

WEEK 2: CULTURAL DIMENSIONS Culture →

Connected systems of meanings **3 Layers** → Outer = explicit products (language + food), Middle = norms (right + wrong) + values (good + bad), Core

Trompenaars → 'shared system of meanings'

HOFSTEDE → 'software of the mind' **Individualism:**

Ties between individuals are loose, responsible for self & immediate family (US) **Collectivism:** Cohesive ties, integrates into large groups, lifetime protection + support for unquestioning loyalty (Guatemala)

Power Distance (Degree to which the less powerful members of a society accept + expect that power is distributed unequally) **High:** Hierarchical order in which everybody has a place + which needs no further justification (Malaysia) **Low:** People strive to equalise the distribution of power + dem+ justification for inequalities of power (Austria)

Masculinity/Femininity **Masculine:** Preference in society for achievement, heroism, assertiveness + material rewards for success. Society at large is more competitive. (Japan) **Feminine:** Preference for cooperation, modesty, caring for the weak + quality of life. Society at large is more consensus-oriented (Sweden) **Uncertainty Avoidance** (Extent to which society is comfortable with ambiguity) **High:** Maintain rigid codes of belief + behaviour + are intolerant of unorthodox behaviour + ideas (Greece) **Low:** Maintain a more relaxed attitude in which practice counts more than principles (Singapore = flaw in Hofstede's findings: only interviewed IBM Singapore nationalists) **LT Orientation** (Chinese Value Survey) (The extent to which a society plans for the LT + views itself working towards the future)

High: More pragmatic approach: they encourage thrift + efforts in modern edu as a way to prepare for the future = plan for LT **Low:** Prefer to maintain time-honoured traditions + norms while viewing societal change with suspicion. **Indulgence Vs. Restraint** (How culturally accepted is it to be pursuing happiness + pleasure) **Indulgence:** Society allows relatively free gratification of basic + natural human drives related to enjoying life + having fun –

Hedonists **Restraint:** Suppresses gratification of needs + regulates it by means of strict social norms – Conservatives **GLOBE Collectivism (In-Group)** (Degree to which individuals express pride, loyalty + cohesiveness in their organisations or families) **High:** Duties + obligations are important determinants of social behavior. A strong distinction is made between in-groups + out-groups (Russia, Egypt) **Low:**

Personal needs + attitudes are important determinants of social behaviour. Little distinction is made between in-groups + out-groups. Rationality

Collectivism (Institutional) (Degree to which organisational + societal institutional practices encourage + reward collective distribution of resources + collective action) **High:** Members interdependent with the org, group loyalty + decision-making is encouraged (Singapore, Sweden) **Low:** Members largely independent of org. Rewards driven by individual contributions (Greece, Brazil)

Performance Orientation (Degree to which a collective encouraged + rewards group members for performance improvement + excellence) **High:** Value training, development, competitiveness + materialism. Direct communication + formal feedback necessary for performance improvement. **Low:** Value societal, family r'ships + who one is more than what one does **Future**

Orientation (Extent to which individuals engage in future-oriented behaviours such as delaying gratifications, planning + investing in the future) **High:** Members interdependent with the org, group loyalty + decision-making is encouraged (Sweden, Singapore) longer term horizons + more systematic planning processes (averse to risk taking + opportunistic decision making) **Low:** Members largely independent of org. Rewards driven by individual contributions (Russia) ST opportunism

Gender Egalitarianism (Degree to which a collective minimises gender inequality (Gender Roles)) **High:** More women in positions of authority, similar levels of edu attainment for both genders (European countries) **Low:** Occupational sex segregation + women little or no decision making (Egypt, South Korea) **Assertiveness** (Degree to which individuals are assertive, confrontational + aggressive in their r'ships with others) **High:** Value competition, success, control + expect subordinates to take initiative (Can do attitude) **Low:** Value cooperation + warm r'ships. Communicate directly to save face (Harmony + solidarity in r'ships) **Humane**

Orientation (Extent to which a collective encourages + rewards individuals for being fair, altruistic, generous, caring + kind to others) **High:** Interests of others are important, motivated by need for belonging (Egypt, Malaysia) **Low:** Self interest, motivated by need for power (France, Germany) **Power Distance** (Degree to which members of a collective expect power to be

distributed equally) **High:** Upward social mobility is limited (Thail+, Brazil, France) **Low:** Power linked to corruption + coercion **Uncertainty Avoidance** (Extent to which a society, organisation, or group relies on social norms, rules, + procedures to alleviate unpredictability of future events) **High:** Tend to establish elaborate processes + procedures + prefer formal detailed strategies (Singapore, Switzerl+) **Low:** Tend to prefer simple processes + broadly stated strategies. Opportunistic + risk taking (Russia, Greece) **TROMPENAARS Universalism:** One rule that applies universally. **Particularism:** Rules that vary depending on r'ships. **Individualism:** Focus on self, personal freedom + competitiveness. They believe that you make your own decisions, + that you must take care of yourself. **Communitarianism:** Emphasises group membership, harmonious r'ships + cooperation **Specificity Vs. Diffusion** (The level of particularity or wholeness used by the culture to define different constructs) **Specific:** Work + personal lives separately, r'ships not that important to work. **Diffuse:** Focus on conceptual wholeness. Overlap with personal + work **Achieved Vs. Ascribed Status** (How people in a culture gain power + status) **Achieved:** Attainment of position based on demonstrated expertise **Ascribed:** People are born into influence **Inner Vs. Outer Direction** (Concerns the location of virtue) **Inner:** Control is inside the individual: conscience + convictions are internal **Outer:** Control is outside the person, located in nature + r'ships **Sequential:** One thing at a time, importance of schedules + order. **Synchronic:** Activities performed simultaneously, interpersonal r'ships placed above schedules **Emotional:** People want to find ways to express their emotions, even spontaneously, at work. Welcomed + accepted to show emotion. **Neutral:** Greater effort to control emotions. Reason influences actions more than feelings. People don't reveal what they're thinking or how they're feeling. **HALL High Context:** Communication does not solely lie in the coded, explicit, transmitted part of the message **Low Context:** The mass of information is vested in the explicit code **KLUCKHOHN + STRODTBECK Relation to Nature Subjugation:** Accept nature as it is, no attempt to change it **Harmony:** Orient behaviour to coexist with nature. **Mastery:** Attempt to change aspects of the environment through technology **Time Orientation** **Past:** Emphasizes traditions **Present:** ST focus

Future: LT focus **Basic Human Nature** **Evil:** Lack of trust, **Neutral:** People are mostly good, sometimes behaving in an evil manner, **Good:** High trust **Activity Orientation:** **Being:** Emphasising enjoying life + working for the moment **Containing:** Emphasises rationality + logic **Doing:** Emphasis on action, achievement + working **R'ships among People** **Individ:** Individuals defined by their personal characteristics + achievements. **Group:** Importance of the positive r'ship to the collective **Hierarchical:** Value group r'ships, emphasise rankings **Space Orientation** **Private:** High value placed on privacy **Mixed:** Combination of public + private spaces **Public:** Space belongs to everyone **SCHWARTZ Embeddedness Vs Autonomy** (Nature of the relation between the individual + the group) **Embedded:** View others as inherently part of collectives. Emphasis on traditions + meaning in life comes from group r'ships + participation in the group's shared way of life + goals **Autonomy:** Individuals are autonomous **Intellectual autonomy:** People follow their own ideas, value curiosity + creativity. **Affective autonomy:** Individuals independently pursuing positive experiences **Hierarchy Vs Egalitarianism** (How to guarantee responsible behavior) **Hierarchy:** Clearly defined roles to ensure people behave responsibly. Unequal power distribution. Values social power, authority, humility + wealth **Egalitarianism:** People consider others as moral equals sharing basic human interests. Value equality, social justice, responsibility + honesty **Mastery Vs Harmony** (How to regulate the relation of people to the natural) **Mastery:** Encourages members to master, change + exploit the natural + social environment for personal or group goals. Values ambition, success + competence **Harmony:** Emphasize underst+ing + fitting in with the environment. Values unity with nature, protecting environments + world peace **TRI+IS Horizontal collectivism:** Individual is a member of a group, members have equal status **Vertical collectivism:** Individual member of group, members have unequal status **Horizontal individualism:** Individual is self valued, individual is equal to others in status **Vertical individualism:** Individual is self valued, individuals have unequal status **WORLD VALUE SURVEY** (More than 65 countries) **Traditional vs. Secular Rational** **Traditional:** Values reflect pre industrial society + centrality of the family, importance of god +

Future: LT focus **Basic Human Nature** **Evil:** Lack of trust, **Neutral:** People are mostly good, sometimes behaving in an evil manner, **Good:** High trust **Activity Orientation:** **Being:** Emphasising enjoying life + working for the moment **Containing:** Emphasises rationality + logic **Doing:** Emphasis on action, achievement + working **R'ships among People** **Individ:** Individuals defined by their personal characteristics + achievements. **Group:** Importance of the positive r'ship to the collective **Hierarchical:** Value group r'ships, emphasise rankings **Space Orientation** **Private:** High value placed on privacy **Mixed:** Combination of public + private spaces **Public:** Space belongs to everyone **SCHWARTZ Embeddedness Vs Autonomy** (Nature of the relation between the individual + the group) **Embedded:** View others as inherently part of collectives. Emphasis on traditions + meaning in life comes from group r'ships + participation in the group's shared way of life + goals **Autonomy:** Individuals are autonomous **Intellectual autonomy:** People follow their own ideas, value curiosity + creativity. **Affective autonomy:** Individuals independently pursuing positive experiences **Hierarchy Vs Egalitarianism** (How to guarantee responsible behavior) **Hierarchy:** Clearly defined roles to ensure people behave responsibly. Unequal power distribution. Values social power, authority, humility + wealth **Egalitarianism:** People consider others as moral equals sharing basic human interests. Value equality, social justice, responsibility + honesty **Mastery Vs Harmony** (How to regulate the relation of people to the natural) **Mastery:** Encourages members to master, change + exploit the natural + social environment for personal or group goals. Values ambition, success + competence **Harmony:** Emphasize underst+ing + fitting in with the environment. Values unity with nature, protecting environments + world peace **TRI+IS Horizontal collectivism:** Individual is a member of a group, members have equal status **Vertical collectivism:** Individual member of group, members have unequal status **Horizontal individualism:** Individual is self valued, individual is equal to others in status **Vertical individualism:** Individual is self valued, individuals have unequal status **WORLD VALUE SURVEY** (More than 65 countries) **Traditional vs. Secular Rational** **Traditional:** Values reflect pre industrial society + centrality of the family, importance of god +