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One of the major trends in the current cross-cultural management studies is that it is moving toward the changing nature of the cultural dynamics, which is formed as a result of the drastic global cultural convergence. The traditional static way of looking at cultures is out-of-date. A new emerging phenomenon in cross-cultural management suggests the focus on actor/participant centered approach, which uses non-positivist case study and depth interviews as the study tool.

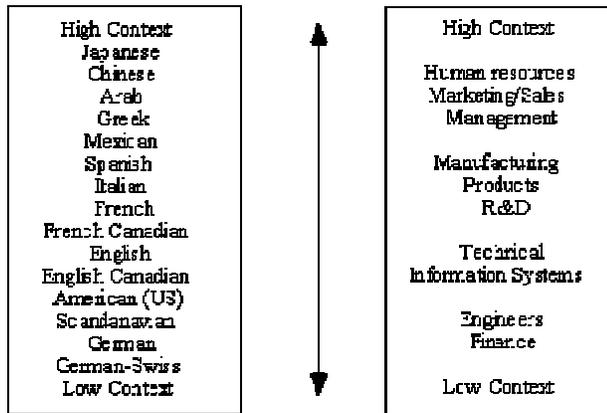
My research thus will be based on an integration model between the IE (international entrepreneurship) and Cross-cultural management. By adopting the concept of cultural ecology, IE can be dialect and alive. The empirical data will be collected through depth dialogues and interviews with the Nordic entrepreneurs (Norway, Sweden, Iceland, Denmark) who worked on China related projects or have direct business interactions with the Chinese counterparts.

Cross-cultural models: A brief history and their models

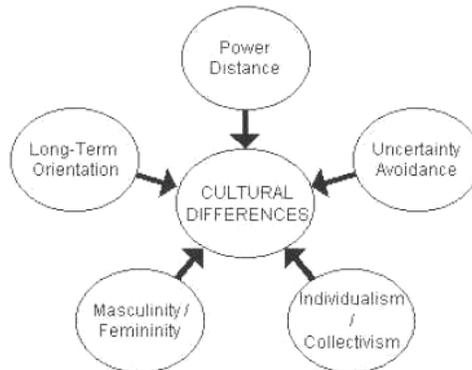
1. 1960s Cold War period: American calls for the analysis of the mentalities of their enemies such as Russia, Germany and China. (Kluckhohn & Strodtbeck 1961: man's relation with nature, followers, human nature) this kind of approach is emic based: study cultures within.

Orientation	Range of Orientations		
human nature	evil	neutral: mixture of good and evil	good
environment	subjugation	harmony	mastery
time	past	present	future
activity	being	controlling	doing
relational	hierarchy	Collective	individualistic

2. 1970s – 80s the rise of Japanese, East Asian industries: needs of understanding the Asian management among the American companies. (Edward Hall: High Context vs. low Context)



3. 1990s till now: various forms of mergers and acquisitions, overseas ventures & entrepreneurships, a strong demand for the cultural understanding. (Hofstede, Trompenaars, Lewis: dimension-based)



Basic limitations:

1. **There's a lack of emic-etic integrated model of cross-cultural studies**
 - Questionnaires and surveys, theorem and statistical research – we often encounter with the problem of EXTREME RESPONSE SYMPTOM (ERS). E.g. Asians tend to be positive while French are more critical and negative in filling out the surveys and questionnaires.

2. **Much of the cross-cultural researches (mainly Hofstede) are bipolar based.** Cultures are either black or white, Masculine or Feminine, individualistic or collective; there's no middle way.

New paradigm is needed, a dynamic view of cross-cultural studies is suggested (Fang). Culture in fact is both 'Ying' and 'Yang', it is always in movement. Every culture has contradictions. Cultures are situational based.

Cultural ecology as a new solution

What is cultural ecology?

- The study of the changing relations between culture and the environment, thus in this sense, culture is not treated as static.

Three main schools of thinking

1. Cultural ecology is seen as an evolutionary approach: the best survives.
2. Cultural ecology is implied through geographic orientation, climate (Krugman, 1999; Van de Vilert et. al, 2000), in the advanced industrial societies, the environment is represented by capital and trade arrangements, credit systems.
3. Cultural ecology is applied through the studies of organizational sub-cultural analysis and corporate culture (Bada, 1995) –(one cannot equivalent organizational culture with the culture ecology, which deals with the subsistence core values)

How to use the cultural ecology as a dynamic approach (Steward, 1972) ?

1. The interrelationship of exploitative technology (e.g. HRM, Entrepreneurship, Marketing, Finance) and the environment must be analyzed.
2. Behavior pattern of the exploitative technology must also be analyzed.
3. To what extent this behavior pattern may affect other parts of culture.

References and background readings:

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