SCHNEIDER & BARSOUX ON CULTURE

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CULTURE AS RELEVANT TO MANAGEMENT

- CULTURE AS SHARED SOLUTIONS TO PROBLEMS OF EXTERNAL ADAPTATION & INTERNAL INTEGRATION (pp 30-45)
  - "SHARING" INCLUDES NOT ONLY WHAT WE BELIEVE, FEEL, & DO BUT ALSO THE MEANINGS (MENTAL MAPS) THAT INFORM BELIEFS, FEELINGS, & ACTIONS
  - ADAPTATION & INTEGRATION REFER TO HOW ORGANIZATIONS ADAPT TO THE ENVIRONMENT (NATURE) & SEEK INTERNAL AGREEMENT (W/I ORGANIZATION)

CULTURES ARE TYPICALLY MAPPED ALONG DIMENSIONS

- CATEGORIES FOR MAPPING INCLUDE ATTITUDES TOWARD NATURE (THE NATURAL ENVIRONMENT), HUMAN NATURE, SPACE, TIME & RELATIONSHIPS
- PRODUCING A GRID AKIN TO A SCATTER DIAGRAM & WE CAN COMPARE HOW THE JAPANESE LOOK ALONGSIDE THE FRENCH, FOR EXAMPLE. (p 43)

PROBLEMS WITH THIS APPROACH?

- TYPOLOGIES ARE NOT THEORIES
- TYPOLOGIES ASSUME THAT SAME CATEGORIES APPLY WIDELY
- THE SCALE IS UNIFORM (LINEAR) & ACCURATE
- INCREMENTS ARE MEANINGFUL
- TYPICALLY, NO MEASURES OF CENTRAL TENDENCY & VARIANCE
- NO INTERACTIVE MEASURES (W/I, AMONG, & BETWEEN)

ALDRICH HELPS IN SOME WAYS

- A UNIVERSAL SCHEMA, IF NOT THEORY
- V, S, R, S APPLIES SIMULTANEOUSLY & WIDELY AT MULTIPLE LEVELS
- SOME OT PERSPECTIVES, E.G. POP ECOLOGY, HAVE GOOD METRICS/TOOLS
- INCREMENTS ARE MEANINGFUL
- MEASURES OF CENTRAL TENDENCY, DISPERSION, STANDARD DEVIATION CAN BE APPLIED

INTERACTING CULTURES

- EXCEPT FOR ISOLATED CULTURES, INTERACTING CULTURES IS THE NORM
- BECAUSE THERE ARE MANY CULTURES IN THE WORLD AND WE ARE, OURSELVES, AMALGAMS OF MANY CULTURES
  - FAMILY, CLAN, LINEAGE
  - NEIGHBORHOOD, TOWNSHIP, MUNCIPALITY
  - CATHOLIC, PROTESTANT, MUSLIM, ETC.
  - STUDENT, SALARYMAN, PROFESSIONAL