Cross-Cultural Differences

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Part 1

An article examined the influence of cultural management styles on international business partnerships. Cultural backgrounds usually impact particular domains, including attitudes, behaviors, roles, issues within society, and culturally specific implications stemming from principles, values, beliefs, and so on (Kawar, 2012). Although this core idea of culture encompasses many other qualities, the article made a distinction between the underlying idea of the inherited values, concepts, and ideal living situations that individualize culture by subgroups.

Local culture refers to the more specialized social groupings inside a single society, whereas generic culture reflects the general aspects of human life worldwide. Their schemas and symbols, however, are different (Kawar, 2012). Through the availability of readily available community resources, modern technology has facilitated global connectivity. However, to collaborate well, it is crucial to comprehend the practices and accepted norms of the various cultures, mainly to communicate without disrespecting their strategies, motivations, rituals, etc. When it comes to the boundaries surrounding multicultural organizations, the national level broadly defines culture in the sense that we typically associate it with nations (i.e., American, Mexican, Chinese, Japanese, etc.), The positions that men and women who belong to the same national culture normally have are referred to as the last level. The organizational level explains the variations in corporate structures within a single country. Conversely, the occupational level adopts the cultural norms associated with certain roles (e.g., teachers, doctors, law enforcement, etc.) and stands between the national and organizational levels (Kawar, 2012).

Multinational corporations need to take into account the cultural variations among their workforce from every country, including subcultures. When integrating different cultures throughout multinational organizations, Hofstede provided viewpoints to take into account. Firstly, he explains how some cultures emphasize individual success more than others, indicating individualism, while others focus on society more than others, indicating collectivism (Kawar, 2012). Secondly, he describes how the way that each culture arranges and tolerates authority is referred to as power distance, and Hofstede rates it on a PDI scale of 1 to 100. He characterizes openness to change as the uncertainty/avoidance element, considered in the cultural dimensions. Finally, an area relating to the perspective of masculine vs. feminine is highlighted as the least significant and suggests focusing on elements that make an enormous impact (Kawar, 2012). Businesses that pay close attention to these factors will probably reduce cross-cultural friction, eventually improving the effectiveness of the global company's operations.

Managing global industries effectively is a crucial area especially in relation to the cooperative efforts amongst the diverse cultural. In order to keep these objectives in mind, effective communication is necessary between cultures. (Kawar, 2012). Accordingly, for leadership roles to be successful in their industry, they must share with their team an understanding of intercultural communication and international business communication; another important consideration is the company's ability to understand the attitudes and values of opposing cultures. This will raise awareness of the need for open communication and increase the likelihood that executives who understand these values will succeed.

Cultural intelligence is the capacity to interact and collaborate with people from different cultures. It is crucial in cross-cultural management as it enhances understanding, communication, and collaboration among diverse teams, leading to better decision-making, conflict resolution, and overall organizational success in global environments. Understanding the different perspectives on time in relation to schedules, appointments, and other matters; a further aspect of time is orientation, which clarifies how time is valued—past, present, and future; figuring out if the culture follows the ideas of equality or hierarchy; perspectives on competition can reveal whether the organization prioritizes wealth over a positive work environment; being aware of the tendencies of the culture (doing vs. being) and it provides short-term vs. long-term goal oriented access; recognizing a culture's perception of proximity denotes respect for short-term versus long-term goal oriented accessibility; Recognizing someone's closeness indicates that you respect their privacy (people from some cultures find it awkward when their personal space is violated), communication contexts differ between cultures (low-context communication employs a more direct and uncomplicated approach, while high-context communication offers implicit coded data); and finally, the model revisits the debate between individualism and collectivism, emphasizing that transmission is more successful when structures are respected.

Putting the suggested strategies into practice will help with good communication, which is essential for working with different cultural groups. The objective is to remove barriers across cultures and adapt to the many cultural norms and values that exist in international business. Stated differently, the promotion of harmonious relations through cultural intelligence facilitates the growth of multinational companies.

Part 2

The table compares cultural groups using Hofstede's Dimensions (*Country et al.*).

Hofstede's Cultural Dimensions	YCG- United States	SCG- Bolivia
Collectivism vs. Individualism	The U.S. is one of the most individualist countries in the world.	The belief of the Bolivian Culture is highly collective as they value loyalty amongst each other.
Power Distance	The PDI in the U.S. is slightly lower than average, and it offers a fair amount of power amongst the citizens, yet the government still carries most of the authority.	The PDI of Bolivians demonstrates that their society runs on hierarchical leadership, providing power only to authoritative figures.
Uncertainty vs. Avoidance	Although the U.S. leans towards uncertainty, Americans tend to be open to new ideas, which infers a higher tolerance for individual expression.	Bolivia's level of uncertainty implies that, as a culture, they hesitate to change and avoid risks.

Masculinit y vs. Femininity	Americans fair more the side of masculinity, yet this idea comes with an individualist force.	Bolivia's outlook is more feminine, which implies a modest and fair society. Conflict is often resolved by making concessions and engaging in negotiations. It appears that this runs counter to both the collectivist viewpoint and the power distance.

References

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