

CONTENT

CONTENT	3
LIST OF FIGURES	7
LIST OF TABLES	9
INTRODUCTION	10
1. FUNDAMENTALS OF CULTURE	13
1.1. Definitions of culture	13
1.2. Key characteristics of culture	16
1.3. Types of culture	20
1.4. Cultural models	23
1.4.1. The iceberg model	23
1.4.2. The onion model	25
1.4.3. The tree model	27
1.4.4. The barrel model	28
1.4.5. Hofstede's model of uniqueness	30
1.5. The communication process	32
1.6. Communication and culture	36
1.7. Globalization versus diversity	40
Control tasks	43
Resources	43
2. BARRIERS TO INTERCULTURAL COMMUNICATION	45
2.1. Attitudinal barriers	46
2.1.1. Stereotypes	46
2.1.2. Prejudices	48
2.1.3. Attitude as a mindset	51
2.1.4. Abstraction	53
2.1.5. Personal editing	55
2.1.6. Ethnocentrism	56

2.2. Perceptual barriers	58
2.2.1. Perception	58
2.2.2. Misinterpretation	59
2.3. Language barriers	61
2.3.1. Verbal language	61
2.3.2. Non-verbal language.....	66
2.4. Culture shock	68
Control tasks	74
Resources	75
3. CULTURAL LEARNING AND CULTURAL VALUES... 77	
3.1. Stages of cultural learning	77
3.2. Models of cultural learning.....	81
3.3. Cultural expectations	86
3.4. Cultural values, beliefs, and assumptions.....	87
3.5. Schwartz’s theory of basic values.....	90
Control tasks	97
Resources	97
4. NON-VERBAL COMMUNICATION..... 99	
4.1. Eye contact – oculistics.....	101
4.2. Body language – kinesics	103
4.2.1. Gestures and body movements.....	104
4.2.2. Facial gestures – mimics.....	107
4.2.3. Posturics.....	110
4.3. Body distance – proxemics.....	111
4.4. Touch – haptics	112
4.5. Tone of voice – paralanguage	113
4.6. Taking turns and role of silence.....	115
4.7. Other forms of non-verbal expression	117

4.7.1. Appearance and dress code.....	117
4.7.2. Gift giving.....	119
4.7.3. Using humor	121
Control tasks	123
Resources	124
5. CULTURAL DIMENSIONS	127
5.1. Edward T. Hall’s dimensions	127
5.1.1. High context and low context cultures	128
5.1.2. Space – proxemics	132
5.1.3. Monochronic and polychronic time.....	137
5.2. Geert Hofstede’s dimensions	139
5.2.1. Power distance	140
5.2.2. Individualism	142
5.2.3. Masculinity	144
5.2.4. Uncertainty avoidance	146
5.2.5. Long-term orientation.....	148
5.2.6. Indulgence	151
5.3. Fons Trompenaars’s dimensions.....	153
5.3.1. Universalism vs particularism	154
5.3.2. Individualism vs communitarianism	156
5.3.3. Specific vs diffuse.....	158
5.3.4. Affective vs neutral.....	160
5.3.5. Achievement vs ascription.....	162
5.3.6. Sequential time vs synchronic time	164
5.3.7. Inner direction vs outer direction.....	168
5.4. Shalom Schwartz’s dimensions	169
5.4.1. Embeddedness vs autonomy.....	171
5.4.2. Hierarchy vs egalitarianism	171
5.4.3. Mastery vs harmony	172

5.5. Lewis's model of cultural types	173
5.5.1. Linear-active	175
5.5.2. Multi-active	176
5.5.3. Reactive	177
Control tasks	178
Resources	178
6. INTERCULTURAL MANAGEMENT	181
6.1. Corporate culture	181
6.2. National culture vs corporate culture.....	184
6.3. Management across cultures.....	188
6.3.1. Management styles	190
6.3.2. Role of a manager across cultures	194
6.4. Interculturality of organizations.....	197
Control tasks	200
Resources	201
7. CULTURAL INTELLIGENCE, INTERCULTURAL COMPETENCES, AND INTERCULTURAL TRAINING....	203
7.1. Cultural intelligence.....	203
7.1.1. Sources and factors of cultural intelligence.....	204
7.1.2. Measuring cultural intelligence	205
7.2. Importance of intercultural competences.....	209
7.3. Intercultural training	211
7.3.1. Training cognitive competence.....	214
7.3.2. Training affective competence.....	218
7.3.3. Training behavioral competence.....	221
Control tasks	224
Resources	224
BIBLIOGRAPHY	227
APPENDICES	236