

TABLE 2.3: Monochronic Versus Polychronic Time

<i>Monochronic</i>	<i>Polychronic</i>
<ul style="list-style-type: none">▪ Does one thing at a time▪ Makes commitments (deadlines)▪ Is committed to job▪ Concentrates on job▪ Emphasizes promptness▪ Is accustomed to short-term relationships▪ Is low context and needs information▪ Adheres to plans	<ul style="list-style-type: none">▪ Does many things at once▪ Considers time commitments to be flexible and low priority▪ Is committed to people and relationships▪ Is easily distracted▪ Bases promptness on relationships▪ Tends to form lifelong relationships▪ Is high context and already has information▪ Changes plans often

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Small Power Distance

Inequalities among people should be minimized

There should be interdependence to some extent between the less and more powerful

Parents should treat children as equals

Decentralization is a good thing in society

The ideal boss is a resourceful democrat

Skills, wealth, status, power need not go together

The tax system should minimize income differentials in society

The salary range between the top and bottom of an organization should be small

Powerful people should try to look less powerful than they are

Large Power Distance

Inequalities are expected and even desired

The less powerful should be dependent on the more powerful

Parents need to teach children obedience

Centralization is a good thing in society

The ideal boss is a benevolent autocrat

Skills, wealth, status, and power should go together

The tax system should reward those who have the greatest impact on economic growth

Salary ranges should reflect the importance of top managers for the success of the company

Powerful people need to honestly display their power

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Table 2.3 Key differences between small and large power distance societies.
I: general norm, family, school, and workplace

<i>Small power distance</i>	<i>Large power distance</i>
Inequalities among people should be minimized There should be, and there is to some extent, interdependence between less and more powerful people	Inequalities among people are both expected and desired Less powerful people should be dependent on the more powerful; in practice, less powerful people are polarized between dependence and counterdependence
Parents treat children as equals Children treat parents as equals Teachers expect initiatives from students in class Teachers are experts who transfer impersonal truths Students treat teachers as equals More educated persons hold less authoritarian values than less educated persons Hierarchy in organizations means an inequality of roles, established for convenience Decentralization is popular Narrow salary range between top and bottom of organization Subordinates expect to be consulted	Parents teach children obedience Children treat parents with respect Teachers are expected to take all initiatives in class Teachers are gurus who transfer personal wisdom Students treat teachers with respect Both more and less educated persons show almost equally authoritarian values Hierarchy in organizations reflects the existential inequality between higher-ups and lower-downs Centralization is popular Wide salary range between top and bottom of organization Subordinates expect to be told what to do
The ideal boss is a resourceful democrat Privileges and status symbols are frowned upon	The ideal boss is a benevolent autocrat or good father Privileges and status symbols for managers are both expected and popular