

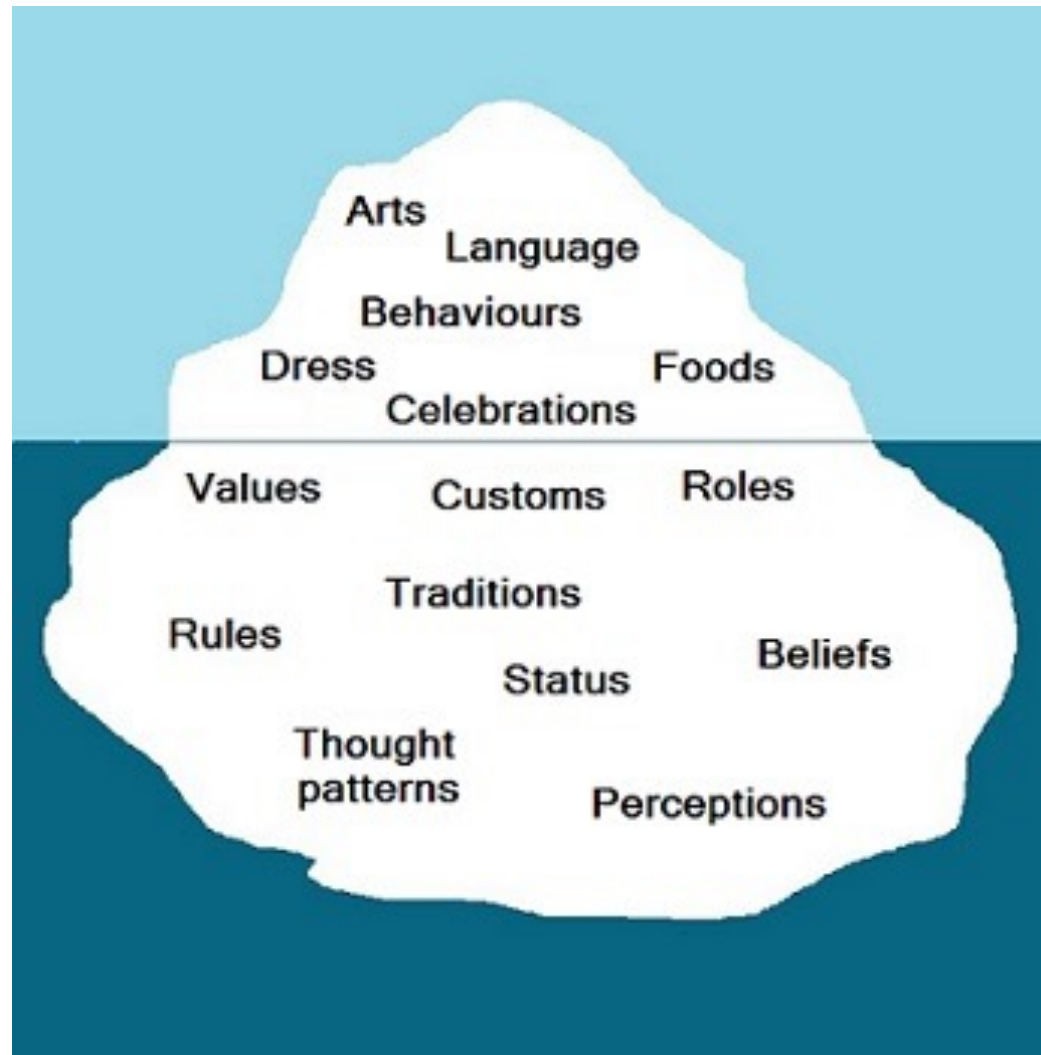
# Practical Class #03

International Management  
Spring 2025

February, 20/21

# WHAT IS CULTURE?

# Culture as an iceberg



# Culture as an iceberg

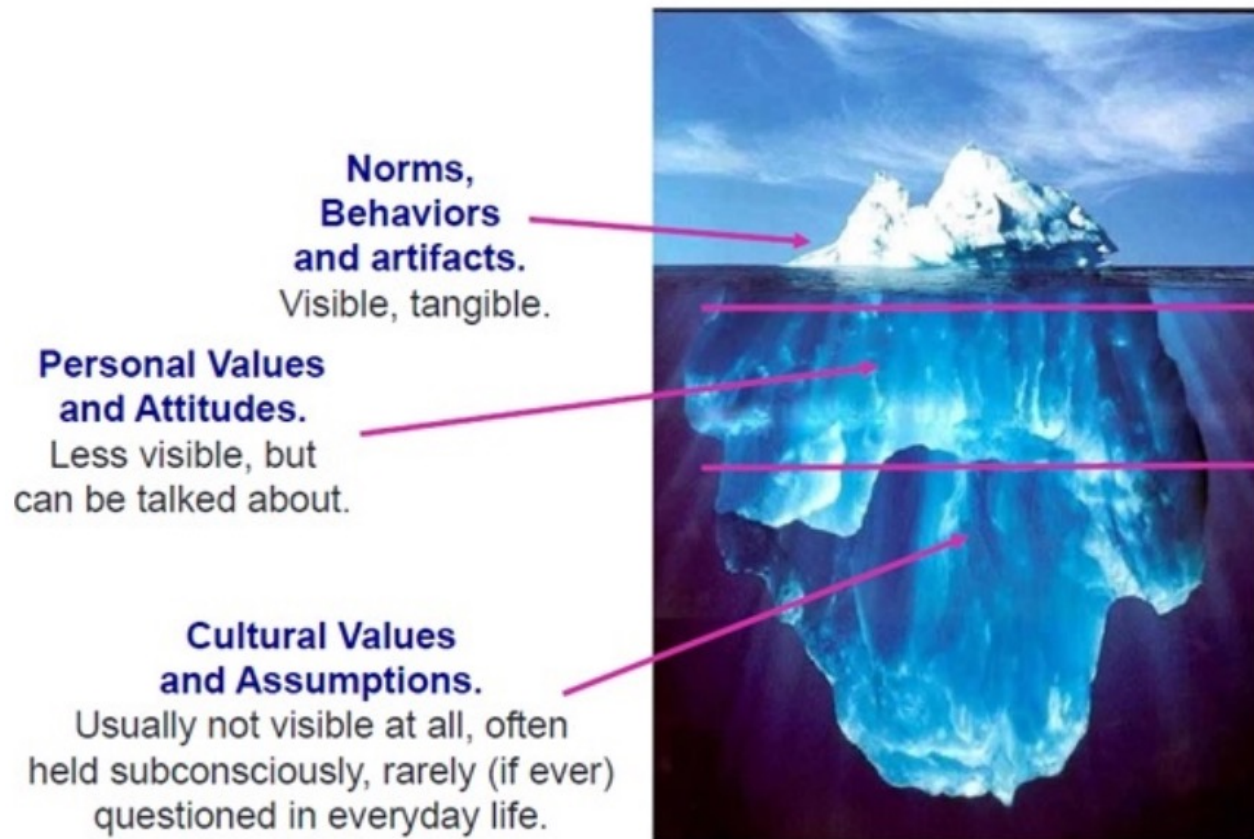
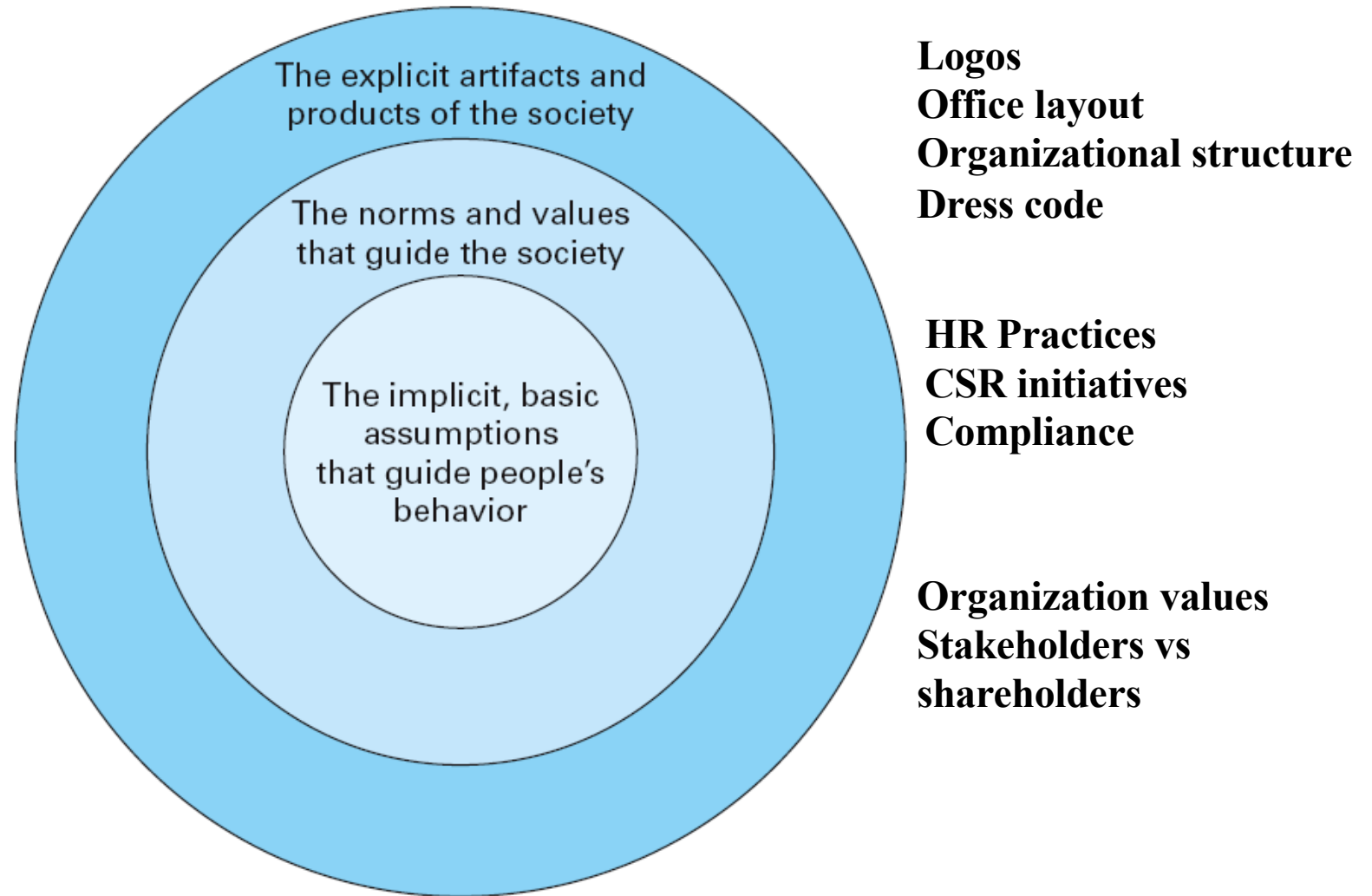


Image by R.A. Clevenger

## Examples

- Clothing, music, food, technology, art
- Dress code, office layouts, how people talk in meetings
- Interpretations of words/gestures,
- Core values of an organization
- Human nature, how do we deal with time, relationship with the environment, nature of relationships
- “The ways to get things done around here...”

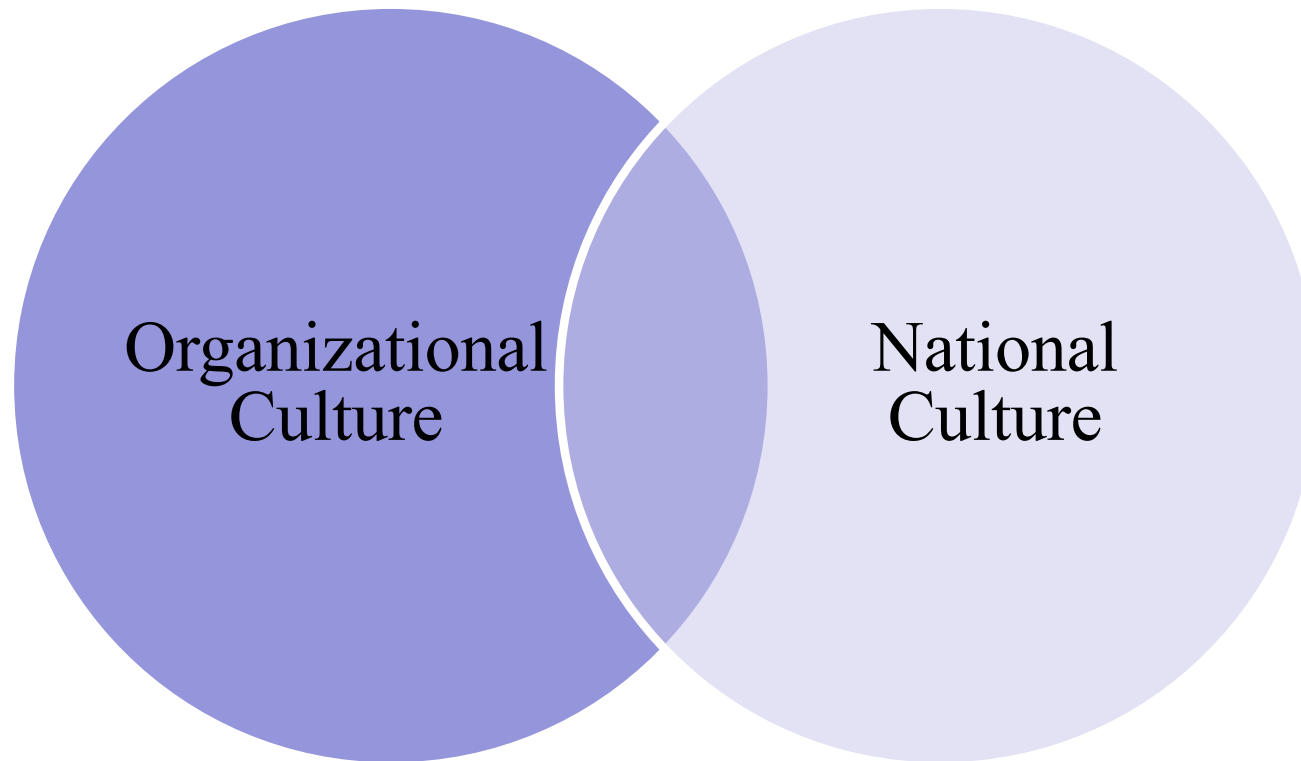
# Edgar Schein's model of culture



# Starbucks in Australia



# Managing across borders





0 ← ----- HOFSTEDE'S CULTURAL DIMENSIONS ----- → 100

LOW POWER  
DISTANCE

**PDI**

HIGH POWER  
DISTANCE

COLLECTIVISTIC

**INV**

INDIVIDUALISTIC

FEMININE

**MAS**

MASCULINE

LOW UNCERTAINTY  
AVOIDANCE

**UAI**

HIGH UNCERTAINTY  
AVOIDANCE

SHORT TERM  
ORIENTATION

**LTO**

LONG TERM  
ORIENTATION

RESTRAINT

**IND**

INDULGENCE



# Hofstede's cultural dimensions

How would the power distance dimension apply within a given organization?

A. Employees are hoping to rise to higher levels and increase their power within the company.

**B. Employees accept that their supervisor and other company officials have much more power than they do.**

C. Employees prefer to gain power within the company individually rather than as a group.

D. Employees are uncomfortable with the fact that they don't have enough power.

# Hofstede's cultural dimensions

Jane started working in a new company, and the manager promotes working in groups by appraising the group result rather than individual results. Which society does the manager possibly come from?

- A. Collectivistic**
- B. Mixed
- C. Feminine
- D. Individualistic

# Hofstede's cultural dimensions

One of the groups of the International Management course got 20 for the final report. Part of the group expressed their happiness quite loudly and immediately started planning the party for the evening, and another part of the group members calmly thanked and started leaving the classroom. Difference in which cultural dimension can we identify in this example?

- A. Masculinity
- B. Long-term orientation
- C. Indulgence**
- D. Uncertainty avoidance

# Exercise - Hofstede Cultural Dimensions

1. Go to: Hofstede website – compare countries tool  
<https://www.hofstede-insights.com/product/compare-countries/>
2. Based on the topic selected for your group work, compare the countries of your home country and host country (15 min)
3. Present the graph, and the main differences in accordance with the 6 dimensions (5 min)