Using GlobeSmart® to Enhance International Business Teaching

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Overview

- Why GlobeSmart?
- What is GlobeSmart
- The Cultural Dimensions Perspective
- The Culture Guides Section
- Using GlobeSmart in the Classroom
- Additional Q&A

The Context: Courses I Teach

- Undergraduate - Full-time, In-Residence (Bloomington)
  - D270 The Global Business Environment (180-240)
  - D271/272 – Global Business Analysis & Immersion (25-50)
  - D312 Cross Cultural Management (50-75)
- Kelley Direct - Online MBA Program (Globally Dispersed)
  - U714 International Competitive Strategy
  - C575 Cross Cultural Management
- Travel Courses – MBA and Undergraduate
  - Chile, Brazil, Peru, India, China, Australia
- Overseas Teaching
  - Germany, Thailand, Croatia, China

What is GlobeSmart?

- Subscription-based, online, business focused, cultural information tool
- Uses 5 key cultural dimensions, similar to Hofstede dimensions and others
- Allows the user to generate and view their personal dimension profile
- Covers almost 100 countries
- Covers many practical business topics involving the impact of culture in a specific country and between countries
Information on almost 100 countries

- What are China’s core values and implications for business?
- What is the most effective leadership style in India?
- How should I tailor my presentation for a Japanese audience?
- How can we effectively manage change across our operations in France?
- How can we motivate innovation in Germany?
- What are pitfalls to transferring knowledge in Brazil?
- How do Mexicans generally perceive hierarchy in business interactions?
- How should I prepare for travel to China?
- How important are status and group orientation in S. Korea?
- What “small talk” topics should I use and/or avoid in Turkey?

Using Frameworks to Describe Cultural Variations: The Cultural Dimensions Approach

GlobeSmart Countries Covered

Cultural Dimensions Across Nations

Source: Gundling, E. Working Globesmart, 2003, p. 37
Several Common Sets of Cultural Dimensions

- Edward T. Hall - High Context, Low Context, Mono-chronic, Poly-chronic, etc.
- Kluckhohn & Strodtbeck - Relationship to Nature, Time Orientation, etc.
- Hofstede - Individualism, Collectivism, Power Distance, Uncertainty Avoidance, Masculinity, Femininity, etc.
- Schwartz Values Survey - Egalitarianism, Harmony, Autonomy, Mastery, Hierarchy, etc.
- Trompenaars – Universalism, Egalitarianism, Particularism, Affective, etc.
- Globe Study – Individualism, Collectivism, Humane Orientation, Time Orientation, Performance Orientation, etc.
- Erin Meyer – Direct, Indirect, Confrontational, Consensual, Egalitarian, Linear Time, Flexible Time, etc.

Commonly Researched Cultural Dimensions

<table>
<thead>
<tr>
<th>Cultural Dimension</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individualism = Independence</td>
<td>Individually oriented; makes decisions on their own; rewards personal achievements; focuses on individual goals; initiative valued.</td>
</tr>
<tr>
<td>Collectivism = Interdependence</td>
<td>Collectively oriented; makes decisions as a team; rewards group achievements; focuses on collective goals; cooperation valued.</td>
</tr>
<tr>
<td>Power Distance = High</td>
<td>Power is distributed from the top to the bottom; status differences are accepted; traditional authority is respected.</td>
</tr>
<tr>
<td>Power Distance = Low</td>
<td>Power is distributed equally; status differences are minimized; decision-making is flexible.</td>
</tr>
<tr>
<td>Task = Report Talk</td>
<td>Task-oriented, direct and formal; decision-making is quick and focused on achieving goals.</td>
</tr>
<tr>
<td>Relationship = Report Talk</td>
<td>Relationship-oriented, indirect and informal; decision-making is flexible and collaborative.</td>
</tr>
<tr>
<td>Direct = Low Context</td>
<td>Direct communication; emphasizes clarity and brevity; opinions are expressed openly.</td>
</tr>
<tr>
<td>Indirect = High Context</td>
<td>Indirect communication; emphasizes politeness and consideration; opinions are expressed cautiously.</td>
</tr>
<tr>
<td>Masculinity = Tough Societies</td>
<td>Emphasizes strength and competition; decision-making is direct and straightforward.</td>
</tr>
<tr>
<td>Femininity = Tender Societies</td>
<td>Emphasizes nurturing and cooperation; decision-making is indirect and considerate.</td>
</tr>
<tr>
<td>Uncertainty Avoidance – Low = Risk Taking</td>
<td>Takes risks; focuses on achieving goals; decision-making is direct and straightforward.</td>
</tr>
<tr>
<td>Uncertainty Avoidance – High = Low Risk</td>
<td>Avoids risks; focuses on maintaining status; decision-making is indirect and considerate.</td>
</tr>
</tbody>
</table>

Applications of the Cultural Dimensions: The Culture Map

The GlobeSmart Cultural Dimensions

<table>
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<tr>
<th>Cultural Dimension</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Independence</td>
<td>Focuses on individual goals; decision-making is direct and personal; rewards personal achievements.</td>
</tr>
<tr>
<td>Interdependence</td>
<td>Focuses on group goals; decision-making is collaborative and collective; rewards group achievements.</td>
</tr>
<tr>
<td>Egalitarianism</td>
<td>Focuses on equality and fairness; decision-making is democratic and participatory.</td>
</tr>
<tr>
<td>Status</td>
<td>Focuses on hierarchy and status; decision-making is hierarchical and formal.</td>
</tr>
<tr>
<td>Risk</td>
<td>Focuses on speed and flexibility; decision-making is quick and adaptive.</td>
</tr>
<tr>
<td>Certainty</td>
<td>Focuses on thoroughness and predictability; decision-making is detailed and methodical.</td>
</tr>
<tr>
<td>Direct</td>
<td>Focuses on direct communication; decision-making is straightforward and clear.</td>
</tr>
<tr>
<td>Indirect</td>
<td>Focuses on indirect communication; decision-making is subtle and considerate.</td>
</tr>
<tr>
<td>Task</td>
<td>Focuses on task-oriented activities; decision-making is direct and goal-oriented.</td>
</tr>
<tr>
<td>Relationship</td>
<td>Focuses on relationship-oriented activities; decision-making is indirect and considerate.</td>
</tr>
</tbody>
</table>
Cultural Dimension Explanations for Team Issues

The *GlobeSmart* Online Global Business Tool

A Balanced Country Profile

A Person’s Profile
A Person’s Profile Compared to a Country

Country Profile Comparison: USA, India, China

Using GlobeSmart to Reflect the Cultural Profiles of the Global Business Environments Course

Countries Represented in D270-2019, Fall

<table>
<thead>
<tr>
<th>Country</th>
<th># of Students</th>
<th>Country</th>
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</tr>
</thead>
<tbody>
<tr>
<td>United States</td>
<td>432</td>
<td>Greece</td>
<td>1</td>
</tr>
<tr>
<td>China</td>
<td>33</td>
<td>Guatemala</td>
<td>1</td>
</tr>
<tr>
<td>India</td>
<td>14</td>
<td>Honduras</td>
<td>1</td>
</tr>
<tr>
<td>South Korea</td>
<td>6</td>
<td>Hong Kong</td>
<td>1</td>
</tr>
<tr>
<td>Thailand</td>
<td>5</td>
<td>Indonesia</td>
<td>1</td>
</tr>
<tr>
<td>U.A.E.</td>
<td>4</td>
<td>Iraq</td>
<td>1</td>
</tr>
<tr>
<td>Brazil</td>
<td>2</td>
<td>Mongolia</td>
<td>1</td>
</tr>
<tr>
<td>Taiwan</td>
<td>2</td>
<td>Saudi Arabia</td>
<td>1</td>
</tr>
<tr>
<td>Australia</td>
<td>1</td>
<td>Singapore</td>
<td>1</td>
</tr>
<tr>
<td>Chile</td>
<td>1</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Countries Represented in D270-2019, Fall

D270 World Map – 2019, Fall
509 Students – 19 Countries - 1 University

http://www.amcharts.com/visited_countries/

The GlobeSmart Online Global Business Tool

Source Link: https://globesmart.apalianglobal.com/dashboard

Peru Culture Guide Home Page
Examples of GlobeSmart Use in Teaching

Country Analysis Reports or Presentations

- Many frameworks and templates available
  - STEEP, PESTEL, CAGE, Country Entry Strategy, etc.
- GlobeSmart can be primary source for culture section
- Individual or Team assignments
- Research Papers or Presentation format
- Good preparation for travel courses
- Can be used as a Capstone course deliverable
- Establish clear directions and use grade rubrics
- Combine with Web sources like GlobalEdge

Country Analysis Topics Research on Peru

- The brief history, type of government, and demographic background of Peru
- Peru's core values and implications for business
- Peru's basic business protocol
- Tips for communicating effectively with Peruvians
- Appropriate conversation topics with Peruvians
- How to establish credibility with Peruvians
- How to build relationships with Peruvians
- How to motivate Peruvians for high commitment

Study Abroad Preparation

- Have students create their own cultural profile
- Compare own profile to host country profile
- Identify the largest gaps between own and host country
- Research the potential impacts of host country culture
- Research advice for flexing own cultural style
- Develop strategies to adapt to the host country culture for a smoother cultural experience
Analyzing Cross Cultural Business Cases

- Select realistic and challenging cases
- Develop key topics and questions to address
- Assign Cultural Profile Comparison and Culture Guide Research

Some of my favorite cases:
- Leading Across Cultures at Michelin
- Siemens AG Global Development Strategy
- Emerson Electric (Suzhou) Co. Ltd.
- Trouble in Paradise (Heartland Spindle in Suzhou, China)
- Managing a Global Team: Greg James at Sun Microsystems, Inc.

Preparation for an Expatriate Assignment

- Have candidate create their own cultural profile
- Compare own profile to host country profile
- Identify the largest gaps between own and host country
- Research the potential managerial impacts of host country culture
- Develop strategies for effective management in the host country

Some favorite Assignments:
- Promotion from Indianapolis Office to Asian Regional Manager
- Outsourced (film) – Todd in India
- Shanghai Calling (film) – Sam Chao in China
- Office Equipment Company (OEC) Case – Five candidates for Lima, Peru Office

Comparison of USA and Asian Profiles

As a Tool for Managing Team Projects

- Have students create their own Cultural Profile
- Create a team by inviting members to share their Cultural Profiles
- Create a team Profile Comparison
- Discuss team member preferences and potential impacts on team tasks:
  - Communication style
  - Decision making style
  - Risk taking approach
  - Relationship versus Task orientation
  - Giving and Receiving Feedback style
  - Resolving conflict preference
  - Establishing and judging credibility
CIBER Network Resources

Accessing a Free GlobeSmart Trial – One Month

1. Go to this URL: https://globesmart.aperianglobal.com/access-codes/38F6F35/redeem
2. Click "Sign Up" and fill in your contact information and create a password. Note: If you already have an account on the new platform, click "login".
3. For return visits, be sure to bookmark this URL: https://globesmart.aperianglobal.com
4. For technical support, please email: support@aperianglobal.com

Other Cultural Dimensions Web Sources

4. Fons Trompenaars Culture Compass: http://www2.thtconsulting.com/tools/#culturecompass

Additional Q&A

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