

## Chapter 8 Outline

Working with Foreign Colleagues  
The U.S. Workforce  
The Effects of Cultural Diversity  
The Foreign-Based Hotel Company  
Cultural Perceptions  
Time  
Cultural Thought Patterns  
Communication  
Personal Space and Touch  
Material Possessions  
Family Roles and Relationships  
Religion  
Personal Achievement  
Competitiveness and Individuality  
Business Protocol  
Greetings  
Gift-Giving  
Business Cards  
Names and Titles  
Dining Concerns  
Cultural Considerations in Negotiations  
Cultural Negotiating Styles  
Improving the Negotiating Process  
Cultural Perspectives of Management  
View of the Job  
Managers as Paternalistic Leaders  
Management and Power Perceptions  
Power Distance and Individualism

## Competencies

1. Define the term *culture* and summarize the importance to hoteliers of understanding cultures different from their own. (pp. 239–241)
2. Contrast the positive effects of cultural diversity in the workplace with the negative effects, and identify important considerations in managing diversity. (pp. 241–243)
3. Compare Japanese and European hotel companies with American hotel companies in regard to their position on company loyalty, treatment of workers, compensation for senior managers, advancement, and managerial authority. (pp. 243–244)
4. List abstract relations and behaviors in which cultural perceptions differ significantly and give examples of each. (pp. 244–249)
5. Explain why it is important for hoteliers to follow business protocol and give examples of protocol differences in regard to greetings, gift-giving, business cards, names and titles, and dining concerns. (pp. 249–252)
6. Identify some of the complications in cross-cultural negotiating and describe differences in negotiating styles of Latin American, European, and Japanese cultures. (pp. 252–256)
7. Describe the purpose of cultural sensitivity training and identify some of the benefits. (pp. 256–257)
8. Identify notable differences in cultural perspectives about management in regard to job importance, leadership, and power perception. (pp. 257–259)
9. Identify two factors affecting the development of organizational relationships and how authority will be accepted in different societies, according to Hofstede. (pp. 259–260)