

Cultures and Organizations

INTERCULTURAL COOPERATION AND
ITS IMPORTANCE FOR SURVIVAL

SOFTWARE OF THE MIND



GEERT HOFSTEDE

*Author of *Culture's Consequences**

THE SUCCESSFUL STRATEGIST SERIES

Geert H Hofstede Book

Patrick Siegfried



Geert H Hofstede Book:

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

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.

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.

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 **Culture's Consequences**

Katherine Erdman, 2018-02-19 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 **Culture's Consequences** Geert Hofstede, 1980-11 This important book is based on a

monumental study of the sales subsidiaries of a major multinational corporation which operates in 39 countries in the world Since in all countries the respondents do the same work and since the formal organization structure is the same everywhere the important differences found in work attitudes and values can be ascribed to cultural differences among the countries The author found four major dimensions for classifying cultures across the world i power distance ii uncertainty avoidance iii individualism iv masculinity The author also proposes some interesting theories to explain how cultures come to be as they are which combine climate economic development and historical process The Good Book Guide for Business One of the most significant comparative organizational studies to date Industrial and Labor Relations Review Important scientific books may be classified according to two types The second type includes those books which people like to have close at hand and consult for reference There is little doubt that this book belongs to the second category Journal of Management Studies What the author has done has been to analyze questionnaire results obtained in some 40 different countries applied to employees of a large multinational American company and to use the results for extracting dimensions along which to compare these different cultures and then to evaluate and discuss the resulting groupings The book is full of interesting and important findings It should certainly be studied by anyone in the field New Society Hofstede has produced an ingenious careful and richly stimulating book that will certainly be useful to all those concerned with managing multinational and multicultural organizations The book offers educators a new conceptual framework and a bank of data that will be highly useful in teaching Academy of Management Review 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 One cannot help admiring the effort that went into this book and ending up more knowledgeable and wiser for having read it Contemporary Sociology Should be read by every manager about to embark on an international or intercultural work assignment To benefit most from his ideas requires great concentration on the part of the reader but it is worth the effort The manager should be able to substantially improve his most international managers are men effectiveness by applying his understanding of the culturally based differences in values among the firm s employees In a classroom situation this book would be appropriate for graduate students Reviews in Anthropology *Cultures and Organizations : Software for the Mind* Geert Hofstede, Gert Jan Hofstede, 2004-09-12 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 **Beyond Hofstede** Cheryl Nakata, 2009-07-16 Hofstede introduced a culture paradigm that has been widely influential in international business However its relevance in light of culture s increasing complexity due to globalization has been questioned Alternative culture frameworks and perspectives are offered by leading scholars in global marketing and management *Cultures and Organizations* Geert Hofstede, 2003 Intercultural cooperation and its importance for survival People of other countries of another generation social class job or organization often think and act in ways that puzzle us To these people of course we are the ones who behave in a surprising manner What separates them from us is the culture in which we grew up Culture in this sense is not the same as civilization it encompasses much more Deeply rooted and therefore often unconscious values lead us to consider as normal what others think abnormal as polite what to others is rude and as rational what others find irrational Organizational cultures are a different phenomenon they do not follow the same dimensions are more manageable and in fact offer an opportunity to bridge national cultures Following twenty five years of research into multinational companies Geert Hofstede and Bob Garrett reveal the circumstances in which organizational cultures can be managed effectively and outline ways of learning intercultural communication which are essential more essential than ever **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 *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 **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 Brand Personality and Brand Desirability Corinna Colette Vellnagel, 2020-08-13 This research proposes and empirically tests the impact of brand personality dimensions on brand desirability in a cross cultural context Further the concept of brand self congruity is tested on its mediating role between brand personality dimensions and brand desirability The results reveal that certain brand personality dimensions can have a direct and or indirect impact on brand desirability Yet this effect mechanism has not only been found to be brand dependent but also culture dependent In this context the mediating role of brand self congruity was confirmed across all cultures and brands investigated Important implications are derived for research and brand management In different countries different brand personality dimensions

lead to brand desirability Therefore brand managers should know their markets understand cultural differences and adjust their brand strategy accordingly in order to attain brand desirability **The Power of Communication** Doris A.

Graber,2002-09-01 Whether it s the Internal Revenue Service or the local police department every person s life is affected by how public organizations handle information New technologies are inundating us with data agencies collect store analyze and disseminate information How organizations manage this information is crucial to their effectiveness efficiency and accountability It is becoming more difficult for public organizations to formulate clear messages Political pressure from elected officials and public scrutiny make the task of managing communication even more daunting By helping students see how communication networks must be treated within larger psychological cultural and mechanical contexts Graber presents ways to construct effective channels so information is transmitted to the appropriate audiences linking policy decisions and feedback from citizens Blending the best of theory and practice The Power of Communication helps both students and practitioners turn a flood tide of information into an asset rather than a menace to good government Intercultural

Management in practice Patrick Siegfried,2017-07-07 These Case Studies were written by students from the course Business Psychology 2014 at the EBC university of applied sciences in Stuttgart The students have visited the lecture Intercultural Management Prof Dr Patrick Siegfried Ph D has worked with the students He has the professorship for General Management at the International School of Management **Cultures and Organizations** Geert Hofstede,1994 Despite calls for better co

operation between countries and different cultures there is still confrontation between people groups and nations But at the same time they are exposed to common problems which demand co operation for the solution of these problems This book helps to understand the differences in the way strategists and their followers think offering practical solutions for those in business to help solve conflict between different groups Roots of War David G. Winter,2017-09-01 Ever since Thucydides pondered reasons for the outbreak of the Peloponnesian War writers philosophers and social scientists have tried to identify factors that promote conflict escalation for example history tomorrow s wars are often rooted in yesterday s conflicts changing balance of power among nations or domestic political forces In the end however these causes are constructed by human beings and involve the memories emotions and motives of both the leaders and the led In July 1914 the long standing peace of Europe was shattered when the Sarajevo assassinations quickly escalated to World War I In contrast at the height of the Cold War the Cuban Missile Crisis could have easily plunged the world into a thermonuclear world war but was ultimately peacefully resolved Why the different outcomes In Roots of War Wanting Power Seeing Threat Justifying Force David G Winter identifies three psychological factors that contributed to the differences in these historical outcomes the desire for power exaggerated perception of the opponent s threat and justification for using military force Several lines of research establish how these factors lead to escalation and war comparative archival studies of war and peace crises laboratory experiments on threat perception and surveys of factors leading people to believe that a particular war is just The

research findings in *Roots of War* also demonstrate the importance of power in preserving peace through diplomatic interventions past and present *Electronic Media Management, Revised* Peter Pringle, Michael F Starr, 2013-06-26 The fifth edition of a classic text features important updates that reflect the enormous changes that have taken place in recent years the Internet as an important information transmission format that is here to stay and convergence among media This edition features thorough discussions on the Internet and convergence as well as reflects the latest information on broadcast and cable regulations and policies It also includes a fresh batch of case studies and study questions As in previous editions this book also covers management theory audience analysis broadcast promotion and marketing

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