Dimensions of national cultures

Power distance index	Acceptance and expectation power distributed unequally.
Indivi-dualism vs collec-tivism	Degree to which individuals are integrated into groups
Uncert-ainty avoidance index	Tolerance for uncertainty and ambiguity
Mascul-inity vs femininity	Masculine = competitiveness, assertiveness, materialism, ambition and power. Feminine = relationships and quality of life.
Long / short term orientation	Societies' time horizon. Long term = pragmatic, short term = past and present.
Indulgence versus restraint	Attempt to control desires and impulses

Masculinity vs femininity

Masculine culture	Values competitiveness, assertiveness, materialism, ambition and power. Difference in gender roles are more dramatic.
Feminine	Value relationships and quality of life

AKA: Quantity of Life vs. Quality of Life

Culture definition

Collective programming of the mind which distinguishes one group from another via values, rituals, modelling against heros and through understanding symbols

Long / Short Term Orientation

Short term	Prefers immediate rewards. Horizon focus is relatively close
Long Term	Can put in effort now to wait for rewards to come later.

At a glance

Framework for cross-cultural communica-tion. Major resource in cross-cultural fields

Developed in response to a world-wide survey of employee values by IBM in 60s & 70s

Originally 4 dimensions: individualism-coll-ectivism; uncertainty avoidance; power distance and masculinity-femininity

5th added (long term orientation) because of independant research from HK

6th added in 2010 = indulgence versus self-restraint, as a result of co-author Michael Minkov's analysis of data from the World Values Survey.

Individualism vs collectivism

Indivi-dualism	Stress is put on personal achievements and individual rights. Focus on immediate family.
Collec-tivism	Individuals act predominantly as members of a lifelong and cohesive group or organization. Focus on extended family.
Australia	Individual
Italy	Collective
Japan	Collective

Indulgence versus restraint

Indulgence	No control of desires and impluses
Restraint	Control of desires and impulses

Power distance index

High power distance	Heiarchial, high dependance on boss
Low power distance	Horizontal, high independance from boss
Australia	Low. Hierarchy established for convenience, superiors accessible and managers rely on employees and teams for their expertise.
Asia	High: lower level employees defer to higher level employees
Europe	Power distance tends to be lower in northern countries and higher in southern and eastern parts
America	Low

Problems with high: Makes innovation difficult, people do not speak up with ideas. People seem to have low self esteem but really they are just accepting the norm. Snr level get no information. Exposes company to risk. To change you need to start at the top.

Drawbacks / arguments against

Averages do not = individuals of country. Hofstede assumes homogeneity.

Relevancy: questionnaire, biases, context of questions

National divisions: Cultures are not bound by borders

Political influence: context of timing (Cold war in Europe, Communism in Asia etc)

One company approach: IBM only, cannot provide valid data for entire culture. What about small business, what about farm hands

Out dated: 1980, too old to be of value



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