

BSAD560 Intercultural Business Relations

Class 3: Kluckhohn & Strodtbeck, Hall

Fruit Market in the Philippines



Kluckhohn and Strodtbeck Cultural Orientations

Range of Responses

Orientation	Range of Responses		
activity	being	becoming containing- controlling	doing
social (group relations)	linear (hierarchical)	collateral (group)	individual
self orientation	individual	mixture	group
world view (human nature) (man – nature)	evil subjugated by	mixture harmony with	good mastery over
time	past	present	future

Activity Orientation

- **How do people define activity?**

Doing ----- becoming ----- being

Striving ----- fatalistic

Compulsive ----- easy-going

- **How do people evaluate activity?**

techniques ----- goals

procedures ----- ideals

- **How do people regard and handle work?**

an end in itself ----- a means to an end

separate from play ----- integrated with play

challenge ----- burden

problem solving ----- coping with situations

Social Orientation

- **How do people relate to each other?**
 - equals ----- hierarchical
 - informal ----- formal
 - member of many groups ----- member of few groups
 - weak group identity ----- strong group identity
- **How are roles defined and allocated?**
 - achieve ----- ascribed
 - gender roles similar ----- gender roles distinct
- **How do people communicate with others?**
 - directly ----- indirectly
 - no intermediaries ----- intermediaries
- **What is the basis of social reciprocity?**
 - independence ----- interdependence ----- dependence
 - autonomy ----- obligation

Self Orientation

- **How should people form their identities?**
by themselves ----- with others
- **How changeable is the self?**
changeable ----- unchangeable
self-realization stressed ----- self-realization not stressed
- **What is the source of motivation for the self?**
reliance on self ----- reliance on others
rights ----- duties
- **What kind of person is valued and respected?**
young ----- aged
vigorous ----- wise
innovative ----- prominent
material attributes ----- spiritual attributes

World Orientation

- **What is the nature of humans in relation to the world?**
 - separate from nature ----- integral part of nature
 - humans modify nature ---- humans adapt to nature
 - health natural ----- disease natural
 - wealth expected ----- poverty expected
- **What is the world like?**
 - spiritual-physical split ----- spiritual-physical unity
 - empirically understood ---- magically understood
 - technically controlled ----- spiritually controlled

Time Orientation

- How do people define time?

future ----- present ----- past

precisely measured ----- undifferentiated

linear ----- cyclical

- How do people value time?

scarce resource ----- unlimited

fast pace ----- slow pace

Edward Hall: Contextual Communication Traits

High Context

- Covert Messages
- Internalized Messages
- Extensive non-verbal codes
- Reactions reserved
- Distinct In and Out Groups
- Strong interpersonal bonds
- High commitment
- Open Time

Low Context

- Overt Messages
- Plainly Coded Messages
- Details verbalized
- Reactions on surface
- Flexible In and Out Groups
- Weak interpersonal bonds
- Low commitment
- Closed time