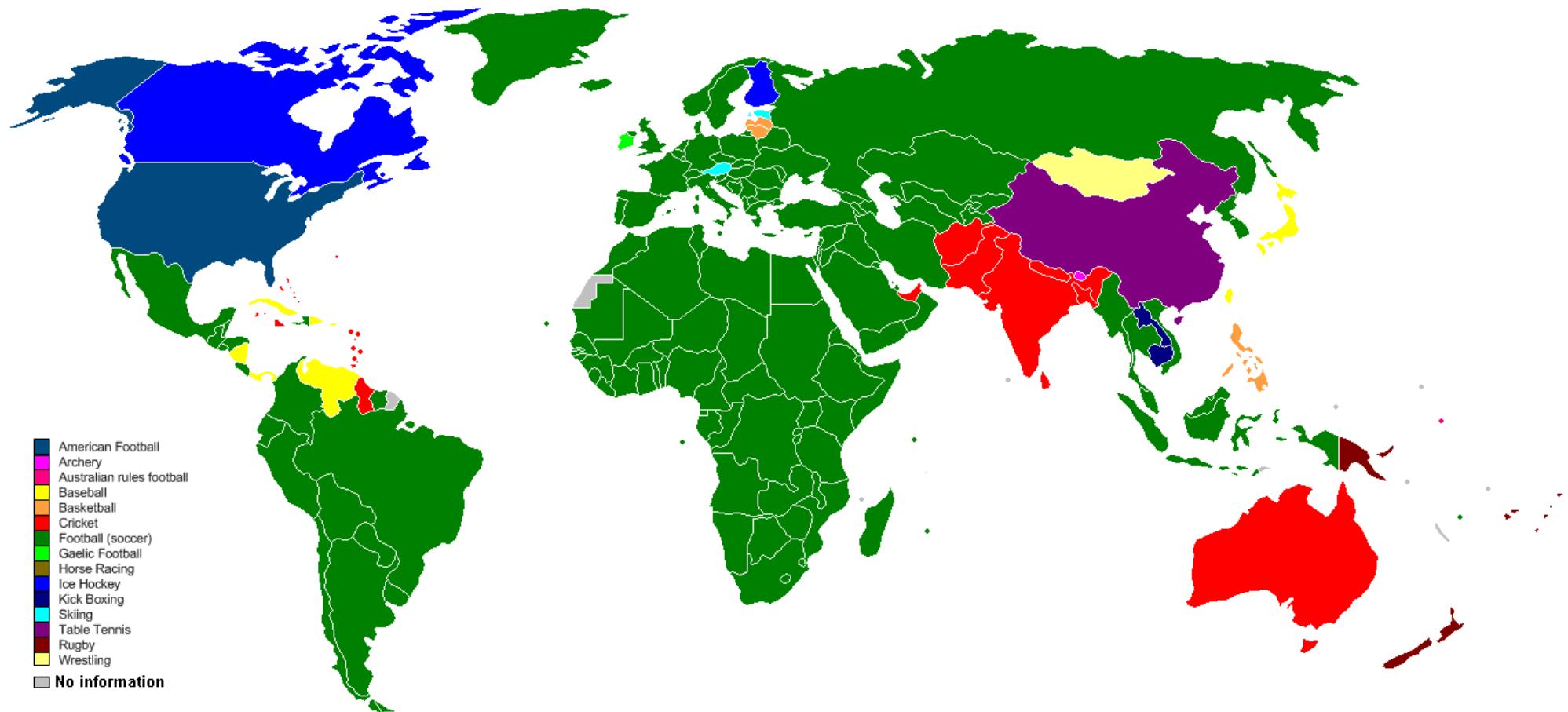
Archibald Prize and National Identity



Source: [Home Art Archibald, Wynne and Sulman Prizes Archibald](https://www.homeart.com.au/)

<https://www.geoffharcourt.com/>

Most Popular Sports in the World?



Source: [The most popular sport in every country](#)



UNSW
SYDNEY

Language and (National) Identity

Wide agreement that language is at the core of national identity

— is very important for being truly (survey country nationality)



* In Canada, national language asked as "either English or French."

† In Italy, Poland and Spain asked "Catholic." Not asked in Japan.

Note: European median based on 10 countries.

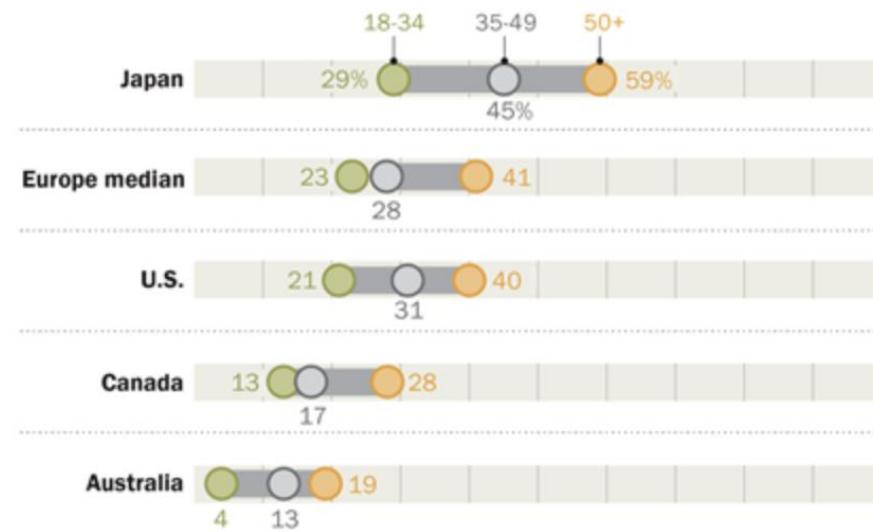
Source: Spring 2016 Global Attitudes Survey, Q85b-d.

PEW RESEARCH CENTER

Source: [What It Takes to Truly Be 'One of Us'](#)

Old more likely than young to say birthplace is very important to national identity

Having been born in our country is very important for being truly (survey country nationality)



Note: European median based on 10 countries.

Source: Spring 2016 Global Attitudes Survey, Q85a.

PEW RESEARCH CENTER



UNSW
SYDNEY

Sometimes what you don't see is even more important than what you do see

Key Elements of Culture

- **Values / Beliefs:**
 - Abstract ideas about what a group ***believes to be good, right, and desirable***
 - **Value** (what is important to you?)
 - E.g. “how important is the following in your life: family, friends, leisure, work, religion?”
 - **Belief** (ideas you hold to be true)
 - E.g. “I believe that most people can be trusted.”
 - Provide the context within which a society’s norms are established and justified



Key Elements of Culture

Norms:

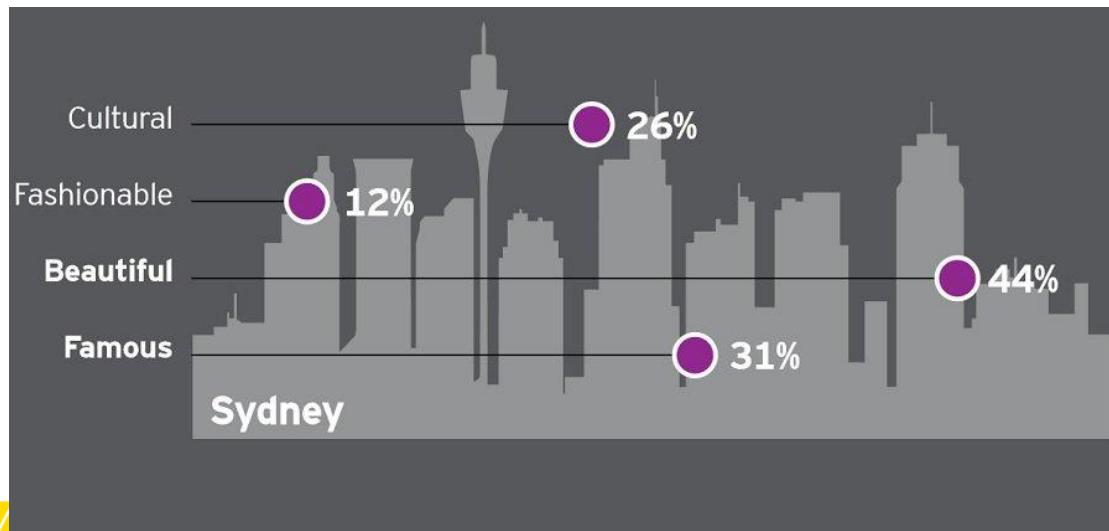
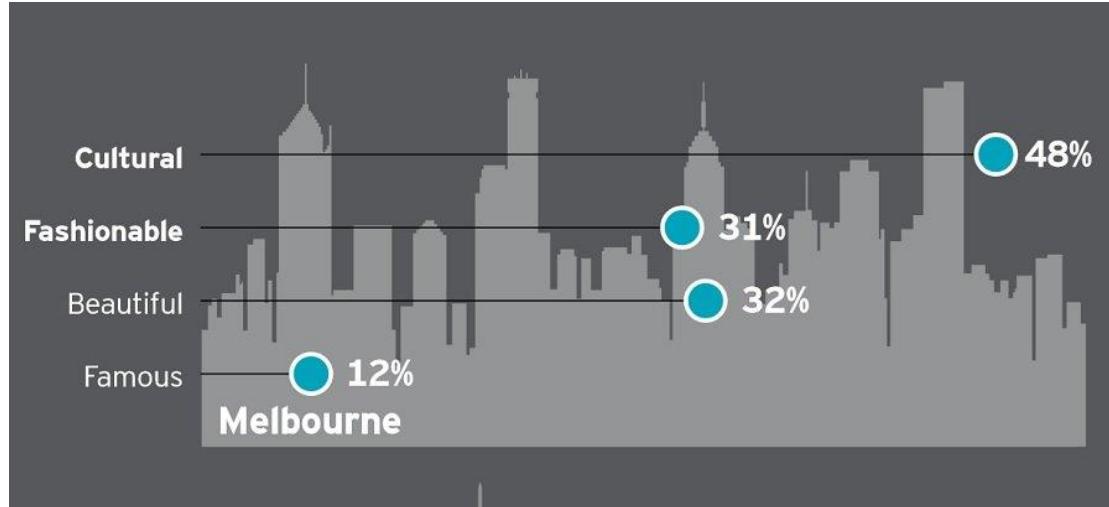
- **Social rules** and guidelines that prescribe **appropriate behaviour** in particular situations.
- 1) The **routines** and **conventions** of everyday life
 - E.g. appropriate dress code in a particular situation,
 - good social manners,
 - eating with the correct utensils,
 - neighbourly behaviour ...
- 2) Other norms that are central to the functioning of a society and to its social life.
 - E.g. **Attitude** towards time
 - Time as 'money'
 - Time is 'elastic'

Under the influence: how the group changes what we think



Source: [Under the Influence: How the Group Changes What We Think](#)

Regional Differences in Australia and other places...



...while Kansai stands on the right.



Kantō stands on the left side...

Source:

[Tokyo VS Osaka: Inside Japan's Insane Regional Rivalry!](#)



UNSW
SYDNEY

World or Global Culture?

- Culture is a set of distinctive spiritual, material, intellectual and emotional features of **society** or a **social group**. It encompasses, in addition to art and literature, **lifestyles, ways of living together, values systems, traditions** and **beliefs**. Respecting and safeguarding culture is a matter of **Human Rights**.
- **Cultural diversity** presupposes respect of fundamental freedoms, namely freedom of thought, conscience and religion, freedom of opinion and expression, and freedom to participate in the **cultural life of one's choice**.

SDGs relate to
Assessment 3

10 REDUCED
INEQUALITIES



UNSW
SYDNEY

Global Culture?

The United Nations Educational, Scientific and Cultural Organization (UNESCO) seeks to encourage the identification, protection and preservation of cultural and natural heritage around the world considered to be of outstanding value to **humanity**. This is embodied in an international treaty called the [Convention concerning the Protection of the World Cultural and Natural Heritage](#), adopted by UNESCO in 1972.

World Heritage

Heritage is our legacy from the past, what we live with today, and what we pass on to future generations. Our cultural and natural heritage are both irreplaceable sources of life and inspiration.



Places as unique and diverse as the wilds of East Africa's Serengeti, the Pyramids of Egypt, the Great Barrier Reef in Australia and the Baroque cathedrals of Latin America make up our world's heritage.

What makes the concept of World Heritage exceptional is its universal application. World Heritage sites belong to all the peoples of the world, irrespective of the territory on which they are located.

10
REDUCED
INEQUALITIES

11
SUSTAINABLE CITIES
AND COMMUNITIES



SDGs relate to
Assessment 3



UNSW
SYDNEY

Which of the following Australian national treasures are on the UNESCO's World Heritage List?

- Great Barrier Reef
- Kakaku National Park
- Tasmanian Wilderness
- Sydney Opera House
- Shark Bay, Western Australia
- Greater Blue Mountains Area
- Macquarie Island



Cultural Change and Its Manifestations

(Relate to Assessment 1)



UNSW
SYDNEY

FEATURE

How Sushi Went Global

A 500-pound tuna is caught off the coast of New England or Spain, flown thousands of miles to Tokyo, sold for tens of thousands of dollars to Japanese buyers ... and shipped to chefs in New York and Hong Kong? That's the manic logic of global sushi.

BY THEODORE C. BESTOR | NOVEMBER 19, 2009, 6:15 PM



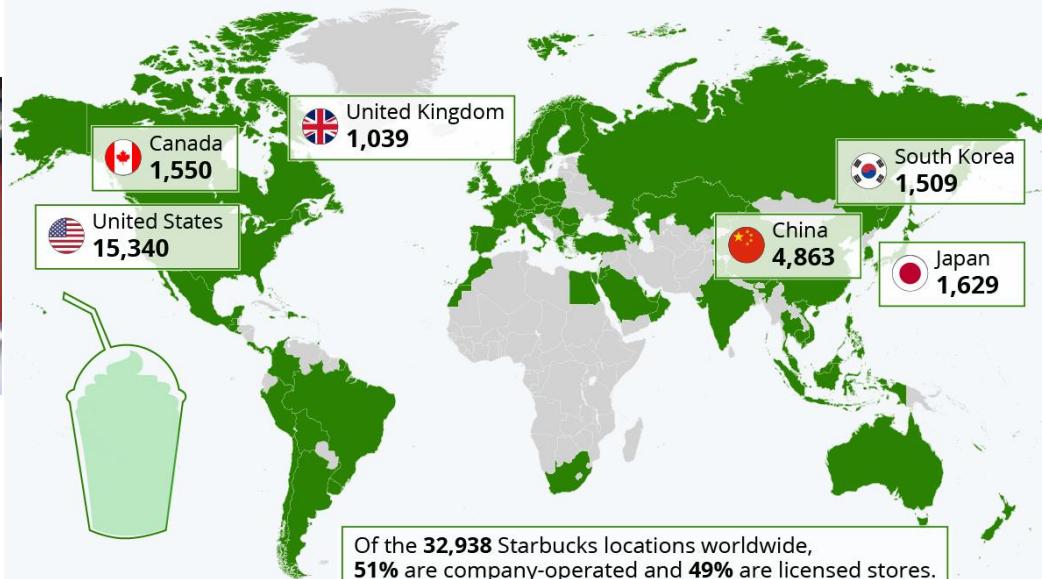
Bluefin tuna may seem at first an unlikely case study in globalization. But as the world rearranges itself — around silicon chips, Starbucks coffee, or sashimi-grade tuna — new channels for global flows of capital and commodities link far-flung individuals and communities in unexpected new relationships. The tuna trade is a prime example of the globalization of a regional industry, with intense international competition and thorny environmental regulations; centuries-old practices combined with high technology; realignments of labor and capital in response to international regulation; shifting markets; and the diffusion of culinary culture as tastes for sushi, and bluefin tuna, spread worldwide.

Globalisation and Cultural Change



Starbucks at 50: A Sprawling Coffee Empire

Countries with the most/at least one Starbucks store
(as of December 27, 2020)



Source: Starbucks



statista



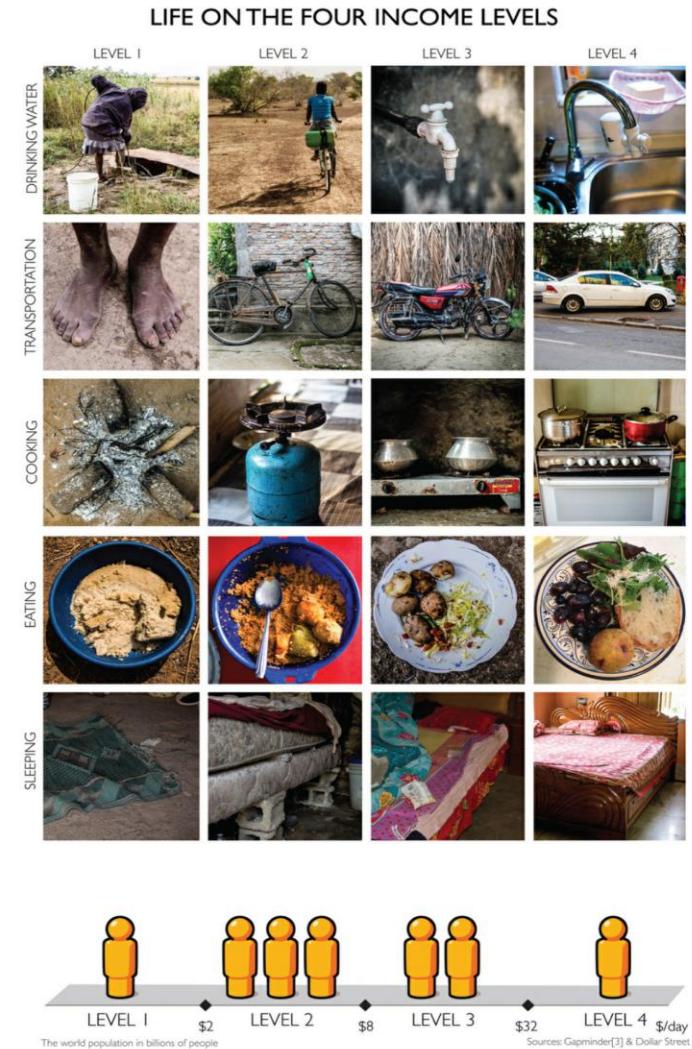
UNSW
SYDNEY

Economic development enables societal shift

8 DECENT WORK AND
ECONOMIC GROWTH



SDGs relate to
Assessment 3

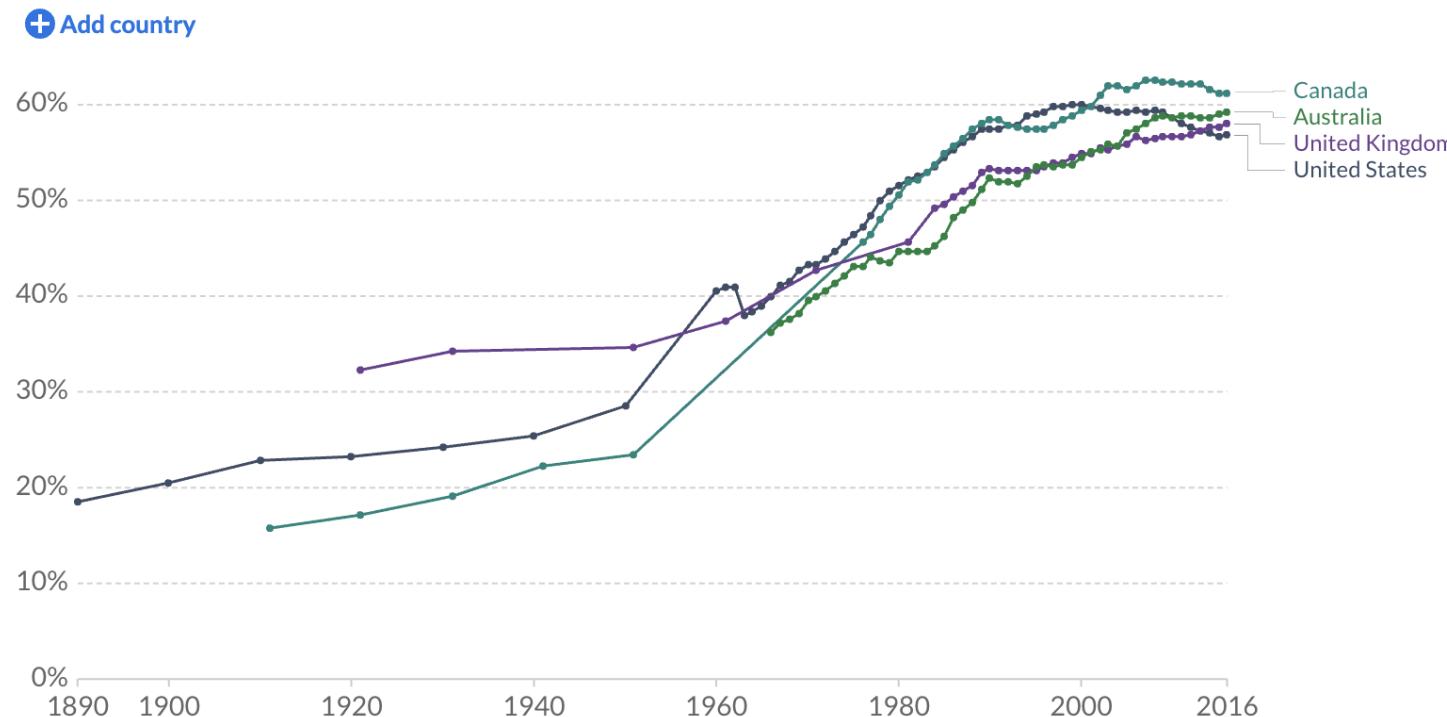


Female Labor Force Participation

Long-run perspective on female labor force participation rates, 1890 to 2016

Proportion of the female population ages 15 and over that is economically active. Data is available for OECD member countries, as well as for non-member countries publishing statistics in [OECD.stats](#).

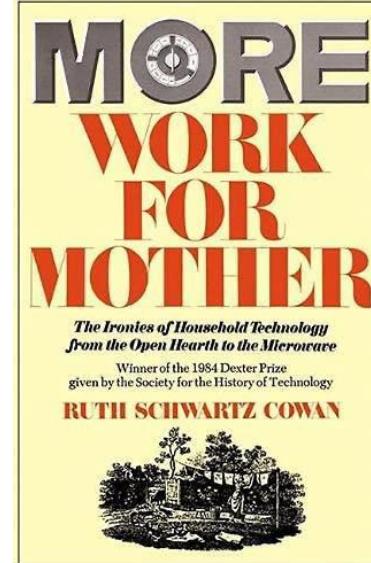
Our World
in Data



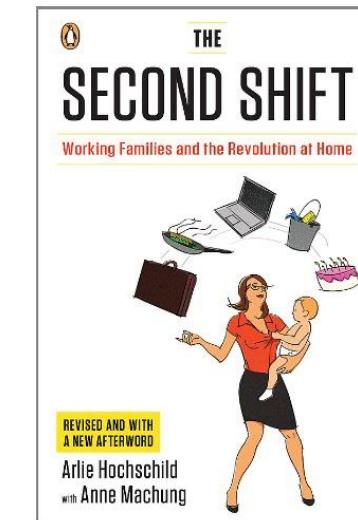
Source: Our World In Data based on OECD (2017) and Long (1958)

Note: For some observations prior 1960, the participation rate is taken with respect to the female population 14 and over. See sources for details.

CC BY



SDGs relate to
Assessment 3



5 GENDER EQUALITY



UNSW
SYDNEY

"Unfortunately, the climate crisis is threatening the way of life we love."

FAST CLIMATE FACTS

 All extreme weather events are influenced by climate change.

 Since 2013, every year has been amongst the ten warmest on record for Australia.

 Since 1950 the annual number of record hot days across Australia has more than doubled.

 Heatwaves are becoming hotter, lasting longer and occurring more often.

 Bushfire seasons are starting earlier and lasting longer and there has been an increase in the number of days of Very High fire danger and above over the last 30 years across southeast Australia.

 Cool season rainfall has been declining across mainland southern Australia over recent decades, with April - October rainfall reduced by 10-20 percent.

 The intensity of short duration (hourly) extreme rainfall events, often leading to flash flooding, has increased by around 10%.

For more information, please access 'State of the Climate 2020' (BoM and CSIRO 2020).

NORTHERN TERRITORY

Darwin: AFL

 In November 2020, AFL Northern Territory league implements extreme heat policy with mid-30°C temperatures forecast for weekend games. "When the sun is beating down and it's 35 degrees with 80 per cent humidity during a 2:00pm game, there's only one word to describe it – brutal" (Daniel Fitzgerald, NTFL player, Darwin Buffaloes, ABC 2020, online quote).

WESTERN AUSTRALIA

Perth: A-League

 Severe electrical and thunderstorms in Perth postponed an A-League match at Campbelltown Stadium between Sydney FC and Perth Glory (schedule for 7 Dec 2011) because the Perth Glory team was unable to travel.

Perth: Horseracing

 Ascot horse race was abandoned due to extreme heat in December 2019.

VICTORIA

Melbourne: Australian Open Tennis

 Extreme heat (+40°C) over two days in January 2018 caused player heat stress and a review of the tournament's extreme heat policy.

Victoria: Community Sport

 More than half of the community sporting leagues in rural Victoria delayed or cut short their 2007 season because of drought.

Victoria: Disability Sport

 Extreme weather forced the cancellation of the 2017 Victorian Disability Sport and Recreation Festival.

QUEENSLAND

Brisbane: Soccer / NRL / Rugby Union

 Intense rainfall led to Lang Park (Suncorp Stadium) being submerged in 1.5m of water in January 2011 forcing the Maroons (rugby league State-of-Origin), the Reds (rugby union) and the Roar (soccer) to play away from home.

Tropical Queensland - Community Sports

 Grassroots sport badly affected by intense rainfall in early 2019, with three clubs each estimating +\$250,000 damage bill.

NEW SOUTH WALES

New South Wales: Professional and Junior Football

 Record-breaking heat on 11 February 2017 (NSW state-wide average temperature of 44°C) resulted in Newcastle's A-League soccer match vs Melbourne Victory and all under-18s NSW football trial games being cancelled.

Sydney: Cricket Ashes Test

 England's captain Joe Root was hospitalised suffering from dehydration and viral gastroenteritis after the air temperature hit 41.9°C during Australia vs England test match in January 2018.

Sydney: Sailing

 The SOLAS Big Boat Challenge, a warmup for the Sydney to Hobart race, was cancelled in December 2019, because of poor visibility on Sydney Harbour from thick bushfire smoke.



SDGs relate to
Assessment 3

Cultural Change Creates Opportunities and Threats for business



Have Australians fallen out of love with Sydney and Melbourne?

By Emily McAuliffe
Business reporter, Melbourne, Australia

© 25 February

Coronavirus pandemic



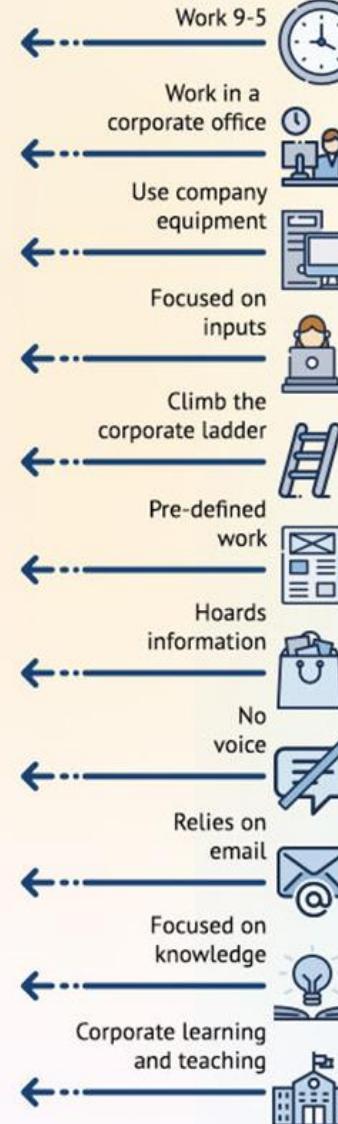
Some Australians are moving out of Sydney and Melbourne in search of a better quality of life

Australians take their lifestyles seriously, so could coronavirus-induced flexibility change their living preferences forever?

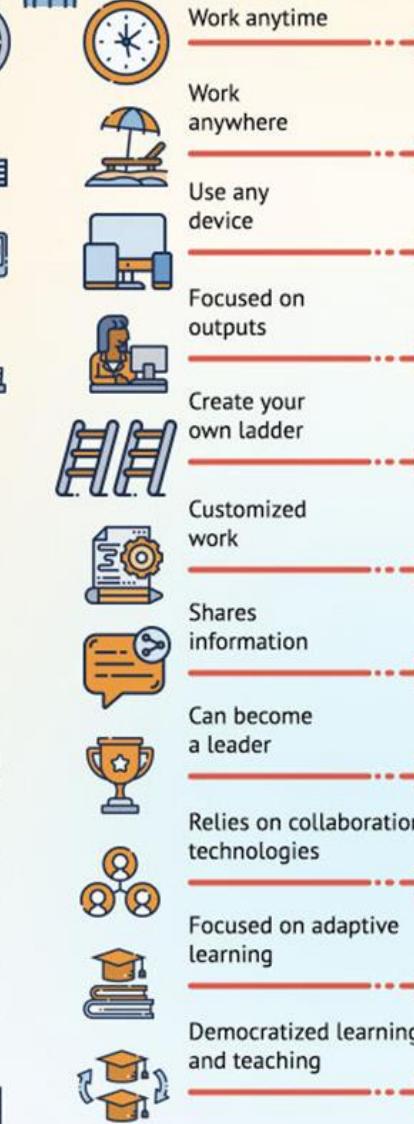
Source: [Have Australians fallen out of love with Sydney and Melbourne?](#)

THE EVOLUTION OF THE EMPLOYEE

PAST



FUTURE



by Jacob Morgan

thefutureorganization.com

Identifying Cultural Trends

Analytical Focus	Level of Analysis	Culture Trends? (heterogeneity & change)
Values	<ul style="list-style-type: none">The WorldRegional blocs	
Beliefs	<ul style="list-style-type: none">Nation-state (country)	
Norms	<ul style="list-style-type: none">State/Province	
Languages	<ul style="list-style-type: none">Regions within States	
Attitudes	<ul style="list-style-type: none">Cities	
Rituals	<ul style="list-style-type: none">Groups	
Habits	<ul style="list-style-type: none">OrganizationsIndividuals	

What are the opportunities and threats for an organisation?

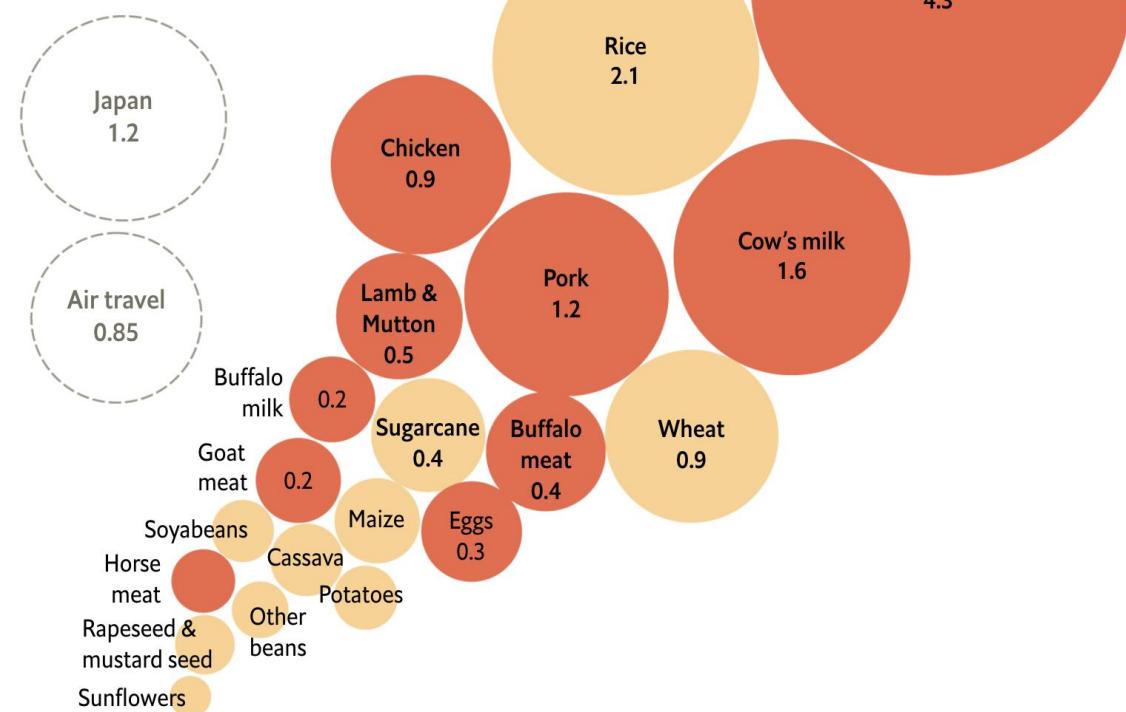
Change of Values and Meat Consumption

Annual emissions, CO₂-equivalent gigatonnes

Ten biggest sources in each category, 2010

● Animal-based ● Plant-based

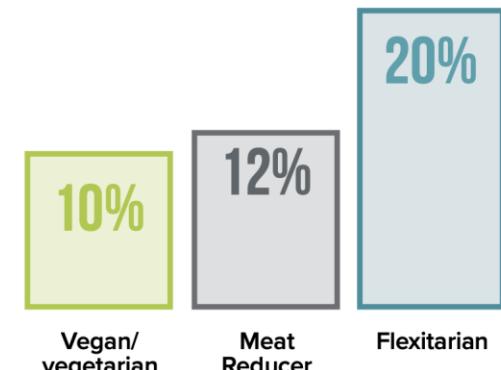
Compared with total
emissions from



Source: [Treating beef like coal would make a big dent in greenhouse-gas emissions](#)

42%

OF AUSSIES ARE
EATING LESS MEAT
OR NONE AT ALL³²



Opportunities and Threats to Businesses

Foodservice outlet	Offering/s featuring plant-based meats	Launch details
7-Eleven 	No Chicken and Lettuce Sandwich; No Beef Pie; No Sausage Roll	Launched plant-based options developed by the 7-Eleven team in June 2020 across stores nationwide
Domino's 	Plant-based meat versions of pizzas: Beef & Onion, Godfather, Taco Fiesta, Loaded Burger, Fire Breather and Hawaiian	Launched plant-based beef in September 2019 and plant-based pepperoni and ham in October 2019
Ferguson Piarre Bakehouse 	Plant-based versions of Aussie Pie; Sausage Roll; Wholemeal Tiddly Oggie; Wholemeal Mini Oggie	Launched July 2020 after CEO Steve Piarre made the switch to plant-based eating
Grill'd 	Beyond Simply Grill'd; Beyond Garden Goodness; Beyond Chipotle; can also substitute Beyond patty in any burger on the menu	Launched Beyond patties in February 2019 to all stores across Australia, with several promotions such as Meat-Free Monday
Hunky Dory 	Fishless Fish	Launched widely in February 2020 after successful trials, using Future Farms 'fish'
Hungry Jack's 	Rebel Whopper	Launched in September 2019 using a v2food plant-based burger patty

Figure 4: Prominent examples of plant-based meat products on the menus at Australian foodservice outlets

Grill'd launches two dedicated plant-based restaurants

By Business News Australia

7 February 2022



-  Australian-owned restaurant chain Grill'd remains at the forefront of alternative burger options with the announcement of two 100 per cent plant-based restaurants opening today.
-  Menus at the two venues, Crown St Darlinghurst (NSW) and Collingwood (VIC), have been transformed entirely, offering exclusively plant-based options and a choice of 23 plant-based burgers, including new Grill'd Impossible burgers, complete with a range of salads and sides.
-  After renovating both stores, 'Impossibly Grill'd' offers customers leafy-green interiors to complement their experience alongside other plant-based dishes available on the menu, including the popular Grill'd Fable burger range, Plantain "chicken", and Grill'd Impossible "loaded" chips.
-  "We're thrilled to open the doors of Impossibly Grill'd, an entirely new healthy, sustainable plant-based restaurant concept where guests can enjoy the tastiest meat-free burgers in Australia," Grill'd founder and managing director Simon Crowe said.
-  "Whether you're vegetarian-ish, plant based or experimenting with going meat-free, Grill'd is a progressive brand that supports all food tribes no matter consumer's needs and preferences."
-  Supplementing the announcement, Grill'd is also reintroducing "meat-free Mondays" across all its 142 restaurants, initially launched in 2019 to encourage Australians to go meat-free for one day a week.

Source: [Grill'd launches two dedicated plant-based restaurants](#)

SDGs relate to
Assessment 3





Dimensions of Culture: Cultural Diversity in Global Business Environments



UNSW
SYDNEY

Which of the following countries are culturally closest to Australia? Choose 5 countries.

Argentina

Austria

Belgium

Brazil

Canada

China

Chile

Colombia

Denmark

France

Great Britain

Germany

Greece

India

Iran

Ireland

Israel

Italy

Japan

Mexico

Netherlands

New Zealand

Norway

Peru

Philippines

Portugal

Russia

South Africa

South Korea

Spain

Sweden

Switzerland

Thailand

Turkey

USA

Venezuela

Frameworks for Understanding (National) Culture

Hofstede's cultural dimensions ([NATIONAL CULTURE](#))

Study of value dimensions based on a survey of 100,000 employees of a large corporation in 50 countries

Hofstede's value dimensions

Value dimension	Relevance to business context
Power distance (Distribution of Power)	Relations between superiors & subordinates; Degree to which less powerful accept power distribution
Uncertainty avoidance (Tolerance for Ambiguity)	Propensity for risk; threatened by unknown situations or ambiguity
Individualism vs. collectivism (Integration into groups)	Individual's identification with organization and group dynamics; Loose ties between individuals
Masculinity vs femininity (Achievement etc. vs. caring..)	Emotional gender roles are clear and distinct; men are supposed to be more assertive, tough, and focused on material success vs. emotional gender roles overlap and both men and women are supposed to be modest, tender, and concerned with quality of life.
Long vs short-term orientation	Oriented toward future rewards (perseverance and thrift) vs. present and past orientation; Time horizon for decision making
Indulgence vs restraint (Role of happiness)	Happiness and satisfaction of human needs and desires vs. Curbing ones' desires and withholding pleasures.



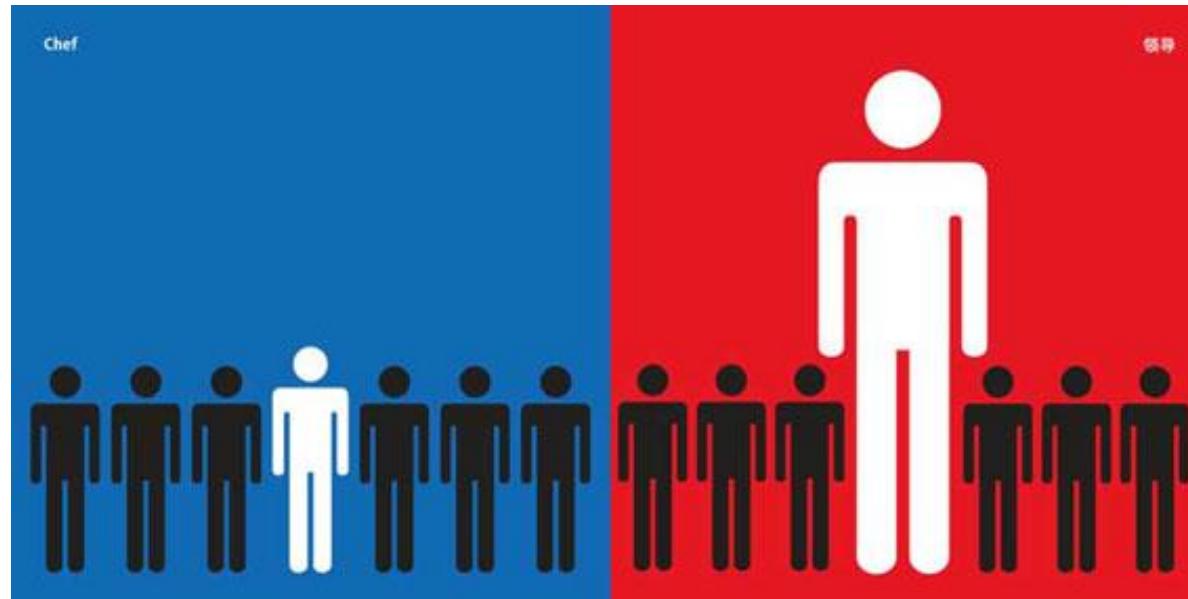
Power Distance

Small Power Distance

- Inequalities should be minimised
- Hierarchy = inequality of roles
- Decentralisation

Large Power Distance

- Inequalities expected and desired
- Hierarchy = existential inequality between lower and higher levels
- Centralisation



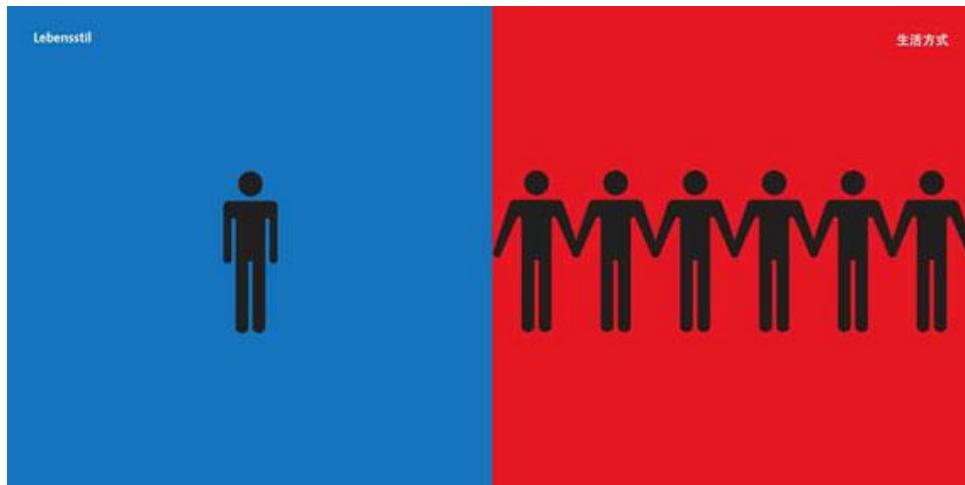
Source: Liu Yong, A Chinese artist who lives in Germany

(Hofstede and Hofstede 2005)

Collectivism and Individualism

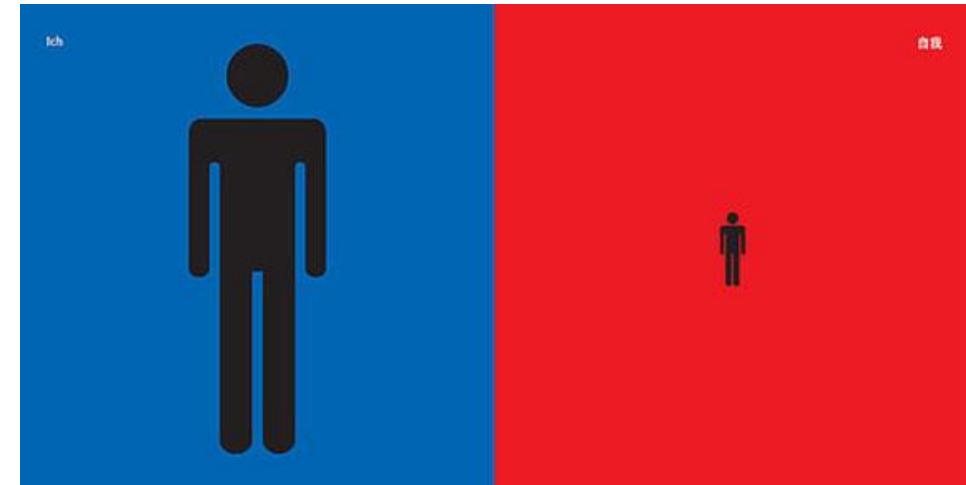
Collectivism

- “We”
- Education = Learning how to do
- **Relationship prevails over task.**



Individualism

- “I”
- Education = learning how to learn
- **Task prevails over relationship.**



Source: Liu Yong, A Chinese artist who lives in Germany

(Hofstede and Hofstede 2005)

Hofstede's insights

	Power Distance	Uncertainty Avoidance	Individualism	Masculinity
Argentina	49	86	46	56
Australia	36	51	90	61
Brazil	69	76	38	49
Canada	39	48	80	52
Denmark	18	23	74	16
France	68	86	71	43
Germany (F.R.)	35	65	67	66
Great Britain	35	35	89	66
India	77	40	48	56
Indonesia	78	48	14	46
Israel	13	81	54	47
Japan	54	92	46	95
Mexico	81	82	30	69
Netherlands	38	53	80	14
Panama	95	86	11	44
Spain	57	86	51	42
Sweden	31	29	71	5
Thailand	64	64	20	34
Turkey	66	85	37	45
United States	40	46	91	62

Source: [COMPARE COUNTRIES](#)



UNSW
SYDNEY

Shifts away from
absolute values and
norms

*toward values that are
increasingly rational,
tolerant, trusting,
and participatory*

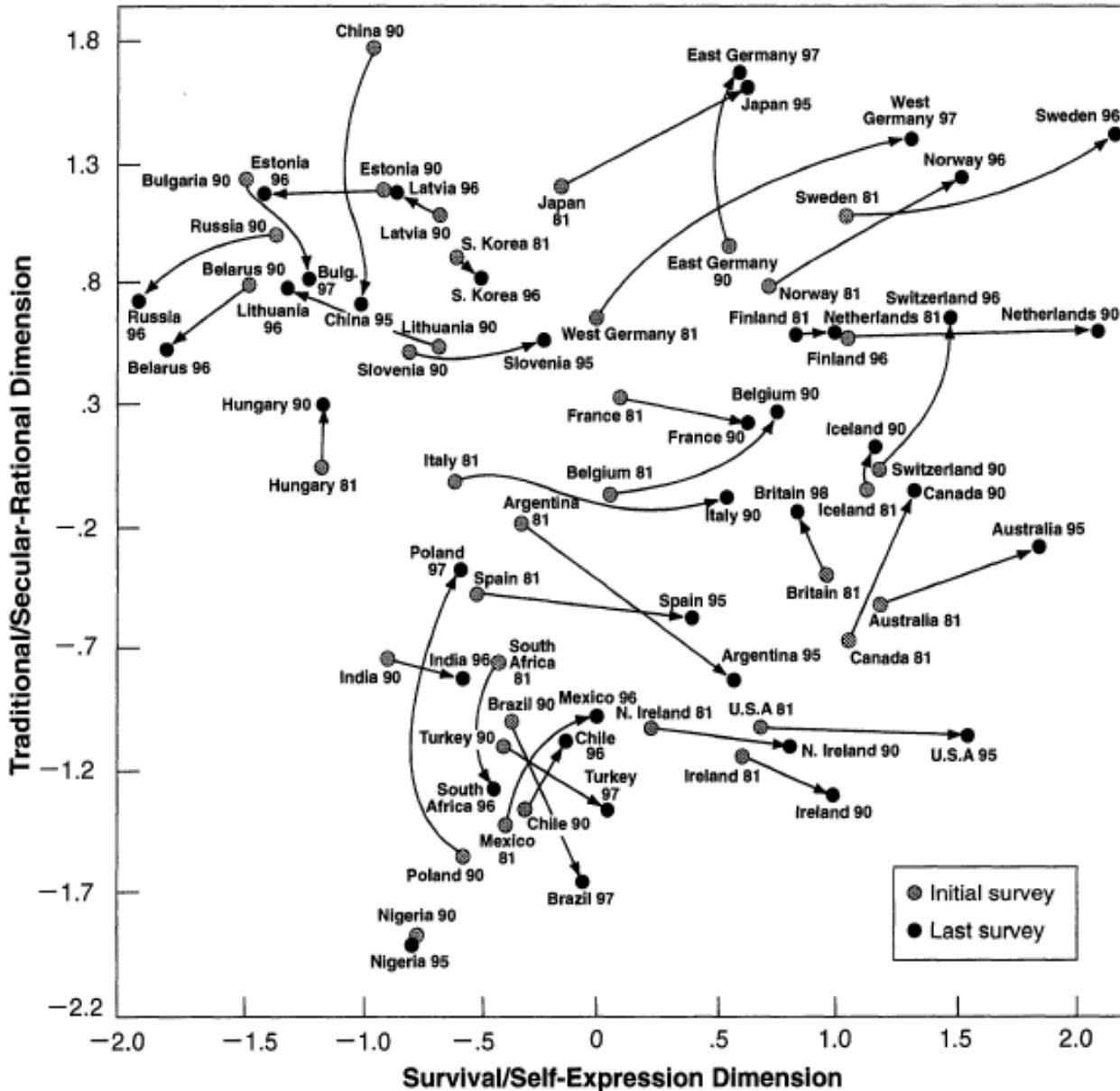


Figure 6. Change Over Time in Location on Two Dimensions of Cross Cultural Variation for 38 Societies

Dealing with Culture at the Individual Level

- Cultural awareness, recognition of cultural differences
- Avoid:
 - Ethnocentrism: a belief that one's own group is superior to others;
 - Self-reference criterion, i.e., unconscious use of one's own culture to assess new environments
- Cross-cultural literacy (including cross-cultural communication skills, sensitivity etc.)
- Making cultural adjustments is necessary

Recap against Learning outcome (LO)

- What is culture?
 - Culture is very broad – in your assessment you will be looking at a cultural ‘thing’ that is important to you, e.g., hobbies, pastime, family, uni., relationships.
 - LO: understand the concept of culture
- The diversity of cultures and its impact and consequences
 - LO: Examine the diverse manifestations of culture and cultural change at different levels in global business environments
- Frameworks for understanding national cultures
 - LO: Examine frameworks for making sense of national cultures and their influence on individuals and organisations
- Cultural competence
 - LO: Appreciate how culture shapes individuals, organisations, and societies

Application of the learning

- Understand the **key concepts** relevant to culture (e.g. value, norm, attitude)
 - E.g., to examine how ageing population impacts something cultural to you, you need **first to define what that culture is** (Assessment 1)
- Use these concepts as a starting point to identify cultural **trends/changes at various levels** (Assessment 2)
- You might be looking at how values, attitudes, etc. affect attaining **goals in SDGs**, e.g., attitudes to climate change might be a factor in reaching a clean energy goal (Assessment 3)



Assessment 1 Communication Workshop



- Strategies to use in reflection and synthesis of information
- Structuring a logical presentation
- Developing an engaging presentation
- Assessment Q & A
- **Date: 13 June 2023, 3-4pm via Zoom.**
- Recording will be uploaded after the workshop

Next week:

- Next week, we will introduce the political-legal lens, particularly the political aspects of the global business environments.
- Monday 12 June **No** live online lecture
- Tuesday 13 June Lecture on campus - recorded
- Lecturer:
 - Weeks 3 & 5: Assoc Professor Suleika Bort
 - Week 4: Dr Scott French (Economic lens)

Thank you

If you have any questions about the course, please contact the Course Coordinator.

If you have any questions about the lecture, please contact the Lecturer.

The lecture recording will be available in your Moodle course site.



UNSW
SYDNEY

Contact details:
comm1150@unsw.edu.au