

# Chapter 7

## A Note on Cultural and Gender Differences

# Culture

Values, customs, language, rules, tools,  
technologies, goods, laws, institutions, and  
organizations

# Classifying Cultures

- Time Orientation
- Formality
- Power Distance
- Individualism
- Collectivism
- Context

# Cultural Dimensions

- Time orientation refers to the focus on time.
- Formality refers to pomp and ceremony, tradition, and formal rules.
- Power distance refers to the degree of social stratification embedded and accepted.
- Context refers to the degree to which the context or situation and individuals affect behavior and meaning.

# Cultural Time Orientation

- Eastern cultures tend toward a lesser time focus than do Western cultures.
- Cultures more formal than the United States include Latin America, the Middle East, the Far East, and Southern Europe.

# Cultural Power Distance

- Countries with relatively high power distance tolerance include Mexico, South Korea, Japan, India, Pakistan, Thailand, Argentina, Brazil, Chile, France, Spain, Italy, Belgium, and South Africa.
- Countries with low power distance include United States, Great Britain, Canada, Austria, Finland, Norway, Ireland, Germany, Sweden, Denmark, and Israel.

# Cultural Context

- Countries where context highly affects communication—high-context cultures—include China, Korea, Japan, Vietnam, Arabia, Greece, Spain, and Italy.
- Countries with low-context cultures include United States, Canada, Germany, Switzerland, Scandinavia, and Great Britain.

# Collectivism/Individualism

- Collectivist cultures include Japan, Denmark, and Singapore.
- Individualist cultures include Greece, Germany, Hungary, Egypt, Hong Kong, and North American countries.



# Culture and Personality Development

- Emphasis on time may relate to Type A behavior.
- Low-context culture may relate to internal locus of control.
- High-context culture may relate to external locus of control.
- High-context culture may relate to intuiting.
- Culture may affect power orientation.

# Cultural Differences in Negotiating

- Cultural sensitivity will enhance negotiation effectiveness.
- Expectations, semantics, connotation, and tone are important and may facilitate or frustrate communication.
- Time focus in formal and in high-context cultures may be insulting.
- Spatial boundaries, contact, gift-giving, and dress vary across cultures.
- Goals may vary dramatically between individualistic versus collectivist cultures.
- Face saving is important everywhere!

# Gender Differences in Negotiation

- Men may use language to increase status or control.
- Women may use language for connection.
- Men may tend to dominate conversation with women.
- Men underestimate women in negotiation at their peril!