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Cross-Cultural
Communication and

Sixth Edition

Management

跨文化沟通与管理

第 6 版

弗雷德·卢森斯

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乔纳森·多

CROSS-CULTURAL COMMUNICATION
AND MANAGEMENT

跨文化沟通与管理

（第6版）

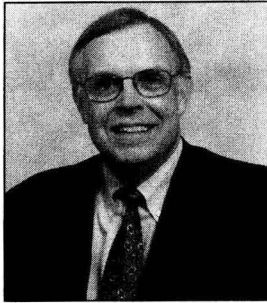弗雷德·卢森斯

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内 容 提 要

　　本书在全球化跨文化的背景下，论述当今国际贸易与国际管理的新特点。全书共分四章：文化的含义和维度；跨文化管理；组织的文化与多样性；跨文化交流与谈判。本书作者是国际知名的管理学和心理学专家，在对文化的认识上没有意识形态的偏见。作者认为文化不具有优劣之分，了解、适应和尊重每种文化的不同特点是有效进行跨文化沟通的基础。

　　本书适用于跨国企业管理者、跨国企业研究者以及从事或将要从事国际贸易业务的广大读者。

About the Authors
作者简介

FRED LUTHANS is the George Holmes Distinguished Professor of Management at the University of Nebraska–Lincoln. He is also a senior research scientist with Gallup Inc. He received his BA, MBA, and PhD from the University of Iowa, where he received the Distinguished Alumni Award in 2002. While serving as an officer in the U.S. Army from 1965–1967, he taught leadership at the U.S. Military Academy at West Point. He has been a visiting scholar at a number of colleges and universities and has lectured in most European and Pacific Rim countries. He has taught international management as a visiting faculty member at the universities of Bangkok, Hawaii, Henley in England, Norwegian Management School, Monash in Australia, Macau, Chemnitz in the former East Germany, and Tirana in Albania. A past president of the Academy of Management, in 1997 he received the Academy's Distingished Educator Award. In 2000 he became an inaugural member of the Academy's Hall of Fame for being one of the "Top Five" all-time published authors in the prestigious Academy journals. Currently, he is co-editor-in-chief of the *Journal of World Business,* editor of *Organizational Dynamics,* co-editor of *Journal of Leadership and Organization Studies,* and the author of numerous books. His book *Organizational Behavior* (Irwin/McGraw-Hill) is now in its 10th edition. He is one of very few management scholars who is a Fellow of the Academy of Management, the Decision Sciences Institute, and the Pan Pacific Business Association, and he has been a member of the Executive Committee for the Pan Pacific Conference since its beginning 20 years ago. This committee helps to organize the annual meeting held in Pacific Rim countries. He has been involved with some of the first empirical studies on motivation and behavioral management techniques and the analysis of managerial activities in Russia; these articles have been published in the *Academy of Management Journal, Journal of International Business Studies, Journal of World Business,* and *European Management Journal.* Since the very beginning of the transition to a market economy in Eastern Europe, he has been actively involved in management education programs sponsored by the U.S. Agency for International Development in Albania and Macedonia, and in U.S. Information Agency programs involving the Central Asian countries of Kazakhstan, Kyrgyzstan, and Tajikistan. Professor Luthans's most recent international research involves the relationship between psychological variables and attitudes and performance of managers and entrepreneurs across cultures. He is applying his positive approach to organization behavior (POB) and authentic leadership to effective global management.
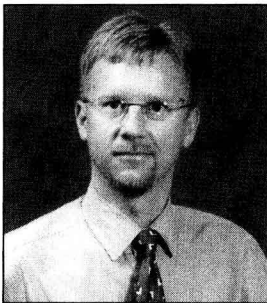
JONATHAN P. DOH is Assistant Professor of Management in the College of Commerce and Finance at Villanova University, where he serves as founding Director of the Center for Responsible Leadership and Governance. He holds a PhD in strategic and international management from George Washington University, an MA from the Rockefeller College of Public Affairs and Policy at SUNY–Albany, and a BA from SUNY–Plattsburgh, where he was a 2002/2003 distinguished visiting alumnus. A Senior Associate at the Center for Strategic and International Studies in Washington, D.C., Doh also serves on the Executive Faculty of the Graduate School of Business Administration, Zurich, Switzerland. In 2003, he was a visiting professor at the University of Auckland, New Zealand. Previously, he was on the faculty of American University and Georgetown University, where he taught international business and global strategy. From 1990 to 1995, he served as an international economist and senior trade official with the U.S. Department of Commerce. He was Director for Trade Policy in the Office of Canada during implementation of the U.S.–Canada Free Trade Agreement, and Director of the NAFTA Affairs Division during

approval and implementation of NAFTA. He is a frequent speaker to business and foreign affairs groups and has participated in lecture tours sponsored by the U.S. State Department and U.S. Information Agency in Germany, Mexico, Hong Kong, and Canada. His research and teaching interests include international corporate strategy, international business–government relations, the telecommunications and electric power industries, and global corporate citizenship and social responsibility. Recent articles appear in the leading international business (IB) journals (*Journal of International Business Studies, Management International Review, Journal of World Business*), in the journals of the Academy of Management (*Academy of Management Review, Academy of Management Executive, Academy of Management Learning and Education, Academy of Management Best Paper Proceedings*), as well as in numerous other management and IB journals, including *California Management Review, International Business Review, Journal of Management Studies, Journal of Business Ethics,* and *Long Range Planning*. His volume *Globalization and NGOs: Transforming Business, Governments, and Society,* co-edited with Hildy Teegen, was published by Praeger in 2003. The *Handbook on Responsible Leadership and Governance in Global Business*, co-edited with Stephen Stumpf, will be published by Edward Elgar in 2005. He serves on the editorial boards of the *Academy of Management Learning and Education,* the *Journal of International Business Studies,* the *Journal of Management Studies,* and the *Journal of Leadership and Organizational Studies*. In addition to his teaching and research, Doh has served as a consultant to Motorola Corporation, to Asea Brown Boveri, and to the Government of Thailand, and he has conducted executive management courses for public and private organizations, including Deutsche Bank Asia. He has been a consulting adviser to the Global Energy Group of Deloitte Touche Tohmatsu International.

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THE MEANINGS AND DIMENSIONS OF CULTURE

A major challenge of doing business internationally is to adapt effectively to different cultures. Such adaptation requires an understanding of cultural diversity, perceptions, stereotypes, and values. In recent years, a great deal of research has been conducted on cultural dimensions and attitudes, and the findings have proved useful in providing integrative profiles of international cultures. However, a word of caution must be given when discussing these country profiles. It must be remembered that stereotypes and overgeneralizations should be avoided; there are always individual differences and even subcultures within every country.

This chapter examines the meaning of culture as it applies to international management, reviews some of the value differences and similarities of various national groups, studies important dimensions of culture and their impact on behavior, and examines attitudinal dimensions and country clusters. The specific objectives of this chapter are:

1. **DEFINE** the term *culture,* and discuss some of the comparative ways of differentiating cultures.

2. **DESCRIBE** the concept of cultural values, and relate some of the international differences, similarities, and changes occurring in terms of both work and managerial values.

3. **IDENTIFY** the major dimensions of culture relevant to work settings, and discuss their effect on behavior in an international environment.

4. **DISCUSS** the value of country cluster analysis and relational orientations in developing effective international management practices.

The World of *BusinessWeek*

BusinessWeek

Will Coke's Water Meet Its Waterloo?

Dasani's European Invasion Faces Resistance from Nestlé and Danone Brands

Talk about carrying coals to Newcastle. Coca-Cola Co. is heading into Europe, where finicky consumers choose from the world's best-known spring waters, with Dasani, the bottled water Coke successfully launched in its home market five years ago. While Dasani now ranks No. 2 in the U.S. behind PepsiCo Inc.'s Aquafina, challenging honored brands on their home turf could prove a far tougher battle. Dasani hit the British market in February and promptly suffered a major public-relations disaster. And Continental rivals are gearing up to fight Coke off when Dasani arrives on their side of the Channel later this spring.

You can't blame Coke for trying. Bottled water is a growing part of the company's product mix, and the British market is exploding as health-conscious consumers shift away from carbonated beverages. Water sales in Britain have nearly tripled since 1998, to an estimated $1.9 billion last year, according to Mintel International Group Ltd., a London market research firm.

But Dasani has had a rocky start among Britons. Days after Coke introduced it, the company was forced to defend Dasani's source: It's purified tap water. Pricing Dasani near the top of the market made matters worse: Only Perrier and Vittel cost more. Critics had a field day. "Tap water," ran one headline in *The Guardian,* "it's the real thing."

So far, Coke executives are taking the negative publicity in stride. Vinay Kapoor, Coke's director of new beverages

for Europe, blames the backlash on confusion about Dasani, which undergoes complex purification processes, including a filtering technique called reverse osmosis that NASA uses to make water for the space station. Dasani also contains added minerals such as magnesium sulfate, which give it a distinctive flavor. Kapoor is counting on a marketing blitz to reverse Dasani's image. In late March, Coke will spend $14 million on TV, print, and radio ads in Britain. "We're going to face a degree of clarification," Kapoor concedes.

French Challenge

That's for sure. But as Coke goes into France and Germany, it faces more than a PR glitch. Coke will supply these markets from springs in Belgium and Germany, and it will spend $9 million on a print and TV campaign in France. But the challenges are many—especially in France.

For one thing, France's per-capita consumption of bottled water already tops 140 liters a year, according to Mintel. For another, growth is at the lower end of the market, while Dasani will be in the middle. Finally, there are two European giants to contend with: Nestlé, which produces Perrier and

Aquarel, and Groupe Danone, which brings Evian and Volvic forth from the ground. Between them the two companies control half the French market. "In France, the market is completely saturated," says Cedric Boehm, an analyst at Morgan Stanley in London. "It has been very difficult to establish new brands."

Nestlé seems especially intent on keeping things that way. It even has a strategy-planning task force code-named Nicola—which translates loosely as "no cola." Nestlé executives are particularly confident about Aquarel, a mid-range water that is likely to be Dasani's closest competitor.

Coke remains unfazed. Its worldwide bottled water sales have grown more than 50% in each of the last three years. In 2003, that growth helped Coke's total revenues rise 8%, to $21 billion. Coke is counting on aggressive marketing and its distribution network to put Dasani on Europe's map. But the water wars won't be won easily.

By Laura Cohn in London, with Carol Matlack in Paris and Dean Foust in Atlanta

The opening news article provides an illustration of how important it is for MNCs to be responsive to differences in culture if they are to be successful. In their introduction of Dasani water in Europe, Coke executives did not take into consideration the cultural preferences of European consumers of bottled water. Although Coke clarified its product and message, it will have a difficult time recovering and expanding the Dasani brand in Europe after such a miscalculation. Through a better understanding of the importance of cultural norms on buying behavior, Coke might have realized that its U.S. bottled water product could not succeed in Europe without some modifications. MNCs that understand the cultures in which they do business will be better equipped to meet the needs of local consumers and to successfully manage their global operations.

■ The Nature of Culture

The word *culture* comes from the Latin *cultura,* which is related to cult or worship. In its broadest sense, the term refers to the result of human interaction.[1] For the purposes of the study of international management, **culture** is acquired knowledge that people use to

culture
Acquired knowledge that people use to interpret experience and generate social behavior. This knowledge forms values, creates attitudes, and influences behavior.

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interpret experience and generate social behavior.[2] This knowledge forms values, creates attitudes, and influences behavior. Most scholars of culture would agree on the following characteristics of culture:

1. *Learned.*   Culture is not inherited or biologically based; it is acquired by learning and experience.
2. *Shared.*   People as members of a group, organization, or society share culture; it is not specific to single individuals.
3. *Transgenerational.*   Culture is cumulative, passed down from one generation to the next.
4. *Symbolic.*   Culture is based on the human capacity to symbolize or use one thing to represent another.
5. *Patterned.*   Culture has structure and is integrated; a change in one part will bring changes in another.
6. *Adaptive.*   Culture is based on the human capacity to change or adapt, as opposed to the more genetically driven adaptive process of animals.[3]

Because different cultures exist in the world, an understanding of the impact of culture on behavior is critical to the study of international management.[4] If international managers do not know something about the cultures of the countries they deal with, the results can be quite disastrous. For example, a partner in one of New York's leading private banking firms tells the following story:

> I traveled nine thousand miles to meet a client and arrived with my foot in my mouth. Determined to do things right, I'd memorized the names of the key men I was to see in Singapore. No easy job, inasmuch as the names all came in threes. So, of course, I couldn't resist showing off that I'd done my homework. I began by addressing top man Lo Win Hao with plenty of well-placed Mr. Hao's—sprinkled the rest of my remarks with a Mr. Chee this and a Mr. Woon that. Great show. Until a note was passed to me from one man I'd met before, in New York. Bad news. "Too friendly too soon, Mr. Long," it said. Where diffidence is next to godliness, there I was, calling a room of VIPs, in effect, Mr. Ed and Mr. Charlie. I'd remembered everybody's name—but forgot that in Chinese the surname comes *first* and the given name *last*.[5]

Cultural Diversity

There are many ways of examining cultural differences and their impact on international management. Culture can affect technology transfer, managerial attitudes, managerial ideology, and even business–government relations. Perhaps most important, culture affects how people think and behave. Table 1–1, for example, compares the most important cultural values of the United States, Japan, and Arab countries. A close look at this table shows a great deal of difference among these three cultures. Culture affects a host of business-related activities, even including the common handshake. Here are some contrasting examples:

Culture	Type of Handshake
United States	Firm
Asian	Gentle (shaking hands is unfamiliar and uncomfortable for some; the exception is the Korean, who usually has a firm handshake)
British	Soft
French	Light and quick (not offered to superiors); repeated on arrival and departure
German	Brusk and firm; repeated on arrival and departure
Latin American	Moderate grasp; repeated frequently
Middle Eastern	Gentle; repeated frequently[6]

Table 1–1
Priorities of Cultural Values: United States, Japan, and Arab Countries

United States	Japan	Arab Countries
1. Freedom	1. Belonging	1. Family security
2. Independence	2. Group harmony	2. Family harmony
3. Self-reliance	3. Collectiveness	3. Parental guidance
4. Equality	4. Age/seniority	4. Age
5. Individualism	5. Group consensus	5. Authority
6. Competition	6. Cooperation	6. Compromise
7. Efficiency	7. Quality	7. Devotion
8. Time	8. Patience	8. Patience
9. Directness	9. Indirectness	9. Indirectness
10. Openness	10. Go-between	10. Hospitality

Note: "1" represents the most important cultural value, "10" the least.
Source: Adapted from information found in F. Elashmawi and Philip R. Harris, *Multicultural Management* (Houston: Gulf Publishing, 1993), p. 63.

In overall terms, the cultural impact on international management is reflected by these basic beliefs and behaviors. Here are some specific examples where the culture of a society can directly affect management approaches:

- *Centralized vs. decentralized decision making.* In some societies, top managers make all important organizational decisions. In others, these decisions are diffused throughout the enterprise, and middle- and lower-level managers actively participate in, and make, key decisions.

- *Safety vs. risk.* In some societies, organizational decision makers are risk-averse and have great difficulty with conditions of uncertainty. In others, risk taking is encouraged, and decision making under uncertainty is common.

- *Individual vs. group rewards.* In some countries, personnel who do outstanding work are given individual rewards in the form of bonuses and commissions. In others, cultural norms require group rewards, and individual rewards are frowned on.

- *Informal vs. formal procedures.* In some societies, much is accomplished through informal means. In others, formal procedures are set forth and followed rigidly.

- *High vs. low organizational loyalty.* In some societies, people identify very strongly with their organization or employer. In others, people identify with their occupational group, such as engineer or mechanic.

- *Cooperation vs. competition.* Some societies encourage cooperation between their people. Others encourage competition between their people.

- *Short-term vs. long-term horizons.* Some cultures focus most heavily on short-term horizons, such as short-range goals of profit and efficiency. Others are more interested in long-range goals, such as market share and technologic development.

- *Stability vs. innovation.* The culture of some countries encourages stability and resistance to change. The culture of others puts high value on innovation and change.

These cultural differences influence the way that international management should be conducted. "International Management in Action: Business Customs in Japan" provides some examples from a country where many international managers are unfamiliar with day-to-day business protocol.

When doing business in Japan, foreign businesspeople should follow certain customs if they wish to be as effective as possible. Experts have put together the following guidelines:

1. Always try to arrange for a formal introduction to any person or company with which you want to do business. These introductions should come from someone whose position is at least as high as that of the person whom you want to meet or from someone who has done a favor for this person. Let the host pick the subjects to discuss. One topic to be avoided is World War II.

2. If in doubt, bring a translator along with you. For example, the head of Osaka's $7 billion international airport project tells the story of a U.S. construction company president who became indignant when he discovered that the Japanese project head could not speak English. By the same token, you should not bring along your lawyer, because this implies a lack of trust.

3. Try for a thorough personalization of all business relationships. The Japanese trust those with whom they socialize and come to know more than they do those who simply are looking to do business. Accept afterhours invitations. However, a rollicking night out on the town will not necessarily lead to signing the contract to your advantage the next morning.

4. Do not deliver bad news in front of others, and if possible, have your second-in-command handle this chore. Never cause Japanese managers to lose face by putting them in a position of having to admit failure or say they do not know something that they should know professionally.

5. How business is done is often as important as the results. Concern for tradition, for example, is sometimes more important than concern for profit. Do not appeal solely to logic, because in Japan, emotional considerations often are more important than facts.

6. The Japanese often express themselves in a vague and ambiguous manner, in contrast to the specific language typically used in the United States. A Japanese who is too specific runs the risk of being viewed as rudely displaying superior knowledge. The Japanese avoid independent or individual action, and they prefer to make decisions based on group discussions and past precedent. The Japanese do not say no in public, which is why foreign businesspeople often take away the wrong impression.

Another way of depicting cultural diversity is through concentric circles. Figure 1–1 provides an example. The outer ring consists of the explicit artifacts and products of the culture. This level is observable and consists of such things as language, food, buildings, and art. The middle ring contains the norms and values of the society. These can be both formal and informal, and they are designed to help people understand how they should behave. The inner circle contains the basic, implicit assumptions that govern behavior. By understanding these assumptions, members of a culture are able to organize themselves in a way that helps them increase the effectiveness of their problem-solving processes and interact well with each other. In explaining the nature of the inner circle, Trompenaars and Hampden-Turner have noted that:

> The best way to test if something is a basic assumption is when the [situation] provokes confusion or irritation. You might, for example, observe that some Japanese bow deeper than others. . . . If you ask why they do it the answer might be that they don't know but that the other person does it too (norm) or that they want to show respect for authority (value). A typical Dutch question that might follow is: "Why do you respect authority?" The most likely Japanese reaction would be either puzzlement or a smile (which might be hiding their irritation). When you question basic assumptions you are asking questions that have never been asked before. It might lead others to deeper insights, but it also might provoke annoyance. Try in the USA or the Netherlands to raise the question of why people are equal and you will see what we mean.[7]

A supplemental way of understanding cultural differences is to compare culture as a normal distribution, as in Figure 1–2, and then to examine it in terms of stereotyping, as in
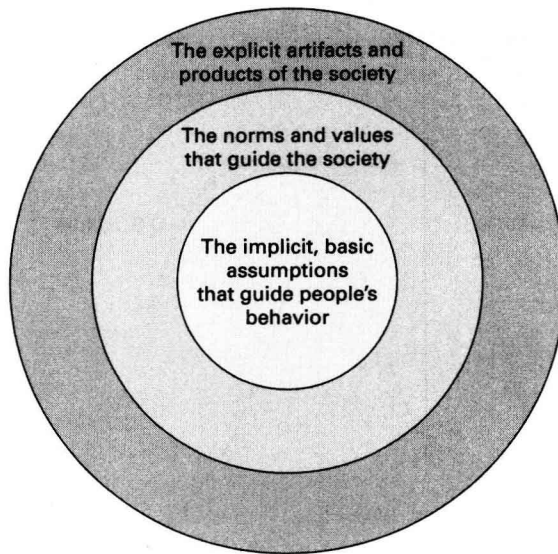
Figure 1–3. French culture and American culture, for example, have quite different norms and values. So the normal distribution curves for the two cultures have only limited overlap. However, when one looks at the tail ends of the two curves, it is possible to identify stereotypical views held by members of one culture about the other. The stereotypes are often exaggerated and used by members of one culture in describing the other, thus helping reinforce the differences between the two while reducing the likelihood of achieving cooperation and communication. This is one reason why an understanding of national culture is so important in the study of international management.

Values in Culture

A major dimension in the study of culture is values. **Values** are basic convictions that people have regarding what is right and wrong, good and bad, important and unimportant. These values are learned from the culture in which the individual is reared, and they help

values
Basic convictions that people have regarding what is right and wrong, good and bad, important and unimportant.
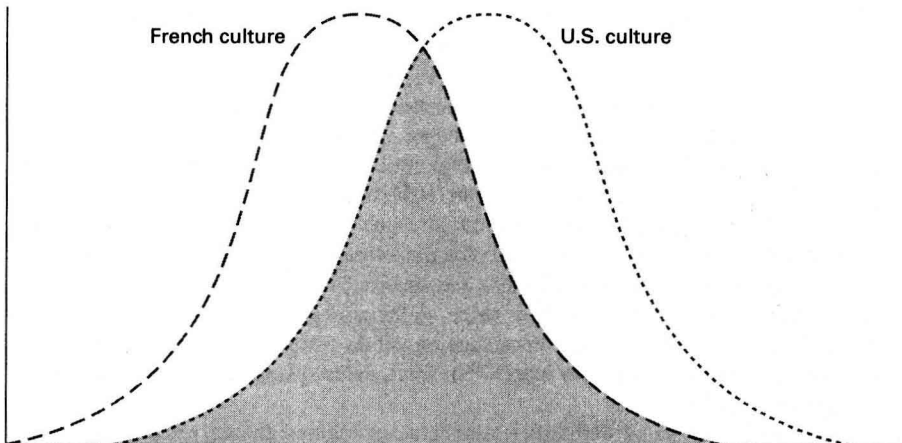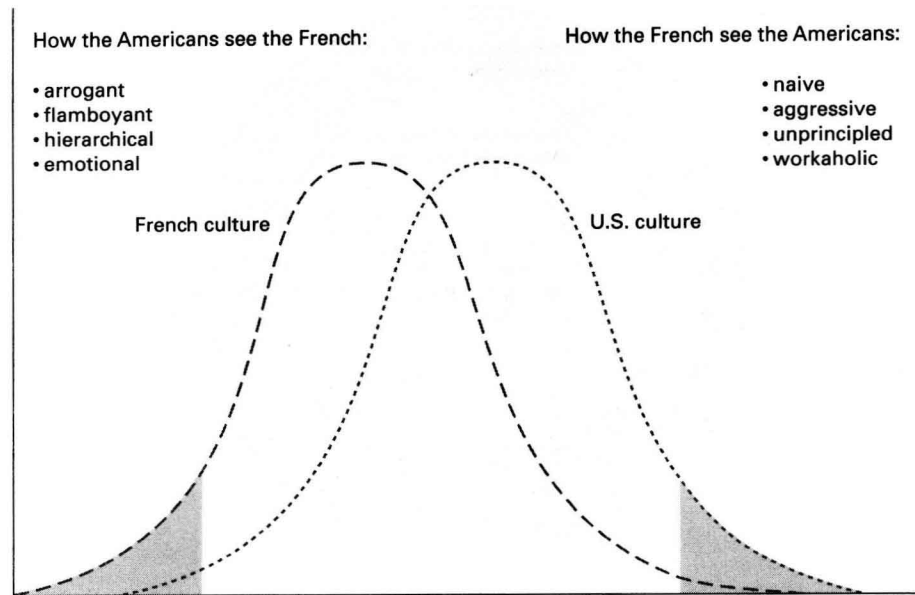
Figure 1–2

Comparing Cultures as Overlapping Normal Distributions

Source: Adapted from Fons Trompenaars and Charles Hampden-Turner, *Riding the Waves of Culture: Understanding Diversity in Global Business,* 2nd ed. (New York: McGraw-Hill, 1998), p. 25.

Figure 1–3

Stereotyping from the Cultural Extremes

How the Americans see the French:

- arrogant
- flamboyant
- hierarchical
- emotional

How the French see the Americans:

- naive
- aggressive
- unprincipled
- workaholic

French culture

U.S. culture

Source: Adapted from Fons Trompenaars and Charles Hampden-Turner, *Riding the Waves of Culture: Understanding Diversity in Global Business,* 2nd ed. New York: McGraw-Hill, 1998, p. 23.

to direct the person's behavior. Differences in cultural values often result in varying management practices. Table 1–2 provides an example. Note that U.S. values can result in one set of business responses and that alternative values can bring about different responses.

Value Differences and Similarities Across Cultures   Personal values have been the focus of numerous intercultural studies. In general, the findings show both differences and similarities between the work values and managerial values of different cultural groups. For example, one study found differences in work values between Western-oriented and tribal-oriented black employees in South Africa.[8] The Western-oriented group accepted most of the tenets of the Protestant work ethic, but the tribal-oriented group did not. The results were explained in terms of the differences of the cultural backgrounds of the two groups.

Differences in work values also have been found to reflect culture and industrialization. Researchers gave a personal-values questionnaire (PVQ) to over 2,000 managers in five countries: Australia ($n = 281$), India ($n = 485$), Japan ($n = 301$), the Republic of Korea ($n = 161$), and the United States ($n = 833$).[9] The PVQ consisted of 66 concepts related to business goals, personal goals, ideas associated with people and groups of people, and ideas about general topics. Ideologic and philosophic concepts were included to represent major value systems of all groups. The results showed some significant differences between the managers in each group. U.S. managers placed high value on the tactful acquisition of influence and on regard for others. Japanese managers placed high value on deference to superiors, on company commitment, and on the cautious use of aggressiveness and control. Korean managers placed high value on personal forcefulness and aggressiveness and low value on recognition of others. Indian managers put high value on the nonaggressive pursuit of objectives. Australian managers placed major importance on values reflecting a low-key approach to management and a high concern for others.[10] In short, value systems across national boundaries often are different.

At the same time, value similarities exist between cultures. In fact, research shows that managers from different countries often have similar personal values that relate to success.