

**Individualism  
vs Collectivism**

**Power  
Distance**

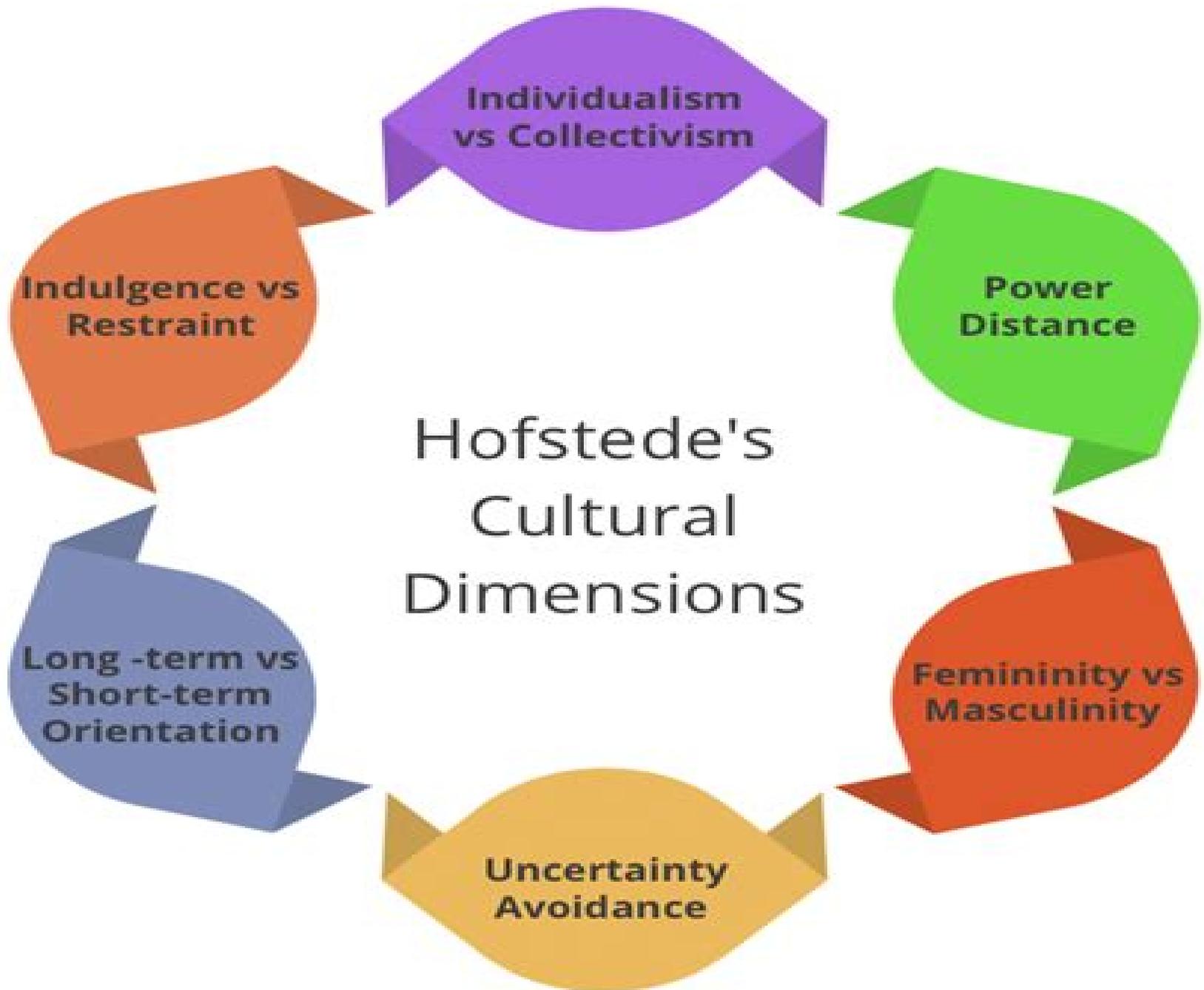
**Indulgence vs  
Restraint**

**Hofstede's  
Cultural  
Dimensions**

**Femininity vs  
Masculinity**

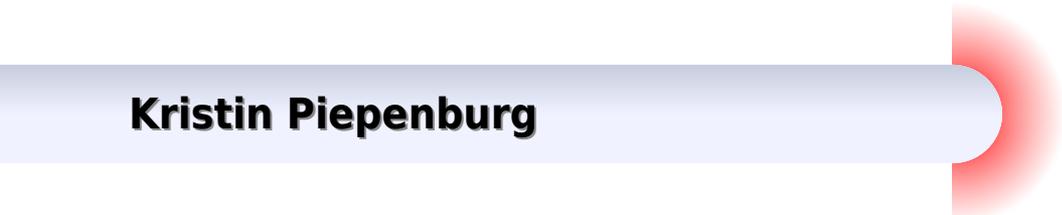
**Long -term vs  
Short-term  
Orientation**

**Uncertainty  
Avoidance**



# Geert Hofstede Cultural Dimensions

**Kristin Piepenburg**



## **Geert Hofstede Cultural Dimensions:**

**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

*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 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 st

*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

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

*Managing a Global Workforce* Charles M. Vance, Yongsun Paik, 2010-09-09 Revised and updated to incorporate new research insights and findings *Managing a Global Workforce* provides balanced and contemporary coverage of human resource management in the international marketplace Directed at future general managers and international executives rather than HR specialists it is designed to help readers recognize the critical human resource issues underlying the cultural and economic challenges they face The book s approach is truly global in nature not just focused on expatriates from the home office The authors also recognize contemporary trends in the global business arena including the growing use of contingent workers strategic alliances and the need to have an active influence on the workers in these new organizational relationships Reader friendly tools including an opening case scenario in each chapter to attract interest and emphasize topic importance enhance the book s practical real world emphasis For this edition new end of chapter short cases as well as new topics ideas and illustrations featuring current issues and challenges such as the global economic challenge have been added and updated Internet resource references are provided for each chapter

**The Handbook of Technology Management, Supply Chain Management, Marketing and Advertising, and Global Management** Hossein Bidgoli, 2010 The discipline of technology management focuses on the scientific engineering and management issues related to the commercial introduction of new technologies Although more than thirty U S universities offer PhD programs in the subject there has never been a single comprehensive resource dedicated to technology management The Handbook of Technology Management fills that gap with coverage of all the core topics and applications in the field Edited by the renowned Doctor Hossein Bidgoli the three volumes here include all the basics for students educators and practitioners

*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

*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

*Human-Computer Interaction. New Trends* Julie A. Jacko,2009-07-14 The 13th International Conference on Human Computer Interaction HCI Inter tional 2009 was held in San Diego California USA July 19 24 2009 jointly with the Symposium on Human Interface Japan 2009 the 8th International Conference on Engineering Psychology and Cognitive Ergonomics the 5th International Conference on Universal Access in Human Computer Interaction the Third International Conf ence on Virtual and Mixed Reality the Third International Conference on Internati alization Design and Global Development the Third International Conference on Online Communities and Social Computing the 5th International Conference on Augmented Cognition the Second International Conference on Digital Human Mod ing and the First International Conference on Human Centered Design A total of 4 348 individuals from academia research institutes industry and gove mental agencies from 73 countries submitted contributions and 1 397 papers that were judged to be of high scientific quality were included in the program These papers dress the latest research and development efforts and highlight the human aspects of design and use of computing systems The papers accepted for presentation thoroughly cover the entire field of human computer interaction addressing major advances in the knowledge and effective use of computers in a variety of application areas

**Analysis of Cultural Differences in Dubai** Danina Reiser,2010-01-01 Hauptbeschreibung Over the years Dubai has become a cultural melting pot as people go there pursuing career and

prosperity To work and live in such an inhomogeneous environment can be very challenging due to different cultural expectations and values Only if these differences are acknowledged for what they are people will coexist harmoniously This thesis aims to find out how people with different nationalities and cultures are able to adapt to a new culturally blended environment to which extent they are willing to compromise or change their way of thinking and which parts of their cultur

**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

**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

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

Evangelical Review of Theology, Volume 45, Number 2, May 2021 Thomas Schirrmacher,2021-04-26 ERT publishes quality articles and book reviews from around the world both original and reprinted from an evangelical perspective reflecting global evangelical scholarship for the purpose of discerning the obedience of faith and of relevance and importance to its international readership of theologians educators church leaders missionaries administrators and students The journal is published as a ministry rather than as a commercial project seeking to be of service to the worldwide spread of the gospel and the building up of the church and its leadership in coordination with the World Evangelical Alliance s broader mission and activities

**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

**Masculinity and Femininity** Geert 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

**Intercultural Communication Within the Tourism Industry** Corinna Vellnagel, 2010-11 Bachelor Thesis from the year 2010 in the subject Tourism Miscellaneous grade 2.0 University of Cooperative Education Ravensburg language English abstract Tourism is the most superficial way of an intercultural encounter<sup>1</sup> and one of the biggest industrial sectors in the world The WTTC World Travel and Tourism Council estimates that over 230 million jobs in world are supported by the tourism industry which equates to 8.3 per cent of total global employment or one in every 12 jobs<sup>2</sup> Furthermore the latest statistics from 2008 show that tourism has not reached its peak yet Over 80 countries earned more than 642 billion through international tourism in 2008 while in 1990 it had only been 207 billion<sup>3</sup> Another statistic representing and pointing up the booming tendency is the one showing the international tourist arrivals while there had only been 25 million arrivals in 1950 the number constantly rose to 922 million in 2008 and by 2020 1.6 billion international tourist arrivals are expected<sup>4</sup> With so many tourists spending time abroad every year it is a logical consequence that different culture groups meet From time to time people may spend two weeks in Turkey Dubai Cancun or on Bali This unfortunately might happen without the people even getting the local culture rudimentarily But if they try to get to know the local culture difficulties may occur It is not only the language which is different and causes troubles and misunderstandings in communication attitudes and the way people think vary greatly Tourists often do not prepare themselves properly for their stays abroad just reading a travel guide may not be sufficient at all When going abroad people need to be aware of different behavioural rules and patterns But not only tourists have to face this problem In the tourism industry many people work abroad which not only leads to multicultural teams but also to misunderstandings going back to cultural differences These groups both

**Cultural Impact on Models of Negotiation using the Example of Distributive Negotiations** Niklas Dahlen, 2018-05-16 Bachelor Thesis from the year 2014 in the subject Business economics Miscellaneous grade 1.3 EBC University Hamburg language English abstract Published in 1982 Howard Raiffa s book The Art and Science of Negotiation constitutes the dawn of a new era with its asymmetrically prescriptive descriptive orientation It consolidated distinctive approaches boosted research and overcame thinking barriers

In times of a globalized highly interdependent world with multibillion dollar cross border M A transactions international business negotiations are an essential part of the global economy and shape a company s success This thesis describes the cultural dimensions of Hofstede and Hall and additionally Raiffa s negotiation analysis from the perspective of distributive negotiations A new approach for international business negotiations is introduced which should enable negotiators to deal with differences at an international stage In order to understand if and how culture affects negotiation hypotheses are derived from theoretical grounded work By conducting several interviews with negotiators from different cultural backgrounds tendencies are illustrated and the question whether further empirical research is needed is answered The interviews show that negotiations between individuals from countries with different power distance indexes often lead to non agreements Moreover the interviewees think that negotiators with an individualist mindset are more likely to reach an agreement in distributive negotiations Lastly the interview reveals that negotiators from a country scoring high in masculinity tend to apply rather distributive than integrative negotiation styles Further validation of the hypotheses with case studies and experiments have yet to be conducted

**Multidisciplinary Dynamics of Mediation** Hugo Luz dos Santos,2025-09-15 This book casts an analytical eye on the legal dynamics of mediation premised on a multidisciplinary approach This is the very first book to meld mediation and applied psychology with a view to portray the myriad of cognitive biases with which the great bulk of legal actors grapple tussle with in mediation settings The overriding goal of this book is to provide a multidisciplinary comprehensive and full fledged framework to legal dynamics of mediation while emphasizing the paramount importance of incorporative mediation to protect the fundamental rights of the weakest disputant in the room something that has not been done yet This book is the very first one to provide a framework frame of reference to the usage of artificial intelligence in the remit of both mediation settings and Restorative Relationship Session RRS

*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 D sseldorf eufom Business School University of Applied Sciences Study Centre D sseldorf 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

## Decoding **Geert Hofstede Cultural Dimensions**: Revealing the Captivating Potential of Verbal Expression

In a time characterized by interconnectedness and an insatiable thirst for knowledge, the captivating potential of verbal expression has emerged as a formidable force. Its capability to evoke sentiments, stimulate introspection, and incite profound transformations is genuinely awe-inspiring. Within the pages of "**Geert Hofstede Cultural Dimensions**," a mesmerizing literary creation penned by way of a celebrated wordsmith, readers attempt an enlightening odyssey, unraveling the intricate significance of language and its enduring affect our lives. In this appraisal, we shall explore the book is central themes, evaluate its distinctive writing style, and gauge its pervasive influence on the hearts and minds of its readership.

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### **Geert Hofstede Cultural Dimensions Introduction**

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