

Management Education Should Incorporate Different Management Styles Across Various Nations

AUTHOR

Abstract:

There Are Many Nations Of The World And The Culture Varies Between These Nations. The Mores, Habits, Behaviours, Beliefs And Norms Are Cultivated Within These Cultures. While Management Is 10,000 Year Old Profession, Management Education Is Barely 100 Years Old And Originated In America. And Hence Management Education Is Seriously Dovetailed To American Management Style. It Is Important For Management Education To Recognize Differences In Management Styles Across Nations Of The World And Suitably Modify Management Education According To Different Management Styles Across Various Nations Of The World.

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I. Introduction

Culture is an umbrella term which encompasses the social behaviour, institutions, and norms found in human societies as well as the knowledge, beliefs, arts, laws, customs, capabilities and habits of the individuals in these groups. Culture is attributed to a region . A cultural norm codifies acceptable conduct in a society and serves as guideline for behaviour, dress ,language and demeanour in a situation which serves as a template of expectations in a social group.

While there can be various definitions of management with lots of jargon, a simple definition free of technical terms can be that “Management is the process of working with and through others to achieve the goals of the organisation with limited resources.”

Now clearly the things stands out that in Management you have to work with and through people. Culture constrains our behaviour with others. Hence it should be obvious that culture will influence management style.

And Management styles are very different in different nations, influenced no doubt by the culture of that nation. Japanese management style is different from Chinese management style which is different from British management style which has nothing in common with American management style. In fact even in geographically close Europe, the German management style is different from the French management style which in turn is very different from both the British management style and the Italian management style.

And yet, management education seems to be oblivious to the different management styles. Management education has had its origins in America and for Americans the world begins and ends with America. So management education does not adequately take cognizance of different management styles practised across different nations of the world.

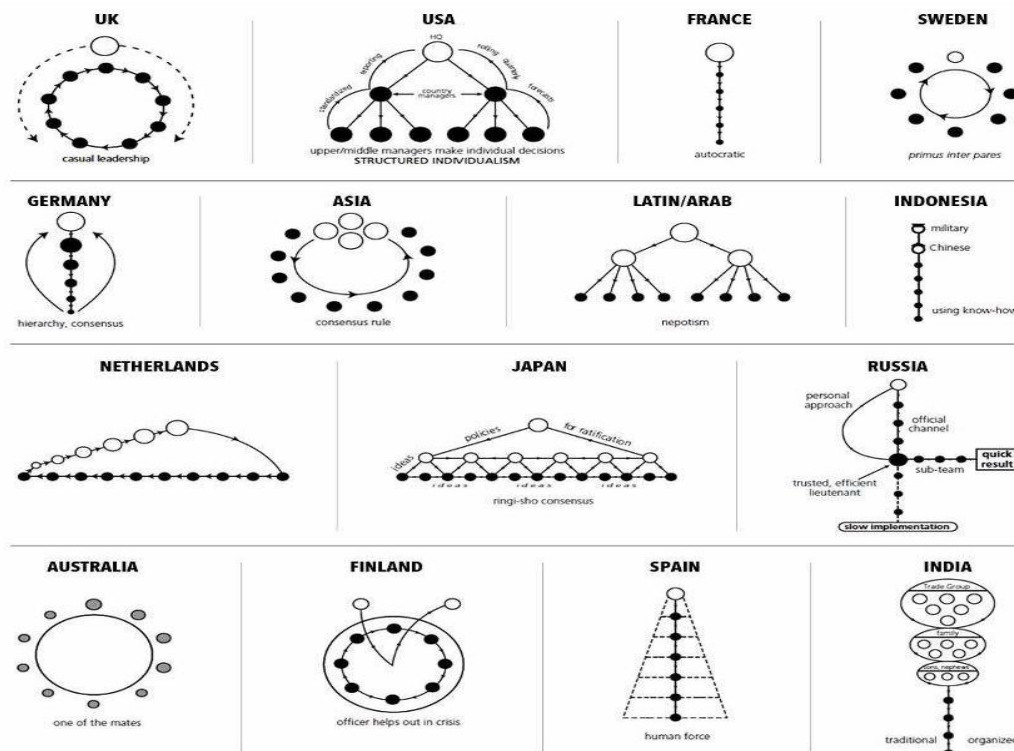
This paper is an attempt to highlight the different management styles across different nations of the world, in hope that management education may incorporate some courses in curriculum discussing various management styles prevalent across various countries.

Of course this paper is neither comprehensive nor definitive study of management styles, but it certainly is rather unusual if not entirely original discussion, since differences in management styles are rarely discussed in academic circles of business schools.

Hopefully this rather incomplete and inadequate analysis of management styles will ignite greater discussion on management styles in various nations of the world.

II. When Cultures Collide : Leading Across Cultures

British Linguist, Richard Lewis has written a best seller, “When Cultures Collide: Leading Across Cultures”. He hints that deeply rooted values and beliefs resist transformation pressured by government, or multinationals. The American culture is individualistic whereas consensus defines Japan. And culture is very different in China and India, as also between France and Germany. So the management styles are very different in various nations of the world. Richard Lewis has culled out different leadership styles for different nations and the below picture is from images on Internet from his book.



British Managers are casual, helpful, seeking to be fair and traditional. American managers on the other hand, are assertive, aggressive, goal oriented, confident, vigorous and ready for change[1]. French managers are autocratic and paternalistic and with grasp of issues. Swedish management is decentralized and democratic. German management is bureaucratic and strives for order. In Latin and Arab countries families are important. In Netherlands leadership is based on competence and merit. In Russia personal alliances bypass the system. Japanese managers do not interfere with day to day issues. Australians are democratic like Swedes but take quick decisions like Americans. Spanish managers use intuition more than logic. Family is important in India. In Norway, boss is very important. Consensus is valued in China.

Of course, there is some bit of stereotyping in this but not entirely wrong and give just the broad understanding of how cultures influences leadership style according to Lewis.

III. Individualism vs Collectivism

Shukla Rishi, Rani Ridhi and D Balaji have compared management styles across the globe in a conference paper and found that management styles vary due to cultures which vary in individualism and collectivism. Following gives brief idea of their study.

In Individualistic culture the individuals prioritize their own personal accomplishments and freedom and are motivated by selfinterest and self-sufficiency, and are reluctant to contribute in group action unless their efforts are recognized. The individualistic culture in countries like USA, UK, Australia and France are more goals oriented and selfcentered. The USA, Germany, Australia, Canada and France have a culture of controlled-time wherein missing a deadline here is seen as a sign of poor management and inefficiency, which shakes people's confidence. As Adaptability and Leadership of different countries of world have different views some factors like Individualism and Collectivism, Decision Making and Timeline and Priorities are also different for different countries in the world as to relate with management styles.

India focuses on seniority and relationship. But Australia has consultative style and Germany focus on hierarchy. The leadership style in Canada is informal and friendly while USA has assertive aggressive and goal oriented. France are extremely autocratic but China and Korea are Paternalistic also Russia are Adaptive. UK has mixture of democratic and autoerotism and Brazil based on relationship. Similarly Adaptability for countries are different such as India, France, China, UK and Korea has Medium response of change while Australia, USA, Canada has High Change of response. Countries like Germany, Russia, Brazil has slow or low adaptation

Ten Different Management Styles

Some studies claim that there are 3 broad management styles which can be further classified. The broad management styles are

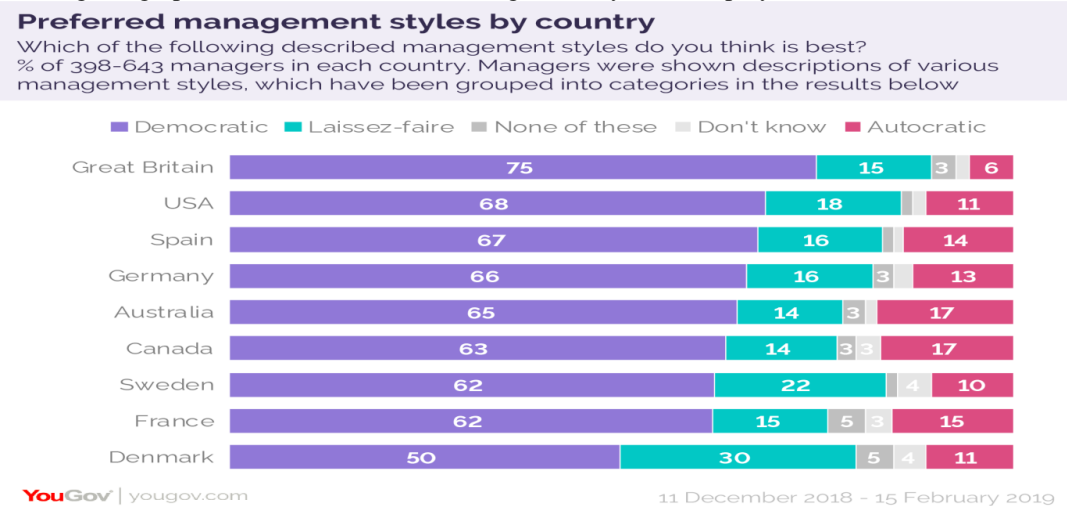
1. Autocratic Management Style
 - a. Authoritative Management Style
 - b. Persuasive Management Style
 - c. Paternalistic Management Style
2. Democratic Management Style
 - a. Consultative Management Style
 - b. Participative Management Style
 - c. Collaborative Management Style
 - d. Transformational Management Style
 - e. Coaching Management Style
3. Laissez-Faire Management Style
 - a. Delegative Management Style
 - b. Visionary Management Style

The autocratic management style follows top down approach where orders go from top to bottom. Employees are treated as drones who have to be monitored closely. In the authoritative version of this, managers dictate exactly what they require subordinates to do and punish those who do not comply. Employees are expected to follow orders and not question the authority. In their persuasive version, managers use their persuasive skills to convince employees that the unilateral decision that manager implements are for the good of the organisation. In the paternalistic version the decisions are taken with the best interests of subordinates at heart.

In the democratic management style, managers allow employees to give inputs but take decisions themselves. In the consultative version the opinions and viewpoints of team members are sought. In the participative version all members of staff are part of the decision. In the collaborative version there is an open forum for discussing all ideas and take democratic decision. In the transformational style the management is agile and growth focused. In the coaching version, the managers act as coach to team members.

In Laissez-Faire, the management takes hands off approach to management. In delegative version the managers just assign tasks and gives feedback whereas in visionary version the managers inspire team members.

The following infographic shows how different management styles are deployed in various nations



The above shows how different nations distribute their style of management between democratic, autocratic and laissez-faire.

IV. Management Education should incorporate different management styles across various nations

However this paper is not about management styles. This paper is about management education. And the suggestion being gently made is that management education should incorporate different management styles across various nations.

This will have several benefits

- a. This will train students to operate in international environment in a globalized world.
- b. This will train students on various management styles which they can choose as per situation.

- c. Some nations can incorporate good qualities of management styles of other nations and discard bad qualities of their own management styles
- d. Modern values such as democracy can slowly take over autocracy in management
- e. This will lead to better international understanding and remove misunderstanding.
- f. This will train students better in management and remove their insular thinking
- g. Western nations can learn from Eastern Wisdom
- h. A More Optimal Management style can get evolved.
- i. Management Education will cease to be American centric
- j. This will permit assimilation of immigrants better.

The point is while it is known that management styles across different nations are different, very little is done to incorporate this in management education and that constrains education and makes it inadequate.

The world is getting more globalized and international understanding demands understanding way of work in different cultures. Hence management education has to train managers of future in management styles across the globe.

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