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ETHICS & SUPPLY CHAIN MANAGEMENT IN INDIA & THE USA

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Hannah Steinberg, University of Georgia

ABSTRACT

Ethics- These two countries are very different the way they operate to ethics. The ways they follow are very different. India is a country which believes in a set of ethics, which we are flexible about, whereas the United States has a fixed set of ethics which they follow no matter what. India shows an appreciation for hierarchy and a top-down structure in society and organizations. Dependent on the boss or the power holder for direction. In the USA Power distance is defined as the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally. India is a society with both collectivistic and Individualist traits. The collectivist side means that there is a high preference for belonging to a larger social framework in which individuals are expected to act in accordance to the greater good of one's defined in-group(s). The Individualist aspect of Indian society is seen as a result of its dominant religion/philosophy - Hinduism. United States scores very high on the Individuality scale, which indicates that they like to be more independent. They actually score the higher than India. India is actually very masculine in terms of visual display of success and power. Americans show their Masculine drive individually. They score pretty high on this scale. In India, there is acceptance of imperfection; nothing has to be perfect nor has to go exactly as planned. India is traditionally a patient country where tolerance for the unexpected is high. United States scores a 46 on the scale, which indicates that they both, accept and reject an uncertain situation. In India the concept of "karma" dominates religious and philosophical thought. Time is not linear, and thus is not as important as to western societies which typically score low on this dimension. United States scores very low on this section, which leads me to believe that Americans are not that long term oriented. They are practically, but do not think about the effects in the long term. India receives a low score of 26 in this dimension, meaning that it is a culture of Restraint. United States scores a 68 on this section, which means that Americans have a hard time controlling their desire. We believe in the concept of bargaining. We go for the lower price of the entire product and do not expect for customer service. Highly value customer service and is must for businesses on other for them to keep running in profits.

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INFORMATON TECHNOLOGY IN FRANCE, THE PHILIPPINES SOUTH KOREA AND THE USA

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ABSTRACT

Many movies and the production of movies show the true character of a certain country's views on many different topics. They can show how some countries understand ethics, strategic customer service, or even Hofstede's six dimensional figures. The following essay will explain in more detail. In South Korea, one of the most popular movies in is Old boy (2003). It is a movie that deals with revenge and fighting to get even with someone after they have wronged you. In this film, it presents an intriguing stance on ethics. Is it ethical to go to such extremes to plot revenge? While the film is hyperbolic and exaggerated, it shows deeper looks into Korean culture such as admitting when a mistake was made and how to handle getting even. An example of an American movie where ethics is told from an American perspective is Arrival (2016). This might stretch what the film was going at, but in the film, Amy Adams is forced to explain language to aliens in such a way that our intentions are known without causing violence. It shows that an American stance of being correct instead of being hasty. There were several moments where Adams has to backtrack instead of going forward to not accidentally declare war. The final example of ethics being shown to help understand a country is a French movie called La Grande Illusion (1937). It depicts two soldiers during the war and examines how people are relatively similar and dissimilar. The film presents an ethical proposition that universal humanity transcends country's boundaries and racial barriers. According to Hofstede's six dimensional figures, one of the main differences between the countries comes in individualism. This is apparent in film culture as well. In most South Korean films, family is everything. A movie like Tunnel (2016) is a great example. In this film, the first person the protagonist calls in danger is his family. South Korea has the lowest individualism of the three countries. Next is France. French films mostly focus on singular people with some hints at family. For instance, in The Lobster (2016) Colin Farell chooses to hang out with his brother who got turned into a dog to support him. The United States has the highest level of individualism. There are many times when protagonists in films turn to themselves to solves all of their problems. It happened in La La Land (2016) when Ryan Gosling followed his passion to save up for a nightclub or Manchester by the Sea (2016) when Casey Affleck spends his time alone to deal with grief. All three countries care use strategic customer service to give their audiences what they want. South Korean filmmakers know how to target audiences and get them to see their films. French filmmakers use many different techniques including using advertising and film festivals. The United States is harder to define for this category because there are two main types of films. There are the indie films that run in festivals and receive all attention from the press and there

are blockbuster films that use expensive ad campaigns to reach their audiences. All three countries use various forms of advertisements and festivals to show their movies to their target audiences.

Confucian ideologies have an incredibly large impact on South Korean culture. It plays a part in all aspects of life, whether it be from family values to professional business relationships. They have very a very strong nationalistic view, and it is very present in their population to avoid the discussion of any turmoil or defeat in South Korean history or any insults regarding South Korean culture. Society is built strongly on the idea of respect. This country truly shows the embrace original traditions while playing a large part in global advances such as technology. According to Geert Hofstede's 6-D Model, South Korea is a slightly more of a hierarchical society, in that their society believes in the idea that everyone has a position without any further discretion. Those who are of lower statuses are expected to not speak out against inequality. They are also considered a heavily collective society, where there is a lack of individualism. This idea is dependent on the Confucius ideology that plays as the predominant conduct code for civility. South Koreans are extremely family-oriented, where living with parents until marriage is preferred. It is also expected to respect and take care of elders once they are no longer in the work force. They are also considered a moderately feminine society, where the quality of life holds importance as opposed to success driven by competition. South Korea scores amongst the highest in the Uncertainty Avoidance component of Hofstede's 6-D Model. This is illustrated by their focus on Confucius ideology as well, where there is a lack of tolerance for unorthodox behaviors and ideas. As a collective society who scored high in the Uncertainty Avoidance category, South Koreans are extremely traditional and that everyone aims to maintain economic security as opposed to taking risks and trying to improve the quality of life by implementing innovation. South Korea is one of the most long-term oriented societies in the world. This is extremely prevalent in businesses that take place. Business decisions are not based solely on profits for the following quarter or year, but for generations. Businesses in South Korea want to have long lasting relationships with other companies to ensure the quality of life for the future. With a low score in the Indulgence category, South Koreans are known to have much restraint. Leisure time is not held at a high importance and that most of society would view that indulgence is somewhat wrong. In regards to customer service in South Korea, there is a very large emphasis to the attention to detail and respect for customers. For example, in an area of predominantly beauty shops, it wouldn't be unusual for there to be attendants who help customers from the very moment they walk into the store to the point they check out. They strive to have returning customers, so most of the time, there would be additional items given away as an incentive just for visiting the shop. In almost every shop, bank, or market, there will always be someone to assist the customers throughout their experience. This being said, South Korea can be comfortably associated with customer service that goes above and beyond the norm. The Philippines is one of the most diverse countries in the world, with a long history of inhabitants from Chinese, Malay, and Islamic origins. They are very prideful in their rich cultural history, which has been influenced by Spanish and American colonialism. There is a plethora of festivals that are celebrated year-round which could be an influence on The Philippines' placement on the Happy Planet Index, where they are ranked 20th out of 140 countries in the world. Filipinos are also amongst the most influential of pop cultures in regards to social media, entertainment, and food. There are many similarities between South Korea and The Philippines on Geert Hofstede's 6-D Model, such as Power Distance, Individualism, and Indulgence.

Pakistan is at 55 % for power distance which mean that a lot of people think that power is not equally distributed and people with more power can exert any kind of pressure on low power. While in United States it's at 40% which suggests that general public should be aware of things going on around the country and outside more. Individualism in United States is at 91%. The majority of the society believes in looking after themselves and their direct families. Pakistan is at 16% where most of the people rely on groups who take care of them with unquestionable loyalty. United States carry a good number people who are willing to take initiative and run for success possibilities in their own way. People are not bound and there is a lot of mobility among them. This suggests that long-term friendships are not that common specially among men. In Masculinity United states holds 62 percent of society. This indicates that this percentage of people are well driven by competition, achievements and success. They are willing to work hard and show their efforts individually.

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SUPPLY CHAIN MANAGEMENT IN IRAN MEXICO, AND THE USA

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ABSTRACT

The biggest difference we can see between United States and Iran is the individualism, with U.S. being 91 and Iran being 41. The values are different in these two countries because of people's self-image as "I" or "We". In Iran family is a core value and people take responsibility for the whole group but in the U.S. people mostly emphasis to build skills and be competitive, even with their own family members. In U.S. people's time has a higher value than in Iran because in Iran group or "we" are always being more important than "I" so for example if you have some time that you are going to do something for yourself but the group or family needs you probably in these two countries you choose totally differently. In lower individualism country, an individual supposed to sacrifices her/his needs for the group. I believe both systems are having some good qualities for example living in higher individualism country give the advantage of being more in control of your time and life, more respect to privacy, enjoying of challenges, and being able to get individual rewards for hard work. On the other hand, in low individual system give the advantage of getting the support and help you need from your family and group, being a part of group and learning to be a good team worker, preserving harmony between members of the group overrides other moral matters. The second biggest difference between these two countries is Indulgence with U.S. being 68 and Iran being 40. "This dimension is defined as the extent to which people try to control their desires and impulses, based on the way they were raised. Relatively weak control is called "Indulgence" and relatively strong control is called "Restraint". Cultures can, therefore, be described as Indulgent or Restrained." (<https://geert-hofstede.com/iran.html>). The higher score shows the people are more optimistic, taking life less seriously, focusing on being happier, enjoying life, freedom of speech, less trying to control they behavior and making more dialog. The lower score (in this case Iranian) are pessimistic, more rigid behavior; avoid making jokes (especially in formal sessions). The third differences between U.S. and Iran is power distance Iran being 58 and U.S. being 40. These refer to believing or accepting inequalities that exist between people with different powers, so higher score shows more acceptance degree of inequality. Since Iran has higher score than the U.S. and that mean more centralize companies with acknowledge of leader status and large gaps in authority and respect. But in U.S. with lower score than Iran means flatter organizations, employees and supervisors are considered almost equally, employees are more involve in decision making and job environments are more friendly.

I briefly compared cultures of Iran and United States through the lens of Hofstede's 6 D model using the statistics the Hofstede websites gives about these countries. Although my own experience somehow contradicts with some of these statistics. Power distance Iran: 58% US 40% Power distance in Iran is 18 % more than Unites States. Thought Iran is a relatively hierarchical society compare to US and subordinates in Iran expect to be told what to do more than US Individualism Iran: 41% US 91% US has a very high score in Individualism when compared to Iran. There is a 50 percent difference and individualism in US is almost twice Iran. So, people in US see themselves as "I" rather than we. But in Iran people fairly see themselves as "we". Masculinity Iran: 43% US: 62% Masculinity in US is 19 % more than Iran. So people in Iran are relatively more feminine and consider their quality of life more important than job success, competition and etc. Uncertainty avoidance Iran: 59 percent US 46 % Uncertainty avoidance in Iran is 13 % higher than US. It means that people in Iran tend to avoid unorthodox ideas and have a emotional need for rules more than American people. Long term orientation Iran: 14 % US 26 % Long term orientation is low both in Iran and US. But in Iran is less. It means that in Iran people maintain links to their past more than US. Indulgence Iran: 49% US 68 % People In US are more indulgent than Iran and care about their leisure more

Mexico and Iran are two peculiar countries that are geographically separated by thousands of miles. Both countries have their own distinct `histories. Interestingly Iran recently arose as an Islamic nation during the 20th century. While Mexico also had a large influence from the Catholic Church. This has led for both countries to be extremely religious. This religious influence has led for both countries to be relatively conservative when it comes to social ethics and norms. Surprisingly, this similarity is not expressed in Hofstede's 6D model, which shows the countries have more differences than similarities. In terms of power distance Mexico scores much higher than Iran, this probably a result of it not having such a homogeneous population such as Iran. Mexico also has a higher score on masculinity, this can be credited to the culture phenomena known as ""Macho'ness"", where men have to show their masculinity to impress women. On uncertainty avoidance and long-term orientation, Mexico scores higher as a result of their high wealth discrepancy. Indulgence was quite different, Mexico scored extremely high, while Iran scored relatively low. This is probably a result of the influence of religion, where Iranians are taught to not be focused on materialism. Mexico has also been greatly influence by modern-day culture in the United States. The only dimension Mexico scored lower than Iran was individualism. This is likely attributed to cultural differences, where Mexico is highly family orientated and collective.

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SUPPLY CHAIN MANAGEMENT AND CULTURAL DIFFERENCES IN NORTH AMERICA & JAPAN

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ABSTRACT

The United States, Canada and Mexico form North America. These countries vary in their approach to ethics and strategic customer service. Hofstede's 6D model compares these countries through the dimensions of power distance, individualism, masculinity, uncertainty avoidance, long term orientation, and indulgence. The United States and Canada are more similar than different. However, Mexico has more similarities than differences between the United States and Canada. Therefore, a more interesting analysis is comparing the United States or Canada, to Mexico. There are six metrics in Hofstede's 6D model when comparing Canada to Mexico. In terms of power distance, Mexico conforms to hierarchies while Canada is more inclusive. In terms of individualism, Mexico is a society that tends to be committed to society while Canada is more individualistic. In terms of Masculinity, Mexico favors competition while Canada favors caring for others. In terms of Uncertainty Avoidance, Mexico is very rigid in decision making process while Canada is not. In terms of Long Term Orientation, Mexican culture is normative while Canadian culture is not. In terms of indulgence, Mexico is very indulgent while Canada is not.

Ethics for the Canadian government is outlined as Respect for Democracy, Respect for People, Integrity, Stewardship, and Excellence. The United States hold these standards of ethics. Transparency, Strong Continuity of Executive Branch. There is a great difference between the two countries' ethics model. While Canada chooses to include their people, the United States focus on the government itself. Canada is the 2nd largest trade partner of the United States. If the data provided by Geert-Hofstede.com is compared, almost all categories there is very little variation between them. It is obvious why the two countries who share a border in the northern hemisphere get along. In Hofstede's 6 categories, there is no more than a 10 point difference. (US-Canada) 40-39 Power Distance, 91-80 Individuality, 62-52 Uncertainty Avoidance, 46-48 Masculinity, 68-68 Long-Term Orientation. Both countries in regards to power distance is low. The same mentality that anyone of power should be easily accessible to all others is a conformed idea between the two countries. The United States however, values individuality more. There is a strong culture that individual can achieve anything and self-success is valuable and because of this mentality, the United States are also more masculine. Competition is viewed as a healthy way to strive for success and gain accomplishments. As far as uncertainty avoidance, the US and Canada are very similar. Both countries have seen a great deal of immigration. The collection of cultures and their beliefs create an environment that is open minded and accepting but at the

same time cautious. In the category of Long Term Orientation, Canada is more progressive than the US. It could be because the United States has less of a variation between age demographics than Canada. As far indulgence is concerned both countries are strong proponent of work hard, play hard. The two countries share similarities in customer service standards as well. Both countries standard vary by locations but generally, strong eye contact, short pleasantries, apparel, punctuality are the same. The United States is known for its' growing economy, fast food restaurants, and national pride. Canada, although a neighboring country, is quite different. The cold yet beautiful country is full of many cultures and many different people who come together as they are renowned as some of the nicest people on the planet. When it comes to ethics, the U.S. may be lacking in some aspects while Canadians are held to a pretty high standard that they maintain fairly well. When it comes to business, Canadians, for the most part, are very honest and work ethically. Some businesses in the United States are known for being sly and cutting corners. Using Hofstede's six dimensional model, the US and Canada both have a fairly low Power Distance Index (PDI); meaning citizens of each country fight for what they believe and don't necessarily accept everything that is said by people who have power. The US is more individualized than Canada which is certainly true. Americans are more "I" focused than "we" focused like Canada is. The US is more of a rugged business environment where people must truly work for what they want. The same goes for Canada, but it is less intense. There is a very similar showing for the uncertainty avoidance index showing that both countries are fairly uncomfortable with ambiguity in law, business, and ethics. Canada scored higher on long term orientation meaning they aren't as tradition strong as the US and are willing to change and take efforts for the future. Lastly, both countries scored the exact same (68) on indulgence meaning both put leisure as a priority and take free-time and fun seriously. Concluding, when it comes to strategic customer service, over the last 5 years, the percent of Canadians upset with poor customer service has increased over 20% (thestar.com). Although they were some of the nicest people surveyed, they were fairly upset with their country's customer service efforts across many industries. On the other hand, the United States has many more fast food chains which are known for poor customer service ratings. However, when it comes to automotive (Honda) or internet commerce companies (Amazon.com), they performed at the top of their respective categories for customer service. All in all, it is safe to say customer service is all over the board in both the United States and Canada. Ethics The contrast of ethics between the countries of Mexico, the United states and Japan is major. As the global economy grows and alliances are strengthening between counties, changes in how ethics are perceived by each country will change to strengthen business relationships between these countries. Japan business ethics revolve around a sense of loyalty to the company, heavy investment in workers through Kaizen, often lifetime positions offered by companies (maau). Traditions of gift giving (Harvard Business review) may seem like bribery to western cultures. In the United states, fairness, individual equality, adhering to business laws is the norm. Longevity with companies in the U.S.is rare. Mexico business ethics differ from the U.S. where weekends are devoted to families. Corruption and bribes are considered simply monetary self-interest, and are considered acceptable behavior in Mexico. The following data is based on inquiries from the geert-hofstede.com cultural dimension tool for the following counties of Japan, Mexico and the United States (U.S). Power distance is the distribution of power in the different countries societies. The Data shows Mexico

higher on the hierarchal society scale than japan, but both counties show a high degree of slower decision making, and inequalities (leader vs. workers) . The U.S. is low on the power distance level and business separation of leaders and workers is closer. Japan ranks 54, is moderately hierarchal and business decisions are made very slowly. Mexico ranks 81, is a hierarchal society, excepts inequalities, and lower level workers obey those above them. United states ranks 40, hierarchy is established for convenience, workers have access to leaders. Individualism indicates interdependence in society. The U.S is very high rated in individualism. Japan's business is concerned for the group and loyalty to the business. Mexico is lowest rates where family loyalty is reflected in business. Japan ranks 46, this dimension show the counties preference for nationalism, or being concerned for the group. Company loyalty is strong among the Japanese. Mexico ranks 30, a collective, family loyalty expected in groups and in business. United States ranks 91, individualism, business is conducted freely, workers are self-reliant, and promotions based on merit. Masculinity is a rating indicating a High rank is more masculine and shows competitiveness. lower rankings indicate a more feminine and indicates caring and focus on quality of life. Japan is ranked highest indicating a very competitive business trait. Mexico is moderately ranked showing masculine approach to business where conflicts are resolved through confrontation. The U.S. is less masculine and competes on how well the business performs. Japan ranks 95, this dimension show a highly masculine society where winning in business completion is of major importance. "Workaholism" is a Japanese business trait. Mexico ranks 69, is a masculine society, and conflicts in business are resolved through confrontation. United States rank is 62, masculine, competitive businesses compete on how well they do. Uncertainty avoidance is how society deals with future expectations. Japan ranks highest and business risks are studied intensely, and changes are slow. Mexico ranks close to japan on this scale, and business associates believe in working hard and staying busy. The U.S. ranks lowest and businesses are more inclined to take risks and tolerate new ideas and innovations. Japan ranks at 92, high rank compared to other counties, preparedness for natural disasters, business risks are carefully studied before execution of projects to avoid failure. Changes are slow in japan Mexico ranks 82, associates believe in hard work and staying busy United States 46, willing to try new business practices, tolerant of new ideas.

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DESIGN THINKING FOR INNOVATION: HOW CREATIVITY CAN SOLVE OUR BIGGEST PROBLEMS

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ABSTRACT

The first half of the paper gives a brief overview of how design thinking methodology can help re-engineer the traditional business model and help industries become more innovative. The second half of this paper showcases the current and future implications on how design thinking will change the industry by analyzing the technology industry, more specifically human computer interaction. The findings showed that people approach their strategic plans with a very narrow minded mentality that is usually quantifiable. By changing our perspective and reevaluating our needs we see that by reframing the way we view problems and approach situations more open mindedly that we are able to solve some of America's increasingly complex problems. Research within design thinking occurred a little after the 2008 recession in America, when people realized that in order to keep the economy robust there needed to be a different way to promote continuous and sustainable growth. My research highlights that creativity is the key to overcoming some of these increasingly complex challenges by highlighting the reason behind why we need it. I prove this by looking at a few well known cases from various sized organizations, and by delving deeper into an industry that is already re-approaching the way technology is used by using design thinking methodology.

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AN EMPIRICAL STUDY OF CONSUMER ADOPTION OF IOT SERVICES

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ABSTRACT

IoT is considered as a next generation digital revolution to connect things with an embedded system to the Internet, which will lead to dramatic change in our life. This paper develops and tests factors determining user's acceptance of IoT service using extended UTAUT model including a factor of hindering condition. Based on SEM analysis of 224 survey responses, this study finds that performance expectancy, social influence, facilitating and hindering conditions have a strong effect on behavioral intention to use IoT services but effort expectancy does not support the relationship with behavioral intention.

INFORMATION MARKETING: CULTURAL DIFFERENCES BETWEEN THE USA & VIETNAM

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ABSTRACT

The United States and Vietnam have a number of fundamental cultural differences between them that create contrasting experiences when conducting business in each of the countries. Hofstede's 6-Dimensional model gives us insight on the vast cultural disparities between the two countries. Hofstede's model shows that the United States has higher individualism, masculinity, uncertainty avoidance, and indulgence scores relative to Vietnam. However, Vietnamese culture tends to observe a higher degree of power distance and is more focused on the long term than the United States. These cultural dimensions are all reflected in how businesses centered in the United States and Vietnam view ethics and approach customer service. While ethics can encompass a myriad of issues, one way of examining the cultural impact on ethics is by trying to answer how individuals in the United States and Vietnam are likely to answer if their boss asked them the following question: Will you lie for me? Based on Vietnam's high measure of power distance, collectivism, and long term orientation, we can predict that a Vietnamese employee would be likely to answer, "yes." The employee might feel social pressure to do as his superior asked him to do, and as Vietnamese business culture emphasizes group culture, the employee might not want to upset the status quo of his group. Finally, the employee might also feel that lying to protect his boss might end up benefiting him in the long term because he showed loyalty to the leader of his group. An American employee's answer is more difficult to predict. Since American's tend to have a higher sense of individualism and a relatively short sighted outlook, the employee will likely do whatever she feels benefits her most at that time. Also, she will have relatively little reason to lie just because her boss is asking her too as a result of America's relatively low power distance. It is important to note that these predictions do not mean that a Vietnamese employee will always lie for their boss or that an American employee will always do whatever they want, but rather these predictions provide a generalization of what a group of people might do based on Hofstede's cultural dimensions. Hofstede's cultural dimensions also impact how a firm might structure its customer service policies. Though, according to Cimigo, Vietnamese business currently do not place much emphasis on customer service, they are looking to improve their customer service processes. With Hofstede's cultural dimensions in mind, Vietnamese businesses might want to keep the

collectivistic structure of Vietnamese families and to be flexible as a response to a relatively low uncertainty avoidance often found in Vietnamese culture. The United States, on the other hand, consider customer service a vital part of their business operations. Because of American's tendency to be indulgent, American companies have no choice but to offer services that cater to the impulsive needs of their consumers. Hofstede's cultural dimensions have an effect on many different parts of businesses and business culture in both the United States and Vietnam. Just as their cultural practices are different, so are their business practices. Vietnam puts community and long term relationships on a higher scale while the United States prefers individualism, indulgence, and short term investments instead. An Asian culture such as Vietnam would focus more on making sure their families or communities are satisfied as a whole not only for a short while, but for generations to come. My parents escaped from Vietnam during the war with their families and have been living traditional lives in the United States ever since. The disparity between how my family treats each other versus how a traditional American family treats each other is very different. My aunts and uncles financially and emotionally support each other. They all work together to make sure not only their children, but their nephews and nieces are also successful. They take risks to ensure happiness for others even if it means sacrificing their own. Hofstede's six dimensions allow us to have an overview of a country's culture. We can analyze how the general population thinks and interacts with each other in relation to another. Power distance shows the disparity of power inequality in certain cultures. For instance, the United States has a lower power distance than Vietnam which means that the latter views society more as a social ladder while the other views each other as equal. Individualism shows how invested people are in themselves rather than others. Vietnam has a very low individualism rating which means they are more collectivist and rely on groups and loyalty rather than each person and their own success. The United States has a slightly higher masculinity rating than Vietnam showing that they strive to be the best in comparison to others while Vietnam is more feminine and does what they believe is best. Uncertainty avoidance is once again higher in the United States, but still below the average. The degree of acceptance for new ideas, products, and innovations is fair and tolerant. Vietnam scores much higher on long term orientation. This means Vietnam prefers to view relationships and success on a more long term basis. Results are not given immediately and that is to be expected. The United States however measure performance on a short term basis. Lastly, indulgence is much higher in the United States. This dimension is defined as "the extent to which people control desires and impulses." They prefer to work hard and play hard. Success and satisfaction is very important while Vietnam prefers to live more modestly. When comparing the two countries, it's obvious that the United States is more focused on individualism and short term orientation. Hofstede's data shows that the United States greatly outweighs Vietnam in individualism by over four hundred percent. This shows that filling personal desires is of more importance than helping the desires of others. When applied to customer service, we can hypothesize that the combination of individualism and short term orientation can lead to poorer customer service when compared to Vietnam. People are more invested in their own lives and view the relationship between client and employee as a short term relationship rather than one that can be long term. Lowering the importance of this relationship leads to a lack of respect for the other.

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GLOBAL BUSINESS & INFORMATION TECHNOLOGY

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ABSTRACT

In Vietnam, people accept a hierarchical order in which everybody has a place and which needs no further justification. All individuals in society is unequal. For people who do business, having a good relationship with local government is mandatory. As long as you lubricate the local government officers, you'll be able to keep your business well from paper-work issues or taxes. Vietnam is a collectivistic society. This is manifest in a close long-term commitment to the "member" group, be that a family, extended family or extended relationships. People usually feel curious and interested in others' business. Employer/employee relationships are perceived in moral terms (like a family link), hiring and promotion take account of the employee's in-group. Management is the management of groups. In the other hand, men are more powerful than women in Vietnam. Like China, people think that man has higher value and ability than woman. When the woman does not have a son, she might be treated as a shame by her mother in law in the family. Argentina is, by far, the most Individualist of all Latin countries. However, many collectivistic traits prevail: the opinion of and obligations towards the (extended) family or in-group, for example, still count. This notwithstanding, more modern, Individualist traits can also be found, particularly in the large urban conglomerates. There, the employer-employee link is rather calculative and there is a strict division between private and work life. Otherwise, the majority of Latin American countries that belonged to the Spanish kingdom. These societies show a strong need for rules and elaborate legal systems in order to structure life. The individual's need to obey these laws, however, is weak. Corruption is widespread, the black market sizeable and, in general, you'll see a deep split between the "pays réel" and the "pays légal".

Using Hofstede's 6D model to determine a country's ethic. It is known that Greece has a power distance of 60. They believe that people are not equal, and people in the higher position should be respected. In Greece respecting the elders is important and likewise taking care of them. They are more of a collectivist country including relatives. In Greece the masculinity is 57, meaning half of the people are driven by goals and the men consider taking care of their family is a personal honor. Greeks have an uncertainty avoidance of 100 making them the highest in this aspect. They follow rules and regulations in order to avoid mistakes and future ambiguity. In this region they tend to follow the traditional norm. Japan has a power distance middle score of 54. Although, it always seems like Japan has an extreme hierarchical system but the truth is that they don't. Japanese are very well respectful and they show this respect to the people in higher positions. In order for a decision to be made, every position in the hierarchy must review and give their consent of confirmation. This is also why decision-making process of the Japanese businesses are mostly slow. In this country, they strongly believe that everybody is born equal. Japan score 46 in the aspect of individualism. They seem to cherish group decisions above individual ones. The Japanese tend to be loyal to a group, especially when it comes to

companies. As a country, the Japanese have a masculinity score of 95. They are very competitive, they been taught like this from their younger age. Since this country is prone to natural disasters, they've come to learn how to be prepared in other to avoid future ones. Before any projects begin they put lots of efforts into risk factors and research, they have uncertainty avoidance of 95. The long-term orientation of this country is 88. They tend to live by virtues and by being good examples. The Japanese show restraint when it comes to indulgence with a score of 42. They do not believe in emphasising free time. In fact, they are known to be workaholics. After reading and reviewing these two countries using the Hofstede's 6d model, it turns out they have some similarities and differences. Greece has a power distance of 60 and Japan has 54. which means the Greeks are hierarchical while the Japanese kept the balance. Although they have different scores for individualism but they are both somewhat similar in this aspect. They both cherish groups over individual opinions, they have a collectivist culture. Due to the scores in the masculinity, the Japanese are more goal driven and competitive (score 95). Conversely, the Greeks have an intermediate score of 57. The countries have a high score for uncertainty avoidance (Greece 100 and Japan 95). These two countries are prepared for future ambiguities and they follow certain rules. Japan has a much higher number of long-term orientation (score 88) while Greece is at 45. Lastly, indulgence scores are 50 to 42. Greece has a middle score, keeping the balance which also means restraint or indulgence is not clarified. American ethics are in a way different than Japan, and are also in a way the same as Japan. Japanese workers are known to be polite, hard-working, and only provide the best customer service. While some Americans do the exact same, there are also more rude workers/people here than in Japan. Some Japanese actually envy how lax Americans can be and how laid back they can be, but at the same time Americans can learn a thing or two about how hard working and diligent Japanese people are. During my examining of Hofstede's 6D model, I can see that Japan beats America in Power Distance meaning that in Japan, more people tend to be equal and have the same amount of power, while American tends to have more unique individuals which some are more powerful than others. With that being said, America prides in individualism. Low Power Distance comes with high individualism. Americans are well balanced when it comes to masculinity and femininity. They believe that winners are successful but they also believe in caring for others and the quality of life. Where as japan is more masculine that americans where they think more of success and only success..For uncertainty avoidance, americans score low because they tend to express themselves more, and try new things out more. They have that freedom to express their selves without getting punished, whereas Japan scores very high. They have a set way of doing things and they believe that it is right. For long term orientation, Japan strives the most because they keep close to their culture, whereas americans are so diverse and they reach to new places with caution. Americans feed on indulgence while Japanese are more strict growing up. Customer service in Japan like i said is one if not the top in the world. They are very nice to their customers and value customer satisfaction.

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CROSS CULTURAL DIFFERENCES AND INFORMATION TECHNOLOGY

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ABSTRACT

Pakistan and South Korea's ethics are somewhat different. Korea has more unity, hard work and honesty whereas Pakistan has very little interest in those categories. According to Hofstede's 6D model, both countries are very close in almost all aspects. They are very close in power distance, individualism, uncertainty avoidance and masculinity. As the model states, "South Korea is a slightly hierarchical society (Hofstede)." On the scale, South Korea ranks 60 while Pakistan ranks 55. This depicts that in both societies individuals are not equal. In individualism Korea scored an 18 while Pakistan scored a 14. This shows that both societies are very collective and like to form groups. In uncertainty avoidance Korea scores an 85 and Pakistan scores a 70. Both countries avoid taking risks but Korea is slightly more uncertain than Pakistan. According to Hofstede's model, Korea is one of the most uncertain countries in the world. What was surprising was that South Korea is more of a feminine society. They scored 39 while Pakistan scored 50 on the scale stating that Pakistan is a more masculine society. Both countries are very different in long term orientation and indulgence. South Korea scored a perfect 100 for long term orientation while Pakistan only scored half of that. According to the model, Korean societies are guided by virtues and practical good examples. In contrast to Pakistan who mainly follows the one and only almighty God notion. Even though Korea scored a 39 on indulgence Pakistan has the lowest score of 0. Korea is a country of restraint which does not put an emphasis on leisure time. On the other hand, Pakistan does not even tolerate indulgence compared to Korea.

The United States and Brazil are two very large countries residing in both North and South America. Each country has a rich history with its own set of cultures and values. Hofstedes 6D model shows the similarities and differences between these countries which ultimately forms ethics. People in Brazil believe that power distribution is normal and inequality are something to be respected. While the US inequality is something society does not admire. People in power are continually questioned and scrutinized unlike Brazil where they are respected. Brazilians are raised family oriented, which means that everything they do, they do as a family. They are raised together and look out for one another which isn't common in the US. People are more individualistic where they do whats best for the individual. This also explains why long term orientation is more common in Brazil than the US. Brazilians still stay in contact with people

despite where life takes them, in the US it is not that common. Societies as a whole in the US are open and more ready to adopt new ideas and products which is very evident in the uncertainty avoidance bar. This would explain why many of the products that are successful in the United States aren't as popular elsewhere. People in Brazil remain firm in their beliefs and don't really deviate much from the way they were brought up. In order to provide profound strategic customer service, one has to know the demographic he/she is working with. Knowing your people can tell you which products have a chance to be successful and how it can impact promotion. United States and Brazil are two very diverse countries. Each country has its own set of people with different customs, values, ethics, and outlook on life. Knowing the similarities and differences can help businesses interact and predict business decisions.

Nigeria is a country where power distance is high same as Ghana, these countries exhibits high tendencies of showing no care about social inequalities. It is extremely hard or even impossible for a common man to rise to a place of power. Power is believed to reside with a select few. Both countries rank low on long term orientation. This can be seen displayed in private and public sector. Individuals only care about the present and do not think of what tomorrow holds. They believe tomorrow will sort itself out. Governments and business unfortunately think this way too. The best customer service depends on how good the price. It does not matter your attitude, if you price is wonderful, you are very good. Nigerians are very optimistic set of people, they don't life struggles very seriously. They have this knack on enjoying life while they breath. A Nigerian proverb says ""uwa bu ofu mbia"" which means you only live once. Ghanaians even though a little less than Nigerians are like that too, very indulgent.

Chinese ethics are very traditional to follow by eastern family culture. They were raised under the mindsets of becoming number one is the only way to success, and it can take anything to exchange success include ethics. In United Kingdom, the country is on top of the world, children were raised under the fairy tale and taught to be ethical. In the business world, Chinese only compare the result of successful; in United Kingdom, when a person achieves success on one thing, other will discover how the success come, any unethical action will judgment by other. However, to compare Chinese and British further we can look into Hofstede's 6D model, in British as a country of freedom, they believe everyone should be equal; comparing to Chinese, a country belief subordinate-superior relationship creates the power distance a much higher than British. As British belief freedom so their indulgence and individualism are twice much higher than the traditional and collectivist Chinese culture. Although, the traditional and pragmatic culture brings long-term orientation for Chinese scores higher than British. Moreover, the masculinity and uncertainty avoidance are scores similar high and low level for China and United Kingdom. Throughout, comparing the ethics and 6D model, in my view, Chinese and British main criteria to achieve success or not. As the strategic customer services example, Chinese only care about the sales, but the after sales is all liability on the consumer, which very unethical. The United Kingdom has after sales customer service department, which they care how the consumer feeling of the product, in order to change fit to consumer needs.

PURPOSE: This paper aims to provide a review of the challenges that multinational corporations (MNC's) may face while implementing Corporate Social Responsibility (CSR) in different emerging markets such as China, India, and Vietnam. This paper also investigates how

the cultural differences affect MNC's and their implementation of CSR in four different areas: economics, legal, ethics, and philanthropy. Design/Methodology/Approach: Relying on content analysis, and utilizing Hofstede's cultural dimensions, a conceptual framework of the cultural and government regulation differences, as well as consumer perceptions in the three emerging markets is developed. Findings: The findings show vast differences in cultural norms and values, government regulations, and as well as consumer perceptions. The differences found are proven to hinder MNC's ability to implement CSR effectively thus we recommend MNC's to utilize different approaches in each area to aide them with their global CSR integration. Originality/Value: CSR is a normative policy for a corporation to stay sustainable in today's competitive globalized market. While MNC's are able to fulfill CSR responsibilities in their home country, they must understand the differences when operating overseas. These facts contribute to the existing literature by displaying cultural diversities that may need to utilize a different approach in terms of CSR implementation.

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IMPACT OF SOCIAL MEDIA ON STUDY HABITS OF UNDERGRADUATE STUDENTS

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ABSTRACT

Young adults especially university students are big users of social media. Virtually all university students in USA are members of more than one social media platforms. And a vast majority of them are active members on these sites. Students are constantly posting, reading, chatting, etc. on these sites. Besides posting and sharing personal information, students are increasing using these site/tools for their professional and educational needs. Social media is consuming substantial amount of students' time, hence, changing student's study habit. The purpose of this research is to explore impact of social media on students' study habits. To conduct this research, a survey instrument is designed. This survey will be administered electronically on 250 students. Sampling frame will be business and science undergraduate students, both upper and underclassmen. Purposes of the research are to examine: (1) type of social media used, (2) main usage of social media by students for education and learning purposes, (3) perception of benefit of social media interaction, and (4) perception of disadvantage of social media. Basis descriptive analysis will be presented.

SUPPLY CHAIN MANAGEMENT AND CROSS CULTURAL DIFFERENCES IN CUSTOMER SERVICE

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ABSTRACT

The French have a very strict code of ethics revolving around business practices. France is ranked 25th of 176 countries for the least amount of corrupt businesses. Along with this, the French government actively seeks out and persecutes those entities with a less than clean code of ethics. Despite the reputation the French have for their treatment of foreigners, the French pride themselves on their ability to conduct business ethically and without controversy. Taiwan, a relatively capitalistic country, cannot necessarily boast the same cleanliness in its business environment. There are laws in place to prevent the corruption of public figures and servants, but most Taiwanese businesses are small, family owned stores and restaurants where loyalties to the manager of the shop is almost non-existent unless they are direct relatives. Though the amount of corruption is relatively low in Taiwan, there are few legal channels that prosecutors can go through should a case of abject corruption rear its head. In regard to Hofstede's six cultural dimensions, Taiwan and France are almost equal in their indulgence and masculinity dimensions, both nations fairly neutral in regards to both. The French and Taiwanese both have a penchant for adopting more hierarchical social and corporate structures, the French more-so than the Taiwanese, but both countries still fairly similar. Taiwan is more long-term oriented and adaptable than their French counterparts. With Taiwan's relative youth as a nation and diverse background, it shows itself to be highly forward thinking and pragmatic. The French, though still adaptable, take pride in their culture and history and are resistant to outside influences that may threaten their national identity. Along with this, France also has a lower tolerance for uncertainty. Both Taiwan and France exhibit a high level of uncertainty avoidance, but for the French in particular, there is a particularly deep-set need to maintain the status quo. The French social construct is riddled with unspoken rules and standards of behavior, and deviation from this is met with resistance if not hostility. The biggest difference between France and Taiwan, however, is their individualism. France is a highly individualistic nation, with members looking out for their own interests first and foremost, whereas Taiwan is highly collectivistic, everyone looking out for each other and working for the overall good of society. This last dimension plays a large role in the customer service of both nations. In France, the hosting entity has the power. Everyone looks out for his or herself, and the customers are expected to be polite and genial to the store clerks, not the other way around. French waiters are more autonomous and willing to take a stand against their customers. In France, being a waiter or waitress is still considered a respectable profession, and customer service reflects that. In Taiwan, on the other hand, people will go out of their way to help a patron, regardless of the situation. Despite the intense competition between businesses, at the end of the day, customer service is taken very seriously, and the Taiwanese will go out of their way to make sure whoever they are serving does not feel put-upon. Chinese business ethics is heavily influenced by Confucianism, and those committed to ethical business are known as 'Confucianism Trader', or

'Ru Shang'. This system promotes a strict system of propriety and norms. Hierarchy plays an important role in business, hence the power distance in China is at a high 49. Two key concepts to Chinese business are Guan-Xi and Mian-Zi. The former refers to one's social network, personal connections and contacts. Relationships are given top priority in business practices in China, and maintaining a good relationship is seen as the key to keep the business going. Unlike in America, where work is purely work and things rarely extend into personal life, China's business culture praises personal relationships among coworkers. Trading competitive information among one's guanxi network is also considered to be an acceptable practice. Mian-Zi literally means 'face', as in pride or self-respect. In Chinese culture, 'losing face' is the last thing anybody wants. In business practices, guarding a man's self-respect is a priority, and is largely associated with forming relationships. Hofstede's 6D model gives China a score of 24 for indulgence, which reflects that Chinese society does not put much emphasis on leisure time and control the gratification of desires. Even though this score has improved over the past few years due to western business philosophy's influence, it is still extremely low compared to Mexico's striking 97. In Mexico, similar to that of China, relationships precede businesses. It is important to secure friendships before a professional business transaction takes place. That being said, it should not be a surprise that giving valuable gifts, gift cards or even straight bribes is not uncommon in either country. However, one thing that is vastly different in Mexico than that of China is the perception of time. Mexican culture is rated 97/100 for indulgence, which is pretty darn impressive. This means that Mexicans heavily value leisure time, and that personal enjoyment take precedence, which will obviously impact their timeliness. It is pretty common for Mexican businessmen or women to arrive at meetings late, or to cancel them at all. One thing extremely alike on Hofstede's 6D model between Mexico and China is the power distance, with China at 80 and Mexico 81. Another similar point in both countries is the vital role of families. Chinese and Mexican cultures have such close-knit relationships within families that it is considered normal to see your cousins as siblings, and for younger generations to stay behind and take care of the older generations. With these similarities, it's not difficult to craft some strategic customer services unique to these values.

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SWITCHING COSTS, RESISTANCE TO CHANGE, AND USER ACCEPTANCE OF A SWITCH IN LEARNING MANAGEMENT SYSTEMS: THE EFFECTS OF GENDER

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ABSTRACT

When new technology is introduced through an upgrade from or a replacement of an existing system, switching costs can be an important factor influencing users' resistance to change and their intentions to accept and use the new system. Recent research has identified several categories of switching costs including: uncertainty costs, emotional costs, learning costs, reduced performance costs, and sunk costs. A substantial amount of literature suggests that there are gender differences which may impact the degree to which these switching costs are felt. In this study we look at gender differences in switching costs associated with the transition between two learning management systems. We further examine the impact of these switching costs on perceived value of the new system and user resistance to change to that system, and examine gender differences in this impact. We find that females generally experience higher switching costs than males and that this difference is statistically significant for emotional and sunk costs. Further, we find limited gender differences in the impact of switching costs on perceived system value or resistance to change, but do find that the level of resistance to change among females has a significantly greater impact on their intentions to use the new system than is true for males.