

**Individualism
vs Collectivism**

**Power
Distance**

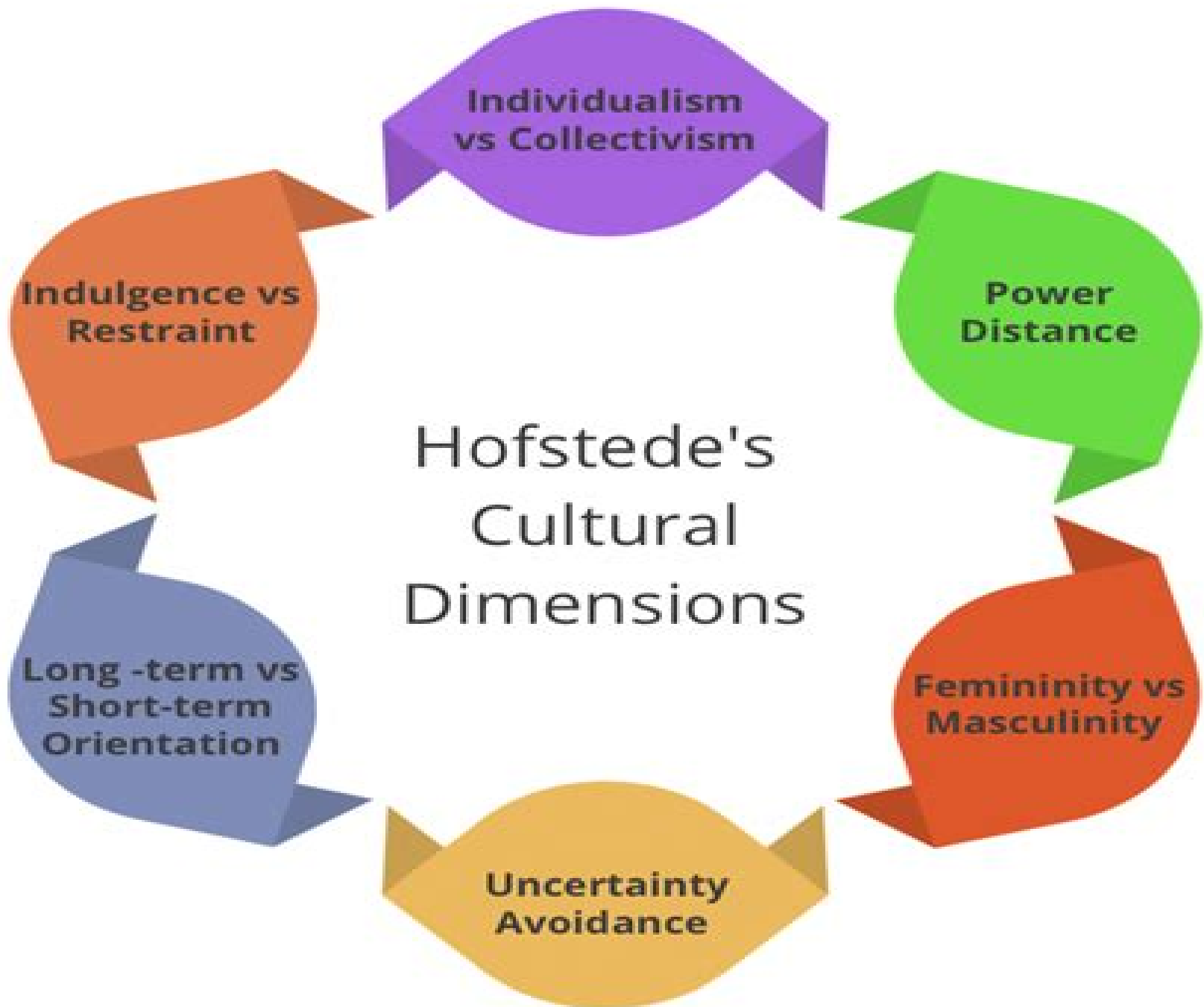
**Indulgence vs
Restraint**

Hofstede's Cultural Dimensions

**Femininity vs
Masculinity**

**Long -term vs
Short-term
Orientation**

**Uncertainty
Avoidance**



Geert Hofstede Cultural Dimensions

Julian Kraft



Geert Hofstede Cultural Dimensions:

Critical Analysis of Hofstede's Model of Cultural Dimensions Kristin Piepenburg, 2011-04 Master's Thesis from the year 2011 in the subject Business economics Business Management Corporate Governance grade 1.0 Oxford Brookes University language English abstract Global markets are changing faster than ever and increasing international competition makes it necessary for managers to understand not only the domestic culture but also the host country's culture. Derived from globalisation, successful cross-cultural management is gaining in importance and its need for understanding of cultural differences becomes essential. Because of this, it is argued that with the increasing importance of a cross-cultural understanding, Hofstede's 1980 model of cultural dimensions gains proportional importance and attracts notice at the same time. His study is widely used in global operating organisations within trainings and workshops. The first step of effective cross-cultural management is the awareness that cultural differences exist and domestic strategies might fail in host countries. Even though Hofstede's 1980 cultural study is the most important one and widely known, there are many other cultural studies which are only partly supporting his study. For each and every model of cultural identifications, praise and criticism arise, and Hofstede was not spared by criticism. The main criticism refers to the methodology Hofstede used, and many authors questioned its validity and reliability. Another major critique is that the nearly 40 years old survey findings are outdated and not of any modern value anymore. Addressing the elaborated criticisms from the literature, a personal replication study within the two countries of Germany and the UK is undertaken in order to evaluate the validity, reliability, and applicability in the 21st century. This study has developed own dimension scores for Masculinity, Femininity, MAS, and Uncertainty Avoidance, UA, for Germany and the UK and compared and evaluated these with Hofstede's findings. The findings of this study are as follows:

Culture's Consequences Geert Hofstede, 2001-04-20 An important sophisticated and complex monograph. Both the theoretical analysis and the empirical findings constitute major contributions to cross-cultural value analysis and the cross-cultural study of work motivations and organizational dynamics. This book is also a valuable resource for anyone interested in a historical or anthropological approach to cross-cultural comparisons.

PERSONNEL PSYCHOLOGY

PERSONNEL PSYCHOLOGY The Second Edition of this classic work, first published in 1981 and an international best seller, explores the differences in thinking and social action that exist among members of more than 50 modern nations. Geert Hofstede argues that people carry mental programs which are developed in the family in early childhood and reinforced in schools and organizations and that these programs contain components of national culture. They are expressed most clearly in the different values that predominate among people from different countries. Geert Hofstede has completely rewritten, revised, and updated *Culture's Consequences* for the twenty-first century; he has broadened the book's cross-disciplinary appeal, expanded the coverage of countries examined from 40 to more than 50, reformulated his arguments, and a large amount of new literature has been included. The book is structured around five major dimensions: power distance, uncertainty

avoidance individualism versus collectivism masculinity versus femininity and long term versus short term orientation

Cultures and Organizations: Software of the Mind, Third Edition Geert Hofstede, Gert Jan Hofstede, Michael Minkov, 2010-05-24 The revolutionary study of how the place where we grew up shapes the way we think feel and act with new dimensions and perspectives Based on research conducted in more than seventy countries over a forty year span Cultures and Organizations examines what drives people apart when cooperation is so clearly in everyone's interest With major new contributions from Michael Minkov's analysis of data from the World Values Survey as well as an account of the evolution of cultures by Gert Jan Hofstede this revised and expanded edition Reveals the moral circles from which national societies are built and the unexamined rules by which people think feel and act Explores how national cultures differ in the areas of inequality assertiveness versus modesty and tolerance for ambiguity Explains how organizational cultures differ from national cultures and how they can be managed Analyzes stereotyping differences in language cultural roots of the 2008 economic crisis and other intercultural dynamics

Critical analysis of Hofstede's model of cultural dimensions Kristin Piepenburg, 2011-03-31 Master's Thesis from the year 2011 in the subject Business economics Business Management Corporate Governance grade 1.0 Oxford Brookes University language English abstract Global markets are changing faster than ever and increasing international competition makes it necessary for managers to understand not only the domestic culture but also the host country's culture Derived from globalisation successful cross cultural management is gaining in importance and its need for understanding of cultural differences becomes essential Because of this it is argued that with the increasing importance of a cross cultural understanding Hofstede's 1980 model of cultural dimensions gains proportional importance and attracts notice at the same time His study is widely used in global operating organisations within trainings and workshops The first step of effective cross cultural management is the awareness that cultural differences exist and domestic strategies might fail in host countries Even though Hofstede's 1980 cultural study is the most important one and widely known there are many other cultural studies which are only partly supporting his study For each and every model of cultural identifications arouse praise and criticism and Hofstede was not spared by criticism The main criticism refers to the methodology Hofstede used and many authors questioned its validity and reliability Another major critique is that the nearly 40 years old survey findings are out dated and not of any modern value anymore Addressing the elaborated criticisms from the literature a personal replication study within the two countries of Germany and the UK is undertaken in order to evaluate the validity reliability and applicability in the 21st century This study has developed own dimension scores for Masculinity Femininity MAS and Uncertainty Avoidance UA for Germany and the UK and compared and evaluated these with Hofstede's findings The findings of this study vary from Hofstede's findings as according to this study the UK is more masculine and has a higher Uncertainty Avoidance score than Germany These findings do not support Hofstede's findings and further cultural research is recommended

Cultural Dimensions: The Five-Dimensions-Model according to Geert Hofstede Anja

Dellner, 2014-09-03 Seminar paper from the year 2009 in the subject Cultural Studies Basics and Definitions grade 1 3
Dresden Technical University language English abstract Be it in the business world as a traveller trying to master a foreign language or to teach it nowadays we meet people of foreign cultures more frequently than this was the case just 50 or even 100 years ago Even though linguistic difficulties are often surmountable through English as lingua franca meeting people from cultures we are unfamiliar with bears the potential for many misunderstandings These in turn quite often lead to lack of understanding conflict even political disaster like in 2005 with the Danish caricature scandal involving the newspaper Jyllands Posten when a fundamentalist Muslim cleric from Egypt living in Denmark felt offended and ridiculed in his religious beliefs by caricatures featuring Mohammed The Islamic world thereby rallied to the case and did not only react with outrage and boycott but with violent attacks in the course of which 140 people lost their lives and several hundred were injured Milder reactions like rejection and hidden resentment are however the more common outcomes due to intercultural misunderstandings How otherwise would there be stereotypes mostly carrying negative connotations like the obedient Chinese the superficial American or the super punctual German lacking humor The Dutch anthropologist and cultural scientist Geert Hofstede suggests that the reason for such misunderstandings is a culturally divergent often concealed moral concept with a direct impact on human actions and thinking Hofstede has devoted himself to this issue and has developed a model based on a long time study elucidating peculiarities of and differences between national cultures in comparison Thereby Hofstede classified national cultures according to five pillars also called dimensions which dependent on the nation vary markedly and in his study are set in relation to each other The subject and the goal of this assignment is to present the main features of Hofstede's Model of the Five Dimensions of National Cultures Following the practical applicability of this model is briefly discussed

Culture's Consequences Geert Hofstede, 1984 In his bestselling book Culture's Consequences Geert Hofstede proposed four dimensions on which the differences among national cultures can be understood Individualism Power Distance Uncertainty Avoidance and Masculinity This volume comprises the first in depth discussion of the masculinity dimension and how it can help us to understand differences among cultures The book begins with a general explanation of the masculinity dimension and discusses how it illuminates broad features of different cultures The following parts apply the dimension more specifically to gender and gender identity sexuality and sexual behaviour and religion probably the most influential variable of all Hofstede closes the book

National Cultural dimensions according to Geert Hofstede and their meaning in Japanese and German Corporate Management Irini Varvouzou, Magdalena Zasepa, 2013-05-16 Seminar paper from the year 2009 in the subject Communications Intercultural Communication grade 1 7
University of applied sciences Duisburg course Interkulturelle Kompetenzen language English abstract Cultural differences concerning religion sex generation class history and values lead to different ways of thinking feeling and acting These aspects have not only to be considered when trying to define countries and categorise people but also when trying to

understand organisations The leadership of each corporation is based on these factors E g when you are trying to define the meaning of success Japanese companies like Toyota characterise success as quality of their products satisfaction of their employees and customers German corporations define profit as success Organisational structures corporate goals personnel policy suspension of staff job description employee suggestion system and salary history differs Due to globalisation expansion of the market mergers and takeovers companies have to deal with the various numerous of cultures in order to survive in long term and to remain competitive

Cultures and Organizations: Software for the Mind Geert Hofstede, Gert Jan Hofstede, 2004-10-03 The landmark study of cultural differences across 70 nations Cultures and Organizations helps readers look at how they think and how they fail to think as members of groups Based on decades of painstaking field research this new edition features the latest scientific results published in Geert Hofstede s scholarly work Culture s Consequences Second Edition Original in thought and profoundly important Cultures and Organizations offers vital knowledge and insight on issues that will shape the future of cultures and nations in a globalized world

Hofstede Matters Sławomir J. Magala, Christiane Erten, Roger Matthew Bell, Marie-Therese Claes, Senem Yazici, Atila Karabag, 2024-04-30 Hofstede Matters offers an updated presentation of the evolving views of academics and teachers who have worked with Hofstede s research findings since the publication of the first edition of Culture s Consequences in 1980 The authors reflect on their changing beliefs about the concept of cultural dimensions that led to a radical change in the way cultures were dealt with in business schools across Europe and beyond Hofstede s dimensions made thinking about culture more accessible overnight by creating a conceptual framework that teachers students managers and consultants could grasp and easily apply in international comparisons The book shows the man behind the value dimensions framework through the eyes of teachers and academics many of whom dealt with Hofstede personally Contemporary contributors as well as younger academic fellow researchers evaluate the past paradigms and look behind the scenes to better understand the developments of the more recent ones Jointly they try to decide if Hofstede still helps us to overcome uncertainty when confronted with actions undertaken with different values in mind Did he nudge us in the desirable direction Offering a unique analysis of the strengths criticisms and legacy of Hofstede s work this book will appeal to academics and students across disciplines including cross cultural management critical management studies and international management

Hofstede and McSweeney. Viewpoints on Culture Matthias Schimmel, 2013-09-12 Seminar paper from the year 2010 in the subject Communications Intercultural Communication grade 1 0 Edinburgh Napier University course Intercultural Business Communication language English abstract The purpose of this report is to display the major points in the scientific dialogue between Geert Hofstede and Brendan McSweeney with the regard on their contribution towards the topic of cultural heterogeneity The second chapter will explain Hofstede s main findings the five cultural dimensions and relate them to both examples in a rather private environment and towards the working world where it is possible The link between Hofstede s

theory and the practical examples shall provide the reader with a brief but holistic background about the concept. Subsequently the reader will gain an insight about Hofstede's methodology to learn about the background of his work. Moreover the author will mention studies that are related to Hofstede's findings. Chapter four is addressed towards the critical objections of Hofstede's harshest critic professor Brendan McSweeney. As the area of McSweeney's criticism provides more valuable content towards the purpose of this report the author puts a focus on this chapter rather than on the anterior chapter. Afterwards the author will relate the importance of the pre-discussed theory with managerial practice. Hence the aim of chapter five is to give practical recommendations. As the possibilities of this report are limited the author only focuses on two major concepts namely diversity management and participant observation to address possible challenges multinational companies might have to face in their operative business. Finally there will be a conclusion given as well as a relation to future issues in human resource management within the cultural setting of this report. *Hofstede's*

Six-Dimensions Model of Culture and the application of the model to four countries, 2021-08-30 Seminar paper from the year 2020 in the subject Cultural Studies Basics and Definitions grade 2.0 University of applied sciences Düsselndorf eufom Business School University of Applied Sciences Study Centre Düsseldorf course Intercultural Competencies language English abstract This thesis deals with individual aspects in which cultures can differ and clarifies the understanding of culture. In addition special attention is also paid to the Six Dimensions Model of Hofstede. This Model is also used to analyse and relate four cultures from different countries. The main focus of this work is on the question of what needs to be considered when dealing with cultural differences. Today's world is closely connected. People all over the world communicate with each other. People of different origins. This intercultural communication plays a special role in the social as well as in the business world as business activities have become more intercultural. The steady increase in corporate activities on the world markets over the past decades has led to a shift in corporate culture from a purely national focus to an international orientation. Social contacts between people from different cultures have also become more permanent and intensive. This applies not only to tourist stays abroad but also to business life. Intercultural cooperation in middle management and among employees is already taken for granted today. For this purpose it is not necessary for the participants to travel abroad. **Portugal and**

Germany: Geert Hofstede's Five Cultural Dimensions Miguel Fonseca, 2014-02-20 Seminar paper from the year 2013 in the subject Communications Intercultural Communication grade 1.3 University of applied sciences Dortmund language English abstract The political situation between Portugal and Germany is very solid and is based on a broad basis. The governments of the two countries work very closely together and in the majority of political aspects concerning the European and the international policy they agree with each other. The Portuguese economy depends a lot on tourism. Most of the tourists came from Germany and France. Each year millions of tourists from different countries with different cultures visit Portugal for holidays and it is interesting to find out whether the different cultures modify the Portuguese way of life and

what influences the many cultures have This is why Portugal and its culture is an interesting topic for the research and investigation The following term paper explains describes and compares the difference in culture between Germany and Portugal

Reasons why Diversity Management is important Fabian Franke, 2020-04-08 Essay from the year 2020 in the subject Leadership and Human Resources Miscellaneous grade 1 7 AKAD University of Applied Sciences Stuttgart language English abstract The overall objective of this essay is to explain the importance of human diversity in companies and organisations It contains reasons why this topic can no longer be ignored for successful corporate management of enterprises in today's world Furthermore as a kind of sub target cultural differences will be considered and the six dimensions model of national culture from organisational anthropologist Geert Hofstede will be presented The importance of the human diversity in companies and organizations in Europe has been growing up continuously since the 1990s The very fast technological progress and the lowering of international political barriers are fuelling the advance of globalisation and making cross border communications and trading worldwide easier Therefore it is not a surprise that cross cultural expertise and language skills are ever more frequently requested in companies and the advantages of human diversity are focused to the economic research since the 1990s Today the issue of the human diversity does not longer examine the benefits of using people with cross cultural or linguistic skills only Meanwhile these parameters have been supplemented and includes those of demographic characteristics personal know how values beliefs character social status and natives generally In addition nowadays the economics research does not investigate the obvious advantages in companies and organizations only and is also avoidable disadvantages through the use of heterogeneous groups and team designs

Comparison of Germany-China on the Basis of Geert Hofstede's Dimensions of National Culture Madeline Gremme, 2015-05-21 Seminar paper from the year 2013 in the subject Sociology Culture Technology Nations grade 3 0 University of applied sciences Dortmund course Interkulturelle Kompetenzen language English abstract Coming across the term culture it is most certain that people tend to think immediately of the picture they have already created in mind towards the other culture Comparing east to west while talking to other people within my family and my class I got usually the same answers China isn't it the country were lots of people live like ants drinking tea and eating almost everything mostly rice and even your dog with chopsticks driving with their bicycle through the streets smiling all the time no matter what weather they have Unfortunately I do not know any Chinese people but the prejudices about Germany are widely known Germany is the country with less people than China Germans love to grump about the weather when it is raining they love to drink beer and eat Bavarian veal sausages In fact the prejudices of Germany mostly deal with the Bavarian part of Germany leaving the impression within peoples mind that all Germans are wearing a Dirndl all day and are distinct individuals Having a look at the above mentioned images illustrating people's usual thoughts of the other culture towards a certain topic it is more a generalized attitude towards a certain country or culture Today people define the term culture very differently If they are

asked What does the term culture mean we can hardly get exact answers In fact culture can be expressed in different ways It can be seen in the language of a country in its history and art but also in food music and education These things are all visible for our eyes but what about cultural behavior and ways of thinking How do different cultures express their emotions and how are they living together All these factors in one are illustrating a certain view on a culture for us *An Analysis of Geert Hofstede's Culture's Consequences* Katherine Erdman,2018-02-21 The Dutch anthropologist Geert Hofstede is recognized as a pioneer in the fields of international management and social psychology and his work is a perfect example of the ways in which interpretative skills can help solve problems and provide the foundation for strong thinking and understanding both in business and beyond Hofstede's central achievement was setting up an efficient interpretative framework for understanding the cultural differences between one country and another Working for the international computing company IBM in the late 1960s Hofstede noted that such cultural differences had huge consequences for international organizations Up until then while many inside and outside of business recognized the importance of these differences little had been done to define precisely what cultural difference was and in what areas of life it was expressed Hofstede's insight was that if one could interpret and define the dimensions of cultural difference it would be possible to measure them and act accordingly From a vast survey of IBM's employees in several countries Hofstede originally defined five dimensions of culture every society could be rated for each dimension providing a useful guide to the kinds of cultural differences at play As ever good interpretative skills provided the basis for better understanding How Culture Makes a Difference in Management Brock Foster,2015 Analysis of Cultural Differences and Their Effects on Marketing Products in the United States of America and Germany: A Cultural Approach to Marketing Using Edward T. Hall and Geert Hofstede Matthias Boeing,2013-05-27 Companies that do not adapt to the new global realities will become victims of those that do In this quote Theodor Levitt a former professor at the Harvard Business School points out that companies all over the world need to deal with a process which has changed the way they carry on a business in many ways The process namely globalisation takes advantages as well as disadvantages not only for the business world but also for the individual The importance to face globalisation has always been there but it has increased with the evolving stages of globalisation Ever since this process started companies have tried to derive advantage from globalisation while at the same time they had to deal with the disadvantages For marketers in particular this process seems to offer a lot of potential for the exploration of new markets and customers However the questions determining the success or failure of a marketing campaign are more complex than in domestic marketing Accordingly the terms international and global marketing are strongly connected to globalisation and have become a key factor for the success of companies Corporations that want belong to these successful multi national companies MNC or global players certainly have to deal with the different issues that come along with marketing products in other countries These can have a significant impact on international operations but also on the overall

performance of a company Since a company's approach to these issues determines the success or failure in marketing a product abroad these situations have to be addressed at an early stage Among others cultural differences are one of the major obstacles that have to be considered in international marketing Every culture has its own individual values behaviours ways of thinking lifestyle and language which make it unique Accordingly companies have two different possibilities to deal with that process At first standardisation an identical Exploring Culture Gert Jan Hofstede, Paul B. Pedersen, Geert Hofstede, 2002-09-24 A masterpiece in intercultural training Exploring Culture brings Geert Hofstede's five dimensions of national culture to life Gert Jan Hofstede and his co authors Paul Pedersen and Geert Hofstede introduce synthetic cultures the ten pure cultural types derived from the extremes of the five dimensions The result is a playful book of practice that is firmly rooted in theory Part light part serious but always thought provoking this unique book approaches training through the three part process of building awareness knowledge and skills It leads the reader through the first two components with more than 75 activities dialogues stories and incidents The Synthetic Culture Laboratory and two full simulations fulfill the skill building component Exploring Culture is suitable for students trainers coaches and educators It can be used for individual study or as a text and it serves as an excellent partner to Geert Hofstede's popular Cultures and Organizations

Hofstede's Cultural Dimensions Elisabeth Luger, 2003-06-10 Seminar paper from the year 2002 in the subject Business economics Business Management Corporate Governance grade A B University of Linz International Management course International Management language English abstract In the globalising world where multinational organisations work across borders the question of cultural differences and mutual understanding seems to be highly relevant and has been discussed by many researches in the last decades National culture can be viewed as the norms values and beliefs shared by individuals from a particular nation that distinguish it from other nations Nov I Schroll Machl S et al 2001 Interkultur In komunikace v r zen a podnik n Our cultural environment is natural for us but people from other cultures may not be comfortable with it or may not understand The behaviors that are consistent with the norms of one culture may violate the norms of another like for example the time that the German account executive expects the Mexican manager to arrive at their 12 30 lunch appointment is 12 30 When the Mexican manager agreed on 12 30 he didn't know that she would be annoyed by him not arriving or calling before 1 00 http://tbs.intranet.tees.ac.uk/international/ccd/ccd_block2.htm 19 6 2002 Therefore when we talk about differences between cultures then we are speaking in generalities Therefore we should be aware of expectations that every individual will behave in a manner consistent with those generalizations because even within cultures people differ from each other Why do we study national culture anyway The study of human behavior and the practice of leadership and management continually require the use of generalizations It is still worth to search for models that predict human behavior even if those predictions can't always be accurate Some of the most popular models are Hofstede's Theory and the model of Trompenaars **Cultural Differences in Times of Globalization. An Overview of Hofstede's Theory and Two New**

Theories Julian Kraft, 2019-11-27 Seminar paper from the year 2016 in the subject Cultural Studies Basics and Definitions University of Applied Sciences Emden Leer language English abstract In this paper the importance of the cultural differences especially the national culture should be clarified because in times of globalization it is unalterable to consider such different characteristics in the daily business For the topic of national culture the culture model of Hofstede is still representative but this theory is meanwhile out of date and there exist newer models which give new insights in this specific topic This paper gives an overview about the model of Hofstede and two newer theories with regard to a created thesis The models exhibit several differences which enable to survey the topic national culture under a variety of aspects The conclusion makes clear that other aspects should be also considered beside the cultural differences especially in business relationships In the late 1960s and the early 1970s a Dutch social researcher named Geert Hofstede conducted about the influences of national culture in the workplace Until this point of time his study was the most extensive one in this specific field of research In the following decades additional surveys carried out and were more and more popular They built on Hofstede's culture model and modify it For example the culture dimensions of Fons Trompenaars or the globe study In the following essay Hofstede's model should be examined with the help of prevailing research results transpire comparisons and differences This subject of national culture should be considered consistently with leadership

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Geert Hofstede Cultural Dimensions Introduction

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