## **Contents**

	Preface	xi
	PART I	
	The Concept of Culture	
1	The Rules of the Social Game	3
	Different Minds but Common Problems	4
	Culture as Mental Programming	4
	Symbols, Heroes, Rituals, and Values	7
	Culture Reproduces Itself	10
	No Group Can Escape Culture	11
	Values and the Moral Circle	12
	Boundaries of the Moral Circle: Religion and Philosophy	13
	Beyond Race and Family	14
	We and They	16
	Ideologies as Group Markers	17
	Layers of Culture	17
	Culture Change: Changing Practices, Stable Values	18
	National Culture Differences	20
	National Identities, Values, and Institutions	22

	What About National Management Cultures?	24
	Cultural Relativism	25
	Culture as a Phoenix	26
2	Studying Cultural Differences	27
	Measuring Values	28
	Dimensions of National Cultures	29
	Using Correlations	32
	Replications of the IBM Research	34
	Extending the IBM Model: The Chinese Value Survey	37
	Validation of the Country Culture Scores Against	
	Other Measures	38
	Culture Scores and Personality Scores:	
	No Reason for Stereotyping	39
	Other Classifications of National Cultures	40
	A Second Expansion of the Hofstede Dimensional Model:	
	Minkov's Exploration of the World Values Survey	44
	Cultural Differences According to Region, Ethnicity,	
	Religion, Gender, Generation, and Class	45
	Organizational Cultures	47
	Reading Mental Programs: Suggestions for Researchers	47
	PART II	
	Dimensions of National Cultures	
3	More Equal than Others	53
	Inequality in Society	54
	Measuring the Degree of Inequality in Society:	
	The Power Distance Index	55
	Power Distance Defined	60
	Power Distance in Replication Studies	62
	Power Distance Differences Within Countries:	
	Social Class, Education Level, and Occupation	64
	Measures Associated with Power Distance:	
	The Structure in This and Following Chapters	66
	Power Distance Difference Among Countries:	
	Roots in the Family	67
	Power Distance at School	69

	Power Distance and Health Care	71
	Power Distance in the Workplace	73
	Power Distance and the State	75
	Power Distance and Ideas	79
	Origins of Power Distance Differences	82
	The Future of Power Distance Differences	86
4	I, We, and They	89
	The Individual and the Collective in Society	90
	Measuring the Degree of Individualism in Society	92
	Individualism and Collectivism in the World Values Survey:	
	Universalism Versus Exclusionism	94
	Individualism and Collectivism in Other Cross-National Studies	99
	Are Individualism and Collectivism One or Two Dimensions?	102
	Collectivism Versus Power Distance	102
	Individualism and Collectivism According to Occupation	105
	Individualism and Collectivism in the Family	106
	Language, Personality, and Behavior in Individualist and	
	Collectivist Cultures	112
	Individualism and Collectivism at School	117
	Individualism and Collectivism in the Workplace	119
	Individualism, Collectivism, and the Internet	123
	Individualism, Collectivism, and the State	125
	Individualism, Collectivism, and Ideas	127
	Origins of Individualism-Collectivism Differences	131
	The Future of Individualism and Collectivism	133
5	He, She, and (S)he	135
	Assertiveness Versus Modesty	136
	Genders and Gender Roles	137
	Masculinity-Femininity as a Dimension of Societal Culture	138
	Masculinity and Femininity in Other Cross-National Studies	144
	Masculinity Versus Individualism	146
	Are Masculinity and Femininity One or Two Dimensions?	146
	Country Masculinity Scores by Gender and	
	Gender Scores by Age	148
	Masculinity and Femininity According to Occupation	150
	Masculinity and Femininity in the Family	151
	Masculinity and Femininity in Gender Roles and Sex	154

	Masculinity and Femininity in Education	158
	Masculinity and Femininity in Shopping	163
	Masculinity and Femininity in the Workplace	164
	Masculinity, Femininity, and the State	170
	Masculinity, Femininity, and Religion	175
	Origins of Masculinity-Femininity Differences	180
	The Future of Differences in Masculinity and Femininity	184
6	What Is Different Is Dangerous	187
	The Avoidance of Uncertainty	188
	Measuring the (In)tolerance of Ambiguity in Society:	
	The Uncertainty-Avoidance Index	190
	Uncertainty Avoidance and Anxiety	195
	Uncertainty Avoidance Is Not the Same as Risk Avoidance	197
	Uncertainty Avoidance in Replication Studies: Project GLOBE	198
	Uncertainty Avoidance According to Occupation,	
	Gender, and Age	199
	Uncertainty Avoidance in the Family	200
	Uncertainty Avoidance, Health, and (Un)happiness	202
	Uncertainty Avoidance at School	205
	Uncertainty Avoidance in Shopping	206
	Uncertainty Avoidance in the Workplace	208
	Uncertainty Avoidance, Masculinity, and Motivation	213
	Uncertainty Avoidance, the Citizen, and the State	216
	Uncertainty Avoidance and Corruption	221
	Uncertainty Avoidance, Xenophobia, and Nationalism	224
	Uncertainty Avoidance, Religion, and Ideas	226
	Origins of Uncertainty-Avoidance Differences	232
	The Future of Uncertainty-Avoidance Differences	233
7	Yesterday, Now, or Later?	235
	National Values and the Teachings of Confucius	236
	Implications of LTO-CVS Differences for Family Life	240
	Implications of LTO-CVS Differences for Business	242
	Implications of LTO-CVS Differences for Ways of Thinking	246
	Long-Term Orientation Scores Based on World Values	
	Survey Data	252
	Long-Term Orientation and the GLOBE Dimensions	259

	Long- and Short-Term Orientation, Family Relations,	
	and School Results	260
	Long- and Short-Term Orientation and Economic Growth	262
	Economic Growth and Politics	267
	Fundamentalisms as Short-Term Orientation	269
	Short-Term Orientation in Africa	271
	The Future of Long- and Short-Term Orientation	274
8	Light or Dark?	277
	The Nature of Subjective Well-Being	278
	Subjective Well-Being and the World Values Survey	279
	Indulgence Versus Restraint as a Societal Dimension	280
	Indulgence Versus Restraint and Subjective Well-Being in	
	Other Cross-National Studies	288
	Indulgence Versus Restraint, Subjective Health, Optimism, and Birthrates	289
	Indulgence Versus Restraint, Importance of Friends,	
	and Consumer Attitudes	290
	Indulgence Versus Restraint and Sexual Relationships	293
	Indulgence Versus Restraint in the Workplace	294
	Indulgence Versus Restraint and the State	295
	Origins of Societal Differences in Indulgence Versus Restraint	296
	PART III	
	Cultures in Organizations	
9	Pyramids, Machines, Markets, and Families:	
	Organizing Across Nations	301
	Implicit Models of Organizations	302
	Management Professors Are Human	307
	Culture and Organizational Structure: Elaborating on Mintzberg	312
	Planning, Control, and Accounting	315
	Corporate Governance and Business Goals	320
	Motivation Theories and Practices	327
	Leadership, Decision Making, and Empowerment	331
	Performance Appraisal and Management by Objectives	334
	Management Training and Organization Development	336
	Conclusion: Nationality Defines Organizational Rationality	337

10	The Elephant and the Stork: Organizational Cultures	341		
	The Organizational Culture Craze	345		
	Differences Between Organizational and National Cultures:			
	The IRIC Project	346		
	Qualitative and Quantitative Approaches in the	0.10		
	IRIC Project	349		
	Results of the In-Depth Interviews: The SAS Case	351		
	Results of the Survey: Six Dimensions of Organizational Cultures	355		
	The Scope for Competitive Advantages in Cultural Matters	358		
	Organizational Culture and Other Organizational Characteristics	360		
	Organizational Subcultures	364		
	Individual Perceptions of Organizational Cultures	366		
	Gardens, Bouquets, and Flowers of Social Science	368		
	Occupational Cultures	368		
	Conclusions from the IRIC Research Project:			
	Dimensions Versus Gestalts	370		
	Managing (with) Organizational Culture	371		
	PART IV			
	Implications			
11	Intercultural Encounters	381		
	Intended Versus Unintended Intercultural Conflict	382		
	Culture Shock and Acculturation	384		
	Ethnocentrism and Xenophilia	387		
	Group Encounters: Auto- and Heterostereotypes	387		
	Language and Humor	388		
	The Influence of Communication Technologies	391		
	Intercultural Encounters in Tourism	392		
	Intercultural Encounters in Schools	399		
	Minorities, Migrants, and Refugees	395		
	Intercultural Negotiations	399		
	Multinational Business Organizations	402		
	Coordinating Multinationals: Structure Should Follow Culture	406		
	Expanding Multinationals: International Mergers and			
	Other Ventures	407		
	International Marketing, Advertising, and Consumer Behavior	409		

	International Politics and International Organizations	412
	Economic Development, Nondevelopment, and	
	Development Cooperation	416
	Learning Intercultural Communication	419
	Educating for Intercultural Understanding:	
	Suggestions for Parents	423
	Spreading Multicultural Understanding: The Role of the Media	425
	Global Challenges Call for Intercultural Cooperation	426
12	The Evolution of Cultures	431
	A Time-Machine Journey Through History	433
	Five Million to One Million Years Ago: Lonely Planet	434
	One Million to Forty Thousand Years Ago: Ice and Fire	436
	Forty Thousand to Ten Thousand Years Ago:	1.64
	Creative Spark, Extermination	438
	Twelve Thousand to Seven Thousand Five Hundred Years Ago:	
	Villages and Agriculture	442
	Seven Thousand Five Hundred Years Ago Until Now:	
	Large-Scale Civilizations	447
	Sources of Cultural Diversity and Change	453
	The End of History? No!	455
	The Essence of Evolution	456
	Evolution: More than Genes	459
	Evolution Beyond Selfishness: Groups over Individuals	464
	Individuals and Institutions in the Stream of Life	466
	Evolution at Work Today	468
	The Future of Culture	473
	Notes	479
	Glossary	515
	Bibliography	525
	Name Index	547
	Subject Index	549