

**TABLE 3.4 Key Differences Between Collectivist and Individualist Societies: School and the Workplace**

COLLECTIVIST	INDIVIDUALIST
Students only speak up in class when sanctioned by the group.	Students are expected to individually speak up in class.
The purpose of education is learning how to do.	The purpose of education is learning how to learn.
Diplomas provide entry to higher-status groups.	Diplomas increase economic worth and/or self-respect.
Occupational mobility is lower.	Occupational mobility is higher.
Employees are members of in-groups who will pursue their in-group's interest.	Employees are "economic men" who will pursue the employer's interest if it coincides with their self-interest.
Hiring and promotion decisions take an employee's in-group into account.	Hiring and promotion decisions are supposed to be based on skills and rules only.
The employer-employee relationship is basically moral, like a family link.	The employer-employee relationship is a contract between parties on a labor market.
Management is management of groups.	Management is management of individuals.
Direct appraisal of subordinates spoils harmony.	Management training teaches the honest sharing of feelings.
In-group customers get better treatment ( <i>particularism</i> ).	Every customer should get the same treatment ( <i>universalism</i> ).
Relationship prevails over task.	Task prevails over relationship.