

# Global Business Cultural Analysis

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This paper presents a cultural analysis of Greece and how this translates into the country's business practices. The importance in such profiling can be seen in the emergence of many cross-cultural studies that aim to come up with an effective theoretical framework that guides international companies to relate to other companies from different countries with different cultures. One of these frameworks was formulated by a series of national studies conducted by Hofstede in which the author identified cultures according to five indices.

Basically, Hofstede's approach presents that culture can be described as a set of characteristics ingrained or "wired-in" to the brains and the psyche of the members of a particular society thereby affecting behavior. With such understanding according to national cultures, cross-cultural managers can therefore make use of this information that can serve as a basis for cross-cultural and international initiatives of the organization.

In application, this paper examines Greece according to Hofstede's five dimensions and how this translates into the country's business culture; this paper then compares this with the business culture in the United States. The conclusion then leads to the identification of the different points of compatibility and conflict, and the areas which the Greek and the American business cultures can reconcile for a more successful business communications and relations.

## Introduction

Communication plays an important role in any cross-cultural relations, and in the aspect of business, communication in the international context spans beyond language and includes protocols, perceptions and other elements pertaining to business practices.

According to Hendon, Hendon and Herbig (1996), the challenge is that although two or more parties are trying to reach an agreement aiming to serve each other's interests, cultural factors --- whether in terms practice and perception --- significantly contribute to the processing of information that would lead to either the success or the failure of the negotiations or the management strategy should international companies decide to operate together.

As Hendon, et al. (1996) pointed out, cultural aspects influence managers, thereby affecting their behavior; this also reflects at the organizational level whereby the degree of the embodiment of the national culture of these companies is constantly present. Cross-cultural issues have become crucial given that more and more businesses are taking advantage of the opportunities brought by globalization.

One of the issues that emerged from this is that there was an identified potential point of conflict based on the precept that the differences in the values of the different groups may lead to problems, thereby jeopardizing the advantages offered by the global and international markets (Fontaine, 2007). As a result, international organizations have invested in cross-cultural management initiatives in order to create the most effective approach should the company reaches the point of venturing into foreign operations or cross-cultural negotiations.

In addition to the organizational dimension in cross-cultural issues are the elements that can further influence the operations of any business. Kanungo (2006) identified that globalization has also created a significant impact to the consumers' behavior now that they are aware of the strong...

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**Clemens Wendtner**



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## **Table of Contents Sample Cultural Analysis Paper**

1. Understanding the eBook Sample Cultural Analysis Paper
  - The Rise of Digital Reading Sample Cultural Analysis Paper
  - Advantages of eBooks Over Traditional Books
2. Identifying Sample Cultural Analysis Paper
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Sample Cultural Analysis Paper
  - User-Friendly Interface
4. Exploring eBook Recommendations from Sample Cultural Analysis Paper

- Personalized Recommendations
  - Sample Cultural Analysis Paper User Reviews and Ratings
  - Sample Cultural Analysis Paper and Bestseller Lists
5. Accessing Sample Cultural Analysis Paper Free and Paid eBooks
    - Sample Cultural Analysis Paper Public Domain eBooks
    - Sample Cultural Analysis Paper eBook Subscription Services
    - Sample Cultural Analysis Paper Budget-Friendly Options
  6. Navigating Sample Cultural Analysis Paper eBook Formats
    - ePub, PDF, MOBI, and More
    - Sample Cultural Analysis Paper Compatibility with Devices
    - Sample Cultural Analysis Paper Enhanced eBook Features
  7. Enhancing Your Reading Experience
    - Adjustable Fonts and Text Sizes of Sample Cultural Analysis Paper
    - Highlighting and Note-Taking Sample Cultural Analysis Paper
    - Interactive Elements Sample Cultural Analysis Paper
  8. Staying Engaged with Sample Cultural Analysis Paper
    - Joining Online Reading Communities
    - Participating in Virtual Book Clubs
    - Following Authors and Publishers Sample Cultural Analysis Paper
  9. Balancing eBooks and Physical Books Sample Cultural Analysis Paper
    - Benefits of a Digital Library
    - Creating a Diverse Reading Collection Sample Cultural Analysis Paper
  10. Overcoming Reading Challenges
    - Dealing with Digital Eye Strain
    - Minimizing Distractions
    - Managing Screen Time
  11. Cultivating a Reading Routine Sample Cultural Analysis Paper
    - Setting Reading Goals Sample Cultural Analysis Paper
    - Carving Out Dedicated Reading Time
  12. Sourcing Reliable Information of Sample Cultural Analysis Paper

- Fact-Checking eBook Content of Sample Cultural Analysis Paper
  - Distinguishing Credible Sources
13. Promoting Lifelong Learning
- Utilizing eBooks for Skill Development
  - Exploring Educational eBooks
14. Embracing eBook Trends
- Integration of Multimedia Elements
  - Interactive and Gamified eBooks

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