

# Global Business Cultural Analysis

19 pages | 4745 words

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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**Kathleen Armour**



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