

Geert Hofstede Cultural Dimensions

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Literature review: Hofstede, Geert H. Culture's Consequences. Comparing Values, Behaviors, Institutions, and Organizations across nations. -

Saskia Guckenburg 2012-04-11

Literature Review from the year 2011 in the subject English Language and Literature Studies - Literature, grade: 1,0, University of Mannheim, language: English, abstract: Geert Hofstede is professor emeritus of Organizational Anthropology and International Management at Maastricht University. His book "Culture's Consequences. Comparing Values, Behaviors, Institutions, and Organizations across nations" is a revision of his earlier book titled "Culture's Consequences, International Differences in Work-Related Values", which was released by Sage in 1980.

Collaboration in Intercultural Organizations according to the Cultural Dimension Models of Geert Hofstede - Mario Berg 2015-04-08

Seminar paper from the year 2015 in the subject

Communications - Intercultural Communication, grade: 2,3, Dresden International University, course: Master of Business Administration / General Management, language: English, abstract: Every society has her culture, but within a society are many people with a variety of values and perspectives. How can a culture then be dimensionized? And, what is a society in this relationship? The later explained dimensions from Geert Hofstede are oriented along nations, but it would result in a cliché dictionary when culture dimensions would be restricted to the nation level. The culture of a society is mostly perceived by the communication. „Culture is communication and communication is culture.“ (Edward T. Hall) This communication does not mean the spoken word; it is rather about of how the universal circumstances of life are represented in the communication.

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.

Masculinity and Femininity - Geert H. Hofstede
1998-05-13

In 1980, Geert Hofstede published his monumental work *Culture's Consequences*, which laid out four dimensions on which the differences among national cultures could be understood: individualism, power distance, uncertainty avoidance, and masculinity. Since then much research has been conducted and presented on individualism/collectivism but until now, no single volume has focused on the masculinity dimension of the model. In *Masculinity and Femininity*, Hofstede has expanded, sharpened, and deepened the discussion of masculinity and femininity. This new volume presents the first thoroughly developed discussion of this dimension and how it can help us understand the differences among cultures. It begins with a general explanation of masculinity and discusses how it illuminates broad features of different cultures. It then applies the dimension

more specifically to gender, sexuality, and religion. Finally, the book examines how the masculinity dimension reveals a lot about a culture's expressions of religious ideas, the importance its citizens attach to religion, and the way religious concepts are understood. Intended as a companion volume to Kim's Individualism and Collectivism, this important volume will be of interest to those teaching courses such as cross-cultural psychology, international social welfare, international business, women's studies, cultural studies, and the psychology of women.

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, Peoples / 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 where 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 people's 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.

Cultural Knowledge - A Critical Perspective on the Concept as a Foundation for Respect for Cultural Differences - Katharina Pilhofer 2011-07

This book engages in a critical reading of cultural knowledge. By cultural knowledge I refer to

cultural dimensions as introduced by Geert Hofstede, Edward T. Hall and Fons Trompenaars. Their research has manifold been taught to individuals who will face an intercultural setting in their business career at some point in the future. It aims to create understanding for cultural differences in order to decrease emotional discomfort and enhance (business) success of those who acquire the knowledge. At the same time it claims to present a foundation for respect for cultural differences since it gives (an imaginative) room to them. If one studies the knowledge (s)he will be aware of cultural differences and therefore treat them with respect. The book is composed of two perspectives on cultural knowledge. In a first step the book turns to post-colonial theory. Post-colonialism argues how a Western perspective has framed cultural identities and how these representations are flawed by colonial thinking. In a second step a Levinasian perspective is taken on cultural knowledge. The French philosopher Emmanuel Levinas was deeply concerned with our way of approaching the Other. He understood the Other to be incomprehensible to our understanding. The Other's otherness cannot be „grasped“ by framing her/him into categories. He argued that every encounter is of ethical nature and encouraged each individual to show infinite responsibility (responsibility) towards the Other that is not confined by any pre-knowledge. The book

concludes that cultural knowledge has been exposed to significant limitations. These limitations are mainly a product of control interests. Individuals who acquire cultural knowledge and are not (made) aware of its limitations face consequences that may compromise their respect for cultural differences. Even though cultural knowledge presents itself as foundation for respect, it prioritizes understanding for the sake of control. As a consequence respectful representations are not given and respect for cultural differences is only supported as long as it does not threaten control. Ultimately, this book shall present a plea for trainers and teachers of cultural knowledge to become acquainted with the limitations, reflect on them and forward this knowledge to their students. It shall also encourage researchers of cultural differences and other scholars to reflect and perhaps improve on it.

Cultures and Organizations - Geert H. Hofstede
1997

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, Düsseldorf (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.

Masculinity and Femininity - Geert Hofstede
1998-05-13

Masculinity and Femininity is the first in-depth discussion of the masculinity dimension, and how

it can help us to understand differences amongst cultures. Geert Hofstede begins with a general explanation of the masculinity dimension, and discusses how it illuminates broad features of different cultures. Parts Two, Three and Four apply the dimension more specifically to gender (and gender identity), sexuality (and sexual behaviour), and religion, probably the most influential variable of all. The book closes with a synthesizing statement about cultural values as they are linked to sexuality, gender and religion.

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 it's

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.

Using Geert Hofstede's Cultural Dimensions to Describe and to Analyze Cultural Differences Between First Generation and Second Generation Vietnamese in the Vietnamese Church in America
- Thuan Si Nguyen 2014

Cultural Differences in a Globalizing World -
Michael Minkov 2011-05-27

Explains the relationship between national culture and national differences in crucially important phenomena, such as speed of economic growth, murder rates, and educational achievement. This book also explains differences in suicide rates, road death tolls, female inequality, happiness, and a number of other phenomena.

Cultural Complexities in Multinational Projects -
Omar Zein 2012

Research into the cultural impact on multinational businesses was, and still is, the key to the success of global businesses. Much of Geert Hofstede's findings can be directly applied to multicultural project management, because many of the principles are universal (e.g., delegation, acknowledgement, etc.); however, the approach and context may differ. This paper highlights the cultural issues impacting projects and provokes further comprehensive research with the goal of

achieving findings similar to those of Geert Hofstede. It begins by defining culture. It then explains how there are various levels of culture and how at the very core of each layer of culture is value. It cites a few examples of how certain cultures may place more value on one issue over the other. The paper then looks at Geert Hofstede and his work on cultural dimensions. Hofstede identified four main areas where cultures varied: power-distance dimension, uncertainty avoidance dimension, individualism/collectivism dimension, and masculinity/femininity dimension. The paper then reviews how the cultural dimensions affect multicultural projects. It concludes with a case study examining two fictional countries that are on the opposite side of Hofstede's cultural dimensions scale. Through this example, various scenarios are explored.

Culture's Consequences - Geert H. Hofstede
2001

'The publication of this second edition of *Culture's Consequences* marks an important moment in the field of cross-cultural studies . Hofstede's framework for understanding national differences has been one of the most influential and widely used frameworks in cross-cultural business studies, in the past ten years' - Australian Journal of Management

Uncommon Sense About Organizations - Geert Hofstede 1994

Geert Hofstede, author of the classic *Culture's*

Consequences, brings together 17 articles and case studies in this book. The work is grouped around three main themes: the impact of jobs on people; power and control in organizations; and studies in training settings. Throughout, there is a concern with exploring and uncovering hidden organizational realities, whilst moving across the boundaries of psychology, sociology and anthropology.

Cross-cultural Management - Terence Jackson 1995

Transcultural management ; Management styles ; Intercultural communication.

Cross-Cultural Analysis - Michael Minkov 2013

The first comprehensive and statistically significant analysis of the predictive powers of each cross-cultural model, based on nation-level variables from a range of large-scale database sources such as the World Values Survey, the Pew Research Center, the World Bank, the World Health Organization, the UN Statistics Division, UNDP, the UN Office on Drugs and Crime, TIMSS, OECD PISA. Tables with scores for all culture-level dimensions in all major cross-cultural analyses (involving 20 countries or more) that have been published so far in academic journals or books. The book will be an invaluable resource to masters and PhD students taking advanced courses in cross-cultural research and analysis in Management, Psychology, Sociology, Anthropology, and related programs. It will also

be a must-have reference for academics studying cross-cultural dimensions and differences across the social and behavioral sciences.

Hofstede's Cultural Dimensions Theory - Ronald Cohn 2015-01-11

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Geert Hofstede's theory of cultural dimensions describes the effects of a society's culture on the values of its members, and how these values relate to behavior, using a structure derived from factor analysis. The theory has been widely used in several fields as a paradigm for research, particularly in cross-cultural psychology, international management, and cross-cultural communication. Hofstede developed his original model as a result of using factor analysis to examine the results of a world-wide survey of employee values by IBM in the 1960s and 1970s. The theory was one of the first that could be quantified, and could be used to explain observed differences between cultures. Dannoje izdanie predstavlyaet soboj kompilyatsiyu svedenij, nahodyaschihsya v svobodnom dostupe v srede Internet v tselom, i v informatsionnom setevom resurse "Vikipediya" v chastnosti. Sobrannaya po chastotnym zaprosam ukazannoj tematiki, dannaya kompilyatsiya postroena po printsipu podbora blizkih informatsionnyh ssylok, ne imeet samostoyatel'nogo syuzheta, ne sodержit nikakih analiticheskikh materialov, vyvodov, otsenok moral'nogo, eticheskogo, politicheskogo,

religioznoga i mirovozzrencheskoga haraktera v otnoshenii glavnoj tematiki, predstavlyaya soboj isklyuchitelno faktologicheskij material.

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.

Hofstede's Cultural Dimensions in Spain and the United States - Ana Maria Campos 2006

"This research project was designed to compare values and attitudes between male and female Spanish and American college students using Geert Hofstede's dimensions of culture: power distance, uncertainty avoidance, individualism vs. collectivism, masculinity vs. femininity, and long-

term orientation. Students in Spain and the United States completed a survey with statements addressing these cultural aspects. This research will be valuable not only to the field of Spanish, but also to other fields such as education and business. It is important to understand the culture of college students today because they will eventually graduate and start careers in various fields. With improvements in technology and the changing political and business world, college students have different views than students of even 10 years ago. College students are not the same everywhere throughout the world; therefore, it is important to understand the culture of a country and its people in order to work together in an educational, business, or other setting without conflict. My hypothesis is that compared to the Spanish students, the North American students will report a greater belief in equality amongst various types of people, that authority is important to follow, and that there is personal responsibility for their own actions."--Author's abstract.

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.

The Game of Budget Control - G. H. Hofstede
2001

Tavistock Press was established as a co-operative venture between the Tavistock Institute and Routledge & Kegan Paul (RKP) in the 1950s to produce a series of major contributions across the social sciences. This volume is part of a 2001 reissue of a selection of those important works

which have since gone out of print, or are difficult to locate. Published by Routledge, 112 volumes in total are being brought together under the name The International Behavioural and Social Sciences Library: Classics from the Tavistock Press. Reproduced here in facsimile, this volume was originally published in 1968 and is available individually. The collection is also available in a number of themed mini-sets of between 5 and 13 volumes, or as a complete collection.

Cultures and Organizations: Software for the Mind

- Geert 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.

Cultural Differences in Daily Business Life

Between Germany and Sweden - Yvonne Tornow

2015-12-28

Seminar paper from the year 2011 in the subject Business economics - Business Management, Corporate Governance, , language: English, abstract: This seminar paper deals with Sweden

and Germany as negotiation partners from a German perspective. Although one would assume quite various similarities between these countries due to geographical proximity and same origin of language, they are indeed quite different – an issue also investigated by Eero Vaara. The aim of this paper is to show that even slight or subtle differences in cultural patterns should be considered. Therefore only who can communicate without cultural misunderstandings can

experience successful cross-cultural negotiations.

Sweden has been chosen since there is a lot of research about cultural differences between American, Asian and Arab countries, but hardly any regarding inter-European. Another reason is also because of personal experiences in Sweden and with Swedish friends. It was challenging to investigate in a country, which does not seem to be culturally much apart from Germany. After a short introduction, the second chapter gives the reader a definition for culture and an overview of Hofstede's model of dimensions. This chapter also presents the different kind of cultures from a German and Swedish perspective. Therefore the third chapter deals with negotiations between Germans and Swedes while doing business. This paper ends with the chapter "conclusion".

Exploring Culture - Gert Jan 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.

The 7 Mental Images of National Culture - Huib Wursten 2019-10-23

Clustering countries by their position on Hofstede's cultural dimensions reduce complexity and make the influence of culture visible and tangible to leaders and managers working in diverse cultural settings. The combination of the dimensions yields a wealth of new insights that can be summarized in a 'typology of national culture' - the so-called Mental Images of culture. This typology enables managers to analyze the likely effects of management techniques and employment policies in different national contexts

and can aid managers to modify or replace these techniques where they may be dysfunctional or counterproductive.

National Cultural dimensions according to Geert Hofstede and their meaning in Japanese and German Corporate Management - Irini Varvouzou 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.

Analysis and comparison of German and Japanese culture with special focus on leadership
- Andreas Schmidt 2018-08-23

Seminar paper from the year 2017 in the subject Business economics - Business Management, Corporate Governance, grade: 2,0, University of applied sciences, Munich, language: English, abstract: The aim of this paper is to analyze the differences in business leadership in Germany and Japan, based on widely known and academically respected cultural frameworks. This is particularly important for globally operating firms in order to have the greatest possible success, to motivate the employees, and avoid business failure due to cultural clashes. The intention of chapter 2 is to provide the reader with an understanding of the terms culture and leadership. Furthermore, this chapter focuses on the description and explanation of the cultural theories of Edward T. Hall, Fons Trompenaars and Charles Hampden-Turner, as well as the Globe Study. Chapter 3 focuses on the description of Geert Hofstede's cultural dimensions theory. In order to distinguish the German and Japanese culture and its leadership styles, two selected dimensions of his theory will be applied. At the end of this chapter, both cultures are differentiated again, and it is determined which style of leadership suits to which culture. Finally, the term work in chapter 4

comes to a conclusion that refers to the gained knowledge of the previous chapters.

Culture's Consequences - Geert Hofstede
1980-11

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

How Culture Makes a Difference in Management
- Brock Foster 2015

Investigating the Application of Hofstede's Model of Cultural Dimensions to Arabic Web Interfaces -
Nouf Khashman 2014

"Culture is argued to be one of the attributes affecting the usefulness and usability of websites. Localizing a website by incorporating culturally appropriate design features helps it to become both more attractive and more functional for its

users. The bulk of research in this domain has utilized the influential cultural model of Geert Hofstede. Based on data collected from more than 50 countries and regions, Hofstede proposed a model consisting of five dimensions of national culture by which individual countries could be evaluated. These dimensions comprise: Power Distance, Individualism vs. Collectivism, Masculinity vs. Femininity, Uncertainty Avoidance, and Long-Term vs. Short-Term Orientation. In developing his model, Hofstede examined Arabic-speaking countries, which he amalgamated together into a single region, based on his assumption that those countries had identical cultural traits. This dissertation seeks to explore Hofstede's Model by analyzing Arabic websites with the intent to establish whether his regional model is in fact relevant to individual Arab countries. The research used systematic content analysis of 320 websites from 16 Arab countries, including the countries Hofstede originally used in developing his model. Examination of these sites focused on web design elements which have been proven to be prevalent and therefore good indicators of preferences within a particular cultural group. The results showed that while these websites reflect cultural characteristics as presented in Hofstede's model, they also possessed individual differences, and did not uniformly reflect the design characteristics inferred from the model. These results suggest

that Hofstede's model of cultural dimensions does not fully predict the design of Arabic web interfaces, whether these Arab countries are treated individually or as one group in a region.

This research has theoretical implications for the application of Hofstede's model in usability research, in addition to methodological and practical implications for the localization and design of Arabic web interfaces." --

Cultural Analysis of the Merger of Arcelor and Mittal Steel with the Help of Hofstede's Cultural Dimensions - Ender Gülcan 2017-10-09

Seminar paper from the year 2017 in the subject Business economics - Personnel and Organisation, grade: 1,7, Northumbria University, language: English, abstract: This analysis focuses on the cultural aspects which could have influenced the merger and the post-merger-integration of Arcelor and Mittal Steel in either a positive or anegative way. Thus, the purpose of this work is to analyse the cultural factors which possibly played a role at forming the new corporate culture of ArcelorMittal. In 2006, the world's two biggest steel companies Arcelor and Mittal Steel bundled their forces through a merger and ended in the creation of the world's leading steelmaking and mining company ArcelorMittal. The company truly is a global player, with steelmaking operations in 19 countries over 4 continents and a sales distribution to 160 countries, ArcelorMittal is represented all over the

world. The company attributes its success to its core values of sustainability, quality and leadership. ArcelorMittal supplies high-quality finished and semi-finished steel. The main industries which are supplied by ArcelorMittal are the automotive, appliance, engineering, construction, and machinery industries. This thesis paper aims to answer the following questions: Considering the once-sharp increase of the company performance, how could the post-merger-integration be executed so smooth and quickly? How come that the two companies could communicate, and bundle their forces apparently trouble-free? Did the different national and corporate cultures complement or hinder the forming of a new organizational culture? With the assistance of the Hofstede cultural dimensions the ArcelorMittal's Merger will be analysed here.

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

The Cambridge Handbook of Intercultural Communication - Guido Rings 2020-02-29

A highly interdisciplinary overview of the wide spectrum of current international research and professional practice in intercultural communication, this is a key reference book for students, lecturers and professionals alike. Key examples of contrastive, interactive, imagological and interlingual approaches are discussed, as well as the impact of cultural, economic and socio-political power hierarchies in cultural encounters, essential for contemporary research in critical intercultural communication and postcolonial studies. The Handbook also explores the spectrum of professional applications of that research, from intercultural teaching and training to the management of culturally mixed groups, facilitating use by professionals in related fields. Theories are introduced systematically using ordinary language explanations and examples, providing an engaging approach to readers new to the field. Students and researchers in a wide variety of disciplines, from cultural studies to linguistics, will appreciate this clear yet in-depth approach to an ever-evolving contemporary field.

Human Failure, Organizational Change & Culture - Lars Mellert 2012-12-21

Master's Thesis from the year 2009 in the subject Geography / Earth Science - Economic Geography, grade: 6 (Schweiz), University of Zurich (Geographisches Institut), language: English, abstract: This study supports, that culture influences the relationship between organizational change and human failure. An analysis of global large loss events shows, that more than half of all losses can be backtracked to a human failure. A closer look at the organizational background of these human failure losses indicates additionally, that two thirds of them occurred after or during organizational changes of the employer. Because human performance is also dependent on cultural factors, this thesis investigates whether the established relationship between organizational changes and human failure features a cultural pattern of occurrence as well. In order to render an acceptable degree of comparison, the loss events are aligned on Hofstede's cultural dimensions, power distance, uncertainty avoidance, individualism, masculinity and long-term orientation. This study concludes, that a society's uncertainty avoidance and its individualism are related to the occurrence of large human failure loss events. While a society's high uncertainty avoidance is negatively correlated, a society's high individualism is positively correlated with human failures. It is further proposed, that a large power distance often prevents a workforce from committing

human failures when their organization is changing. Trust in the vertical hierarchy gives them security. On the other side, high individualism aggravates human failures during organizational changes. The employees know that they are on their own, and that they have nobody to rely upon in insecure times.

Connecting Visual Design and Hofstede's Cultural Dimensions - Suzanne McDonough 2011

My thesis discusses whether culture can be used to predict visual design preferences in documentation and whether cultures with similar attributes demonstrate similar visual design preferences. The visual design of a document is an important element in effective communication to an audience. If the audience is outside the United States, it is important to understand the attributes of that culture to create documents that are most effective for the audience. Cultural theorist Geert Hofstede describes cultural attributes in terms of six cultural dimensions: individualism versus collectivism, high versus low power distance, high versus low uncertainty avoidance, masculinity versus femininity, long-term versus short-term orientation, and indulgence versus restraint. This thesis explores whether we can identify visual design preferences in high uncertainty avoidance cultures and high power distance cultures, such as Spain and Latin American countries. To explore this topic, a study was done on sample report documents from a

single company which operates in the United States, Latin America and Spain. Choosing only one company to collect samples from provided a way of discounting different corporate cultures as an influence on standards, tools and how documents are developed. As a framework for comparison of the documents, Kostelnick's visual design matrix was used to analyze the documents for graphics, data displays, document unifiers, decoding devices, and cuing devices. The results show that some elements of visual design can be predicted by cultural attribute, and there is a correlation between different cultures and their preference for similar design elements. For U.S. technical communicators working on documents for Latin American and Spanish audiences, documents need to be shorter in length with simple data displays and need to use more cuing devices to be effective for audiences in these cultures. This study also shows that for technical communicators designing documents for audiences in other cultures, studying the audience and the specific attributes of that culture will provide direction on how to design an effective technical document for that audience.

Culture Matters in Russia—and Everywhere -

Lawrence Harrison 2015-04-23

Culture Matters in Russia—and Everywhere discusses modernization, democratization, and economic and political reforms in Russia and elsewhere, and asserts that these reforms can be

accomplished through the reframing of cultural values, attitudes, and institutions. The contributors—who include three Nobel Laureates—strive to analyze and understand the role of culture in modernization, particularly relevant to Russian culture as tensions between Russia and the West heighten to levels not seen since the Cold War.

Cultural differences between Germany and China.

Geert Hofstede's cultural dimensions theory -

Lorraine Möller 2022-01-18

Seminar paper from the year 2014 in the subject Cultural Studies - Empiric Cultural Studies, grade: 1,3, Johannes Gutenberg University Mainz (Deutsches Institut), course: G.3 Einführung in die interkulturelle Kommunikation und den Kulturvergleich, language: English, abstract: In order to explain the differences between German and Chinese culture and how these can be illustrated with the help of Hofstede's cultural dimensions theory, chapter 2.1 begins with an introduction to the concept of culture and the concept of cultural standards. This is followed by a differentiation between German and Chinese cultural standards. Since Hofstede's model works with so-called cultural dimensions, Chapter 2.2 deals with the intention and problems of cultural dimensions and names other cultural studies that have experienced great resonance and impact alongside Hofstede. The actual differentiation between German and Chinese culture, which is

presented here primarily in the context of the corporate and family context, takes place in Chapter 3. To build up a basic understanding of Hofstede's work, important cornerstones of his study are outlined in Chapter 3.1. In the next step, the differences between German and Chinese culture are shown in Chapter 3.2 based on Hofstede's five cultural dimensions. In Chapter 4, Hofstede's study is critically appraised, with a focus on praise received, criticism experienced and its overall relevance in comparative cultural research. The thesis concludes with a summary and outlook in Chapter 5.

Researching Cultures of Learning - Lixian Jin

2013-01-02

This edited book examines cultures of learning from the perspectives of education, applied linguistics and language learning. The concept can be used to explore socio-cultural features of language learning and use contexts in educational institutions, and cultural practices of pedagogic activities and classroom interaction.

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.