

COMPARATIVE MANAGEMENT STYLES

ASPECT	MEXICO	U.S.A.
Work/Leisure	Works to live. Leisure considered essential for full life. Money is for enjoying life.	Lives to work. Leisure seen as reward for hard work. Money often end in itself.
Direction/Delegation	Traditional manager is autocratic. Younger managers starting to delegate responsibility. Subordinates used to being assigned tasks, not authority.	Managers delegate responsibility and authority. Executive seeks responsibility and accepts accountability.
Theory vs. Practice	Basically theoretical mind. Practical implementation often difficult.	Basically pragmatic mind. Action-oriented problem-solving approach.
Control	Still not fully accepted. Sensitive to being "checked up on."	Universally accepted and practiced.
Loyalty	Mostly loyal to superior (person rather than organization). Beginnings of self-loyalty.	Mainly self-loyalty. Motivated by ambition.
Competition	Avoids personal competition. Favors harmony at work.	Enjoys proving her/himself in competitive situations.
Training and Development	Training highly theoretical. Few structured programs.	Training concrete, specific. Structured programs in general.
Time	Relative concept. Deadlines flexible.	An absolute imperative. Deadlines and commitments are firm.
Planning	Mostly short-term because of uncertain environment.	Mostly long-term in stable environment.

Source: *Adaptation of Management in Two Cultures* by Eva Kras.

Labour Practices

Mexican labour law provides a very complex and sophisticated system of protection for the Mexican worker. The labour code lays down the guidelines on collective bargaining, dismissal, compensation, maximum work hours, vacations, housing benefits, profit-sharing, the right to strike, and social security benefits. These regulations also extend to any foreign companies which directly employ Mexican citizens.

Social-Security Benefits: The Mexican social-security system was first set up in 1942 and then broadened in both scope and coverage through many years of refinement and modification. The most recent and profound changes to the system were made in 1973. Social-security laws guarantee medical and social services to workers and their families. Social security is required for all employees and covers

accidents and occupational hazards, illness and maternity, nursery care, old-age pensions, and death benefits. Additional insurance coverage is not required.

Social-security benefits are financed by federal funds, employer contributions and employee salary deductions. Retirement pensions are normally payable at age 65, although early retirement with reduced benefits may be taken as early as age 60.

Coverage under social security is compulsory for practically all those who are privately employed. It can amount to as much as 15 percent of the total payroll. Separate systems cover federal government employees and workers in the petroleum and electricity industries. Benefits and contributions are determined on the basis of daily salary