

## C8 Culture – Solutions

1

Individual solutions. Suggestion:

| Cultural elements | Country     |            |
|-------------------|-------------|------------|
|                   | Switzerland | China      |
| Dependability     | high        | average    |
| Quality           | high        | average    |
| Economy           | high        | high       |
| Individualism     | pronounced  | weak       |
| Collectivism      | weak        | pronounced |
| Power distance    | weak        | pronounced |
| Work ethic        | high        | very high  |

2

a Individual solutions. Suggestion:

| School culture expressed through | Examples   |
|----------------------------------|--|
| Values                           | High quality of education and moral courage  |
| Norms                            | Openness, integrity, honesty and justice   |
| Rituals                          | Regular assignments related to the environment, theater performances open to all years, help at home, prom |
| Stories and myths                | Stories about teachers, myths about previous classes or students   |
| Language rules and use           | One voice for external communications  |
| Symbols                          | School logo and colors, uniform  |

b Individual solutions. Suggestion:

| Class culture expressed through | Examples  |
|---------------------------------|---|
| Values                          | Social responsibility toward the class, solidarity        |
| Norms                           | Honesty, letting others speak, set seating arrangement    |
| Rituals                         | Play games before the holidays, school trip, greetings    |
| Stories and myths               | Stories of summer vacation/getaways, quotes from teachers |
| Language rules and use          | Nicknames for the students and teachers, inside jokes     |
| Symbols                         | Class color, logo, name/number                            |

**3**

Individual solutions. Suggestion:

| <b>Informal rules</b>   | <b>Influence on corporate culture</b>  |
|-------------------------|--|
| <b>Consensus</b>        | Conflict prevention, problems with more direct cultures (e.g., Germany)  |
| <b>Neutrality</b>       | Loyal to everyone, not willing to take a clear position on issues, not standing up for your own values   |
| <b>Punctuality</b>      | Lack of understanding for delays   |
| <b>Courtesy/respect</b> | A work environment free from discrimination and harassment based on race, nationality, gender, sexual orientation, religion, age or disability |
| <b>Discretion</b>       | Appropriate handling of confidential information, secrecy with regard to certain issues (e.g., wages)  |

**4**

a Individual solutions. Suggestion:

| <b>Cultural features</b>      | <b>Migros</b>   |
|-------------------------------|---|
| <b>Values</b>                 | Proximity, diversity, innovative and distinctive, quality, sustainability   |
| <b>Norms</b>                  | Partnership, commitment to society (sports and culture)   |
| <b>Rituals</b>                | Cannot be deduced from the information available  |
| <b>Stories and myths</b>      | Stories about founder Gottlieb Duttweiler and his concerns, carry forward the cooperative idea (solidarity among consumers) |
| <b>Language rules and use</b> | Jargon  |
| <b>Symbols</b>                | Corporate identity (font, documents, logo and colors), clothing   |

More info at [www.migros.ch](http://www.migros.ch)

b Different backgrounds, different education, different departmental cultures (creative marketing department vs. formal accounting department), etc.

**5**

- a Individualism
- b Masculinity
- c Power distance
- d Risk avoidance
- e Power distance
- f Masculinity

**6**

- a** Process culture
- b** More of a risk culture, as capital-intensive decisions must be made but the feedback is relatively slow. Customer requirements must be considered and greater risk taken on. The hierarchy levels should be flattened, so that a more relaxed atmosphere prevails and communication can function better.
- c** Individual solutions. Suggestion:  
Measures: record new values in the code of conduct, change the structure (hierarchy), design spaces to be more open, management must exemplify desired changes (e.g., eat lunch with employees, show yourself more often, take an interest, change leadership style, etc.)

| <b>Measures</b>            | <b>Opportunities</b>   | <b>Threats</b>   |
|----------------------------|--|--|
| <b>New code of conduct</b> | Implementation by employees  | Changes only on paper  |
| <b>Structural changes</b>  | New positions, flatter hierarchy   | Resistance from above by higher-ranking employees, everything remains the same |
| <b>Design of spaces</b>    | Easier communication in open offices, no more barriers   | Employees now ill at ease, feeling of being watched                            |
| <b>Be an example</b>       | Management shows commitment, making cultural change possible, leading to favorable assessment and imitation by employees | Forced example, half-hearted, without conviction                               |