

Working Across Cultures - China: Cultural Profile

Module 12

Cynthia L. Tomovic, Ph.D., Editor

**Josh Croy, Robbie Powel, Daniel Bridgewater, Kaity North,
Andy Grove, Nick Wollenmann, Ryan Bennett, Arash Keshavarz,
Nolan Van Nahmen, Summer Domborwski, Nick Summa, Ryan Martin,
Matt Riehle, Abe Walton
Research Assistants**

Purdue University

**Discovery Park Center for Advanced Manufacturing
The Product Lifecycle Management Center of Excellence**

Working Across Cultures

- To work effectively across cultures, come to understand culture - develop cultural profile
- Harris and Moran Profiling Model – based on eight categories
 - Kinship
 - Education
 - Economy
 - Politics
 - Religion
 - Associations
 - Business Etiquette
 - Health
 - Recreation
- Cross cultural difference in orientation to time, change, materialism, individualism
- Gerte Hofstede Profiling Model
- Globe Profiling Model

Harris & Moran – Kinship

- Since the 1980s market-oriented and population control policies have been to blame for a significant change in reproductive values
- Female population declining steadily
- Special allowances and loans
- Exceptions on college entrance exams
- Special treatment when looking for jobs

Harris & Moran – Kinship

- Only 2% of families have the once traditional four generations under one roof
- In 1997, 65% of families were considered core families consisting of a father, mother, and a child.
Researchers say this should increase due to the family planning policy
Statistics show that there are 1.8 children for each Chinese couple, while in the 1970s the number of children for each couple was 6, before the plan was introduced.
- Births being prevented

Harris & Moran – Education

- Well developed higher education system
- 2000 universities and colleges
- 6 million enrollments
- Standard degree systems



www.unicef.org

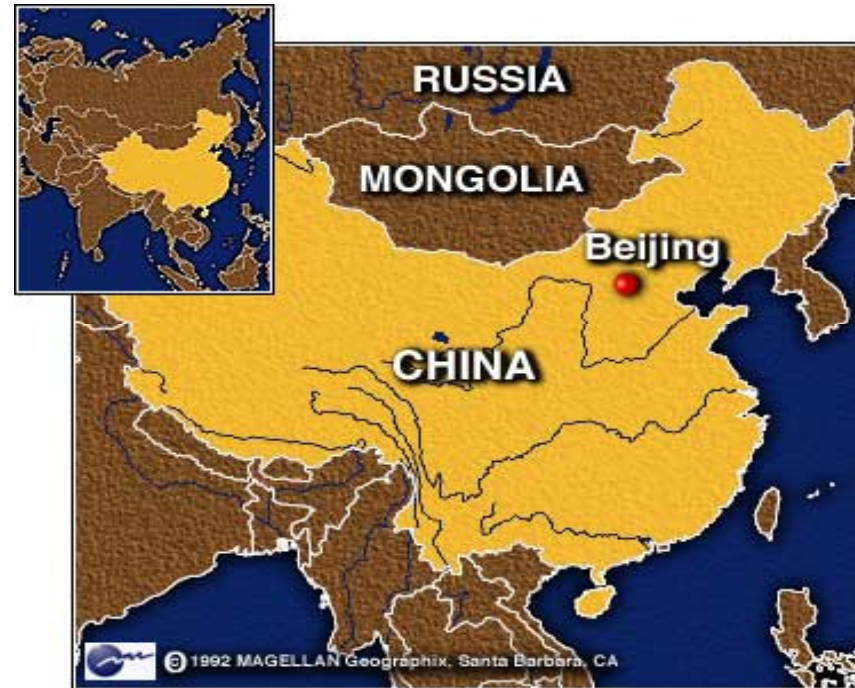
<http://www.internationaleducationmedia.com/china/index.htm>

Harris & Moran – Economy

- The International Monetary Fund (IMF) predicted 10% growth in 2006 and 2007
- Zhou Xiaochuan – China's economy is growing at its fastest pace since 1995, thanks to boom in exports and investments that continue to keep China's money cheap. (Reuters, 2006)
- The China Association of Automotive Manufactures reported 25.37% sales increase in past 8 months.
- China sold a total of 3.8 million units, accounting for 83.83% of the market share. (Chen, 2006)

Harris & Moran – Politics

- China is a country of many political parties.
- Communist Party of China, which is in power.
- China has eight non-Communist parties.



<http://www.asianinfo.org/asianinfo/china/pro-politics.htm>

Harris & Moran – Politics

- People's Republic of China
 - founded 1949 by Mao Zedong
 - Sino-Soviet system (est.1950)
 - Communist system
 - Massive Economic and Social Reconstruction
 - The collapse of Sino-Soviet system (1959)
 - Soviets abandoned and pulled out members in China
 - Became increasingly vulnerable and unstable
 - Protests & controversial demonstrations
 - Liu & Deng's "Great Proletarian Cultural Revolution"
 - Contradictive to Mao's vision
 - Gained political popularity from Communist parties

<http://www.index-china.com/index-english/Politics-s.html>

Harris & Moran – Politics

- Lui & Deng's "Great Proletarian Cultural Revolution"
 - Political unrest (Party Vice Chairman and Defense Minister Lin Bao authorized military coup against Mao)
 - "Gang of Four" lash out against Deng and Lui
 - More demonstrations in favor of Deng's visions
 - Military Action
- Mao Zegond death in 1976
 - Marked Political scramble for succession
- Situation worsens
 - Martial Law declared in Beijing in summer of 1989
- Present-day conditions

Harris & Moran – Religion

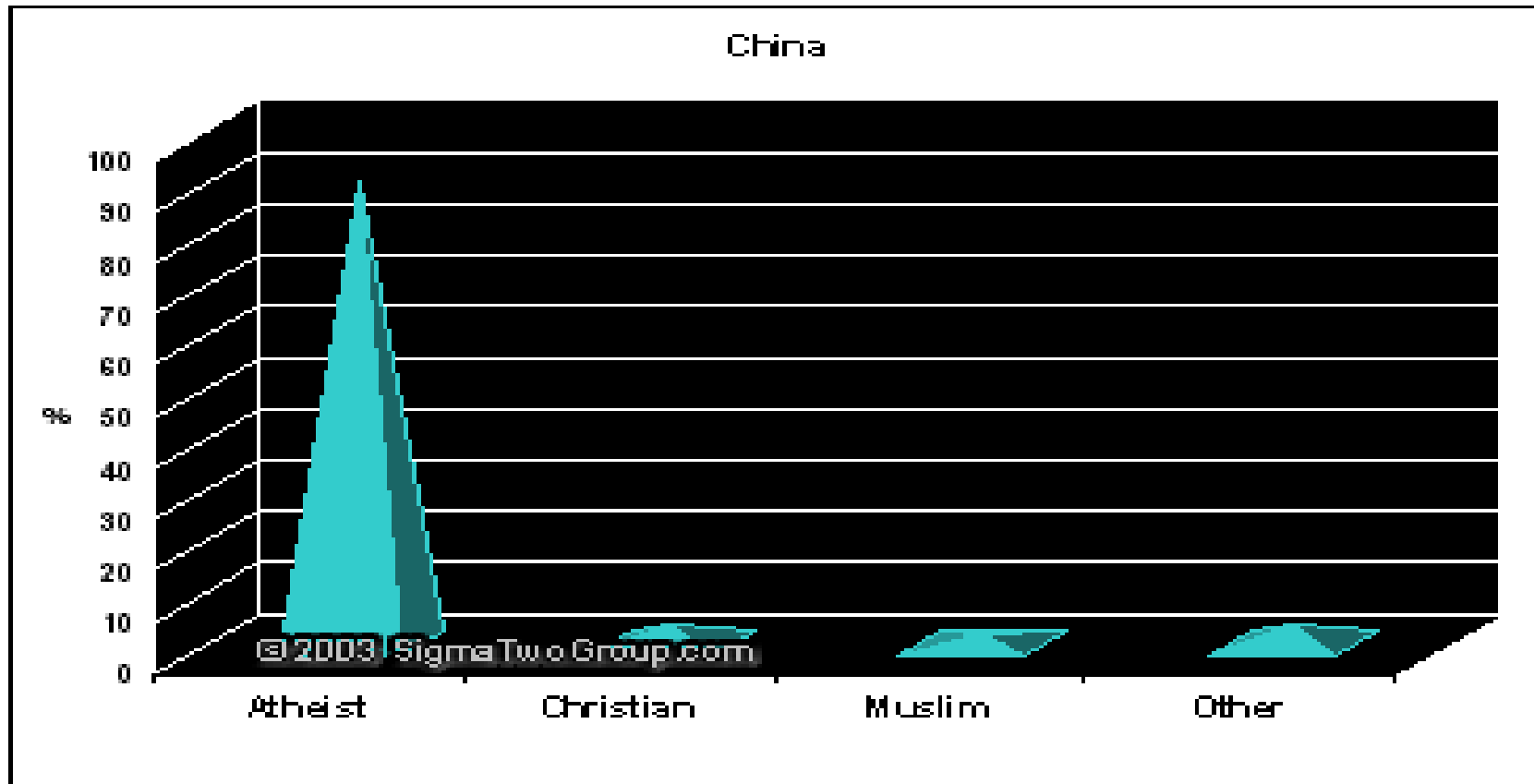
- Confucianism
 - **Li**: includes ritual, propriety, etiquette, etc.
 - **Hsiao**: love within the family: love of parents for their children and of children for their parents
 - **Yi**: righteousness
 - **Xin**: honesty and trustworthiness
 - **Jen**: benevolence, humaneness towards others; the highest Confucian virtue
 - **Chung**: loyalty to the state, etc.

Robinson, Bruce A. (1995, July 12). Confucianism: Founded by K'ung Fu Tzu . Retrieved September 25, 2006, from Religious Tolerance Web site: <http://www.religioustolerance.org/confuciu.htm>

Harris & Moran – Religion

- Registered Faith Members
 - Buddhism – 100 Mil.; 8%
 - Muslim - 20 Mil.; 1.4%
 - Official Catholicism - 10 Mil.; .4%
 - Protestantism - 15 Mil.; 0.8-1.2%
 - Taoism - several hundred thousand
- Unregister Faith Members (Independent of Gov't control)
 - Unofficial Catholicism - 10 to 20 Mil.; 0.4-0.8%
 - Unofficial Protestant - 30 Mil.; 2.5%
- Government Control

Harris & Moran – Religion



Hofstede, Geert (2003). Cultural dimensions. Retrieved September 25, 2006, from ITIM International Web site:
http://www.geerthofstede.com/hofstede_china.shtml

Harris & Moran – Associations

- China Association of Development Zones (CADZ)
 - Successful implementation of foreign-funded enterprises
 - PepsiCo, Pfizer, Bosch, and Proctor & Gamble
 - More than 55 multinational companies
 - 800 foreign-funded enterprises from 33 Countries in China
- Securities Association of China (SAC) est. 1991
 - 284 active members, 127 Securities companies, 27 securities investment fund management companies, and 87 consulting companies
- All-China Federation of Industry & Commerce (ACFIC) 1960
 - Important contributor to Socialist construction
 - Membership of approximately 1.347 million

Harris & Moran – Associations

- Business Etiquette
 - Appearance
 - Subtle, neutral colors
 - Jeans are not acceptable
 - Revealing clothing for women is offensive
 - Behavior
 - Don't point when speaking
 - Don't use large hand movements
 - Communication
 - Bowing or nodding is common greeting
 - Being on time is vital

Harris & Moran – Health

- According to the World Health Organization (WHO) the Chinese health system ranked 144 out of 191 countries
- Only 20-25% of China's population has insurance
- 75-80% of the population, over 800 million have no insurance and live in rural areas
- Pay for treatment on a fee-for-service basis

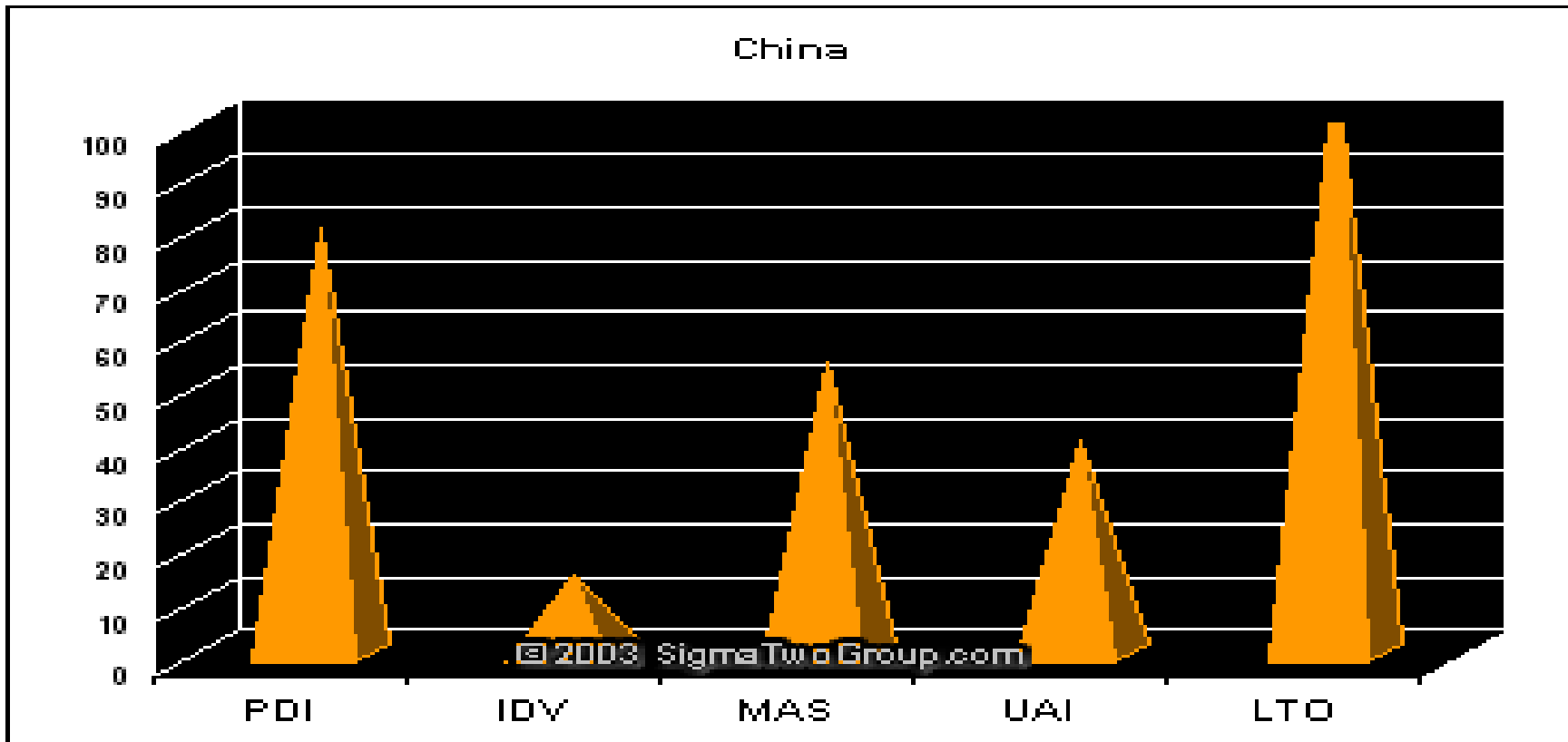
Harris & Moran – Recreation

- Sports
 - table tennis, basketball, gymnastics
- Leisure Time
 - Opera, reading, bird collecting, exercise
- Games
 - Mahjong, Chinese Checkers, computers

Orientations

- Time
 - Highly value family and holidays - least value work
- Change
 - Receptive to change
- Material Factors
 - Do not value material items as much as Westerners
 - More concerned with personal and spiritual aspects
- Individualism
 - philosophy that they will succeed or fail as one

Hofstede's Model



Hofstede, Geert (2003). Cultural dimensions. Retrieved September 25, 2006, from ITIM International Web site: http://www.geert-hofstede.com/hofstede_china.shtml

Table 1: Cultural Dimension Scores of United States and China

Cultural Dimension Scores					
	Power Distance	Individualism	Masculinity	Uncertainty Avoidance	Long-term Orientation
United States	40	91	62	46	29
China	80	20	50	60	118

Table 2: Cultural Differences Between America and China

Cultural Dimensions	USA	China
Individualism/ Collectivism	Strong Individualism	Strong Collectivism
Power Distance	Medium	Centralised, tendency toward democracy
Uncertainty Avoidance	Risk-taking	Risk-avoiding
Masculinity/Femininity	Medium Masculinity	Medium Femininity
Long/short-term Orientation	Short-term Orientation	Long-term Orientation

GLOBE Project

- Future Orientation
 - Relatively high future orientation
 - Three P's: patience, persistence, and perspective
 - Consistent strategies
 - Changes slowly as the world requires it to. Slow but steady

GLOBE Project

- Performance Orientation
 - Neither high or low Performance orientation
 - High work ethic
 - Business-mindedness (from Hong Kong)
 - Continuous improvement
 - However: great importance placed on tradition, loyalty, family, and background

GLOBE Project

- Assertiveness
 - Medium/low Assertiveness
 - Emphasis on cooperation and harmony
 - Starting to become more capitalistic

GLOBE Project

- Humane Orientation
 - Middle orientation
 - Generally friendly and tolerant, strong values on family and hospitality
 - Chinese businessmen prefer relationship over contracts, but are also quite ruthless

GLOBE Applied to Directives

- Labor
 - Workers have extremely high work ethic, don't complain. Collectivist "families" (Performance orientation, assertiveness, humane orientation)
- Censorship
 - Importance of tradition, honor, and loyalty (performance orientation)
- Environment
 - Slow but steady changes (future orientation)
- Healthcare
 - Importance of family, baby formula violation by Nestle (humane orientation, performance orientation)
- Intellectual Property
 - No real laws against it, so it is viewed as acceptable (humane orientation)

References

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