

# Intercultural communication & management

China VS  
Germany

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01

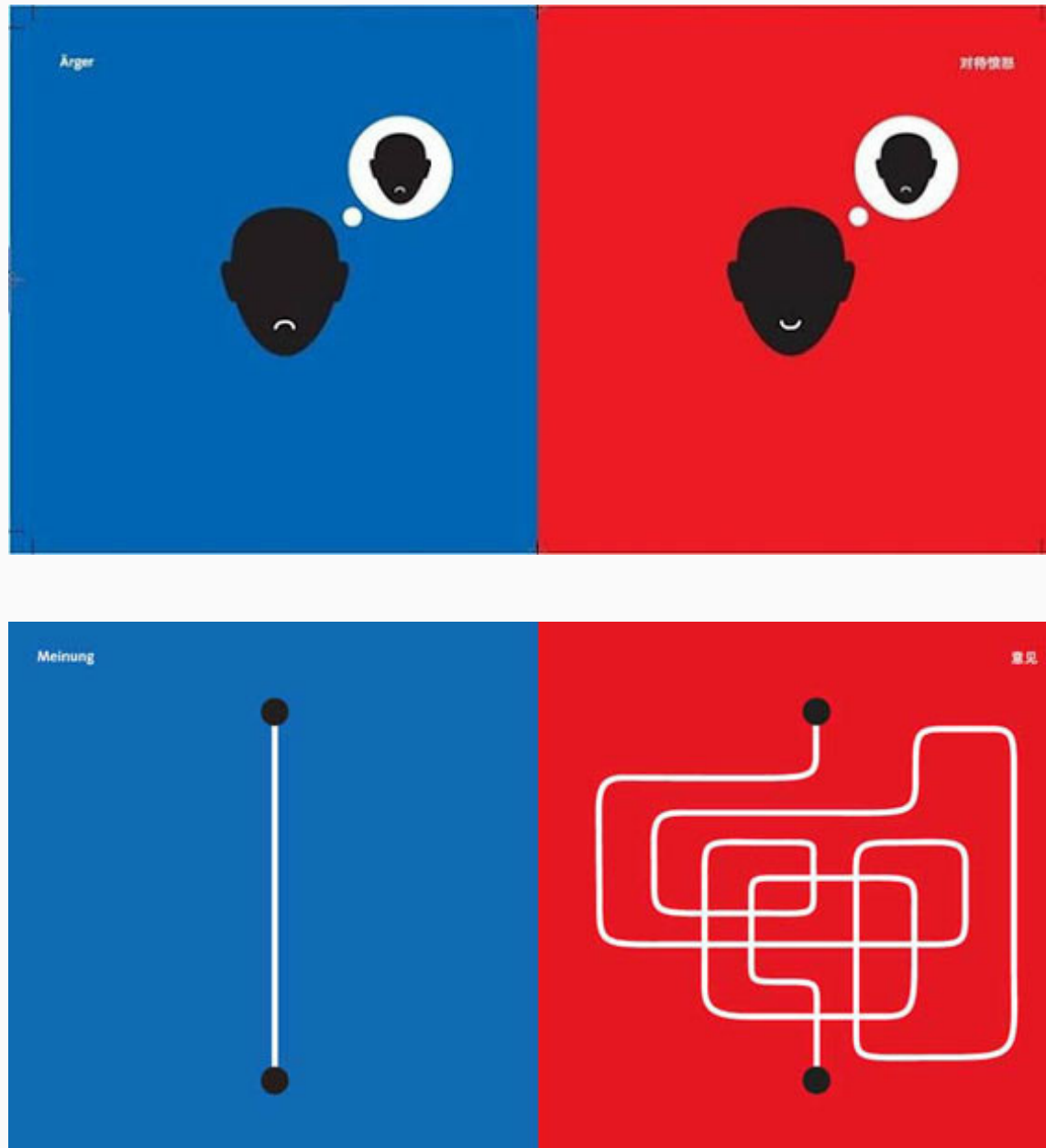
# Hall's 3 Dimensions (Intercultural Communication)

# Context

## low- context

### Germany

- Direct and don't beat around the bush.
- Giving direct & open feedback and criticizing directly is their understanding of efficiency, honesty & respect.



## high- context

### China

- Directness is often perceived as rude and damaging the relationship.
- Subtle & indirect feedback & criticism are cultural norms.
- Indirect communication via a third person is usual.



# Context

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low-  
context  
Germany



high-  
context  
China

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## ◆ Conversational

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- Resume, brochure, annual report

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## ◆ Presentation

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- Separate segments -> time for questions & discussions
- Older, more experienced executive

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## ◆ Written

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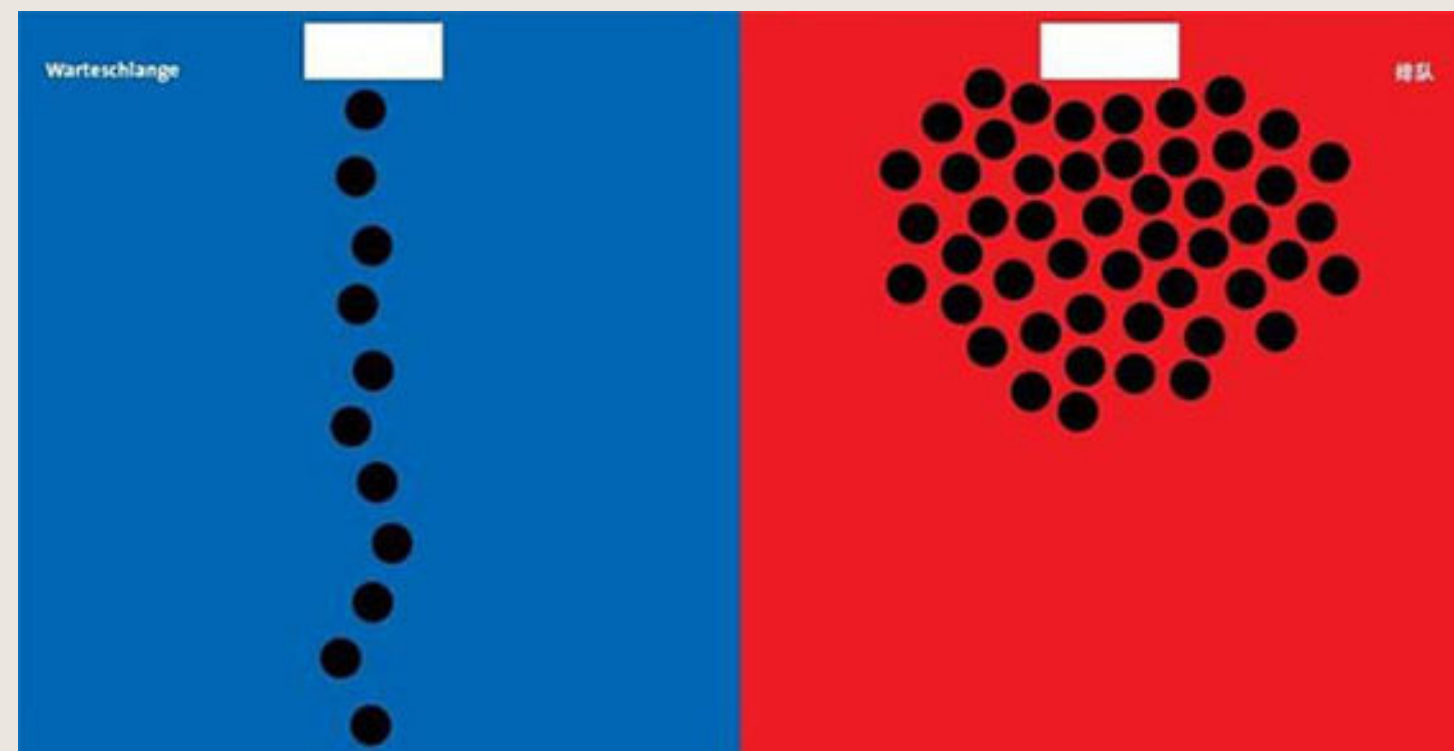
- "Efficiency" isn't the most important
- Polite, respect

# I

# Space

**Germany** has a very sensitive personal space. Most Germans prefer to keep their fellow citizens out of their intimate space, about an arm's length from their bodies.

**Chinese** have a low need for territory. People tend to stand closer together. They are also willing to share their space, like a workplace, an office, a seat on a train.



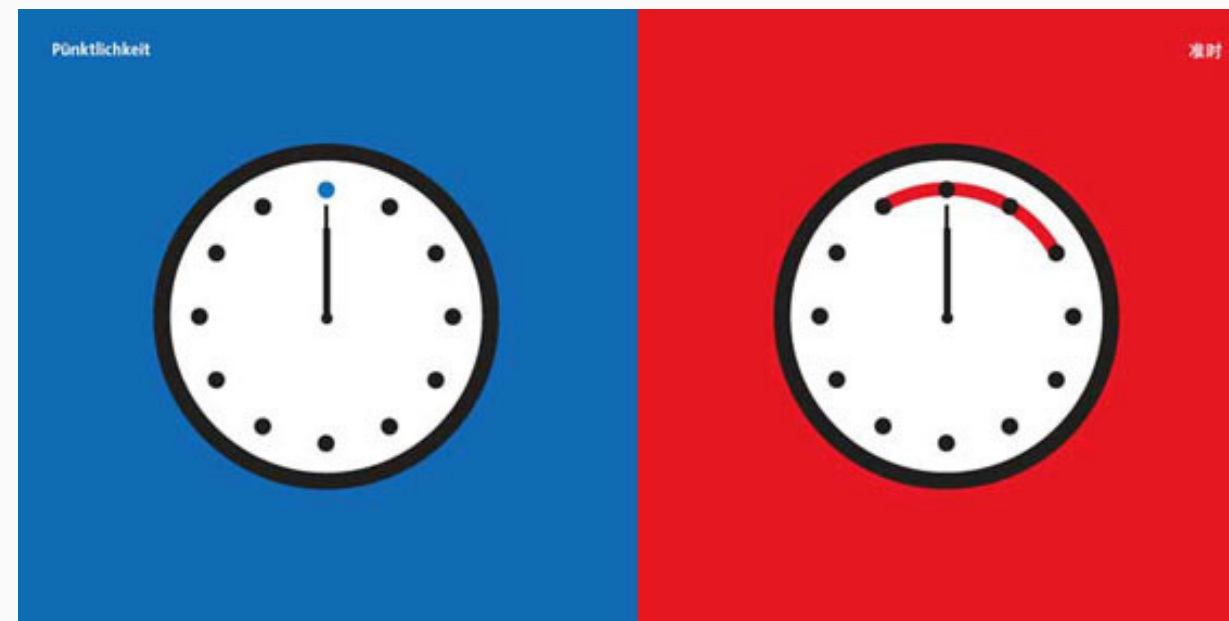
<https://americanepali.wordpress.com/tag/edward-t-hall/>

German

China

# Time: Monochronic VS Polychronic

Monochronic behavior is characterized by a strict schedule of things and a sort of "one thing at a time" attitude. Germans like to set a timetable and stick to it.



In China, time is rather seen as flexible and fluid and respect is rather shown by having time for someone spontaneously.

German businessmen who are used to punctuality and definite time perception may have difficulties when working with colleagues from a polychronic country such as China.

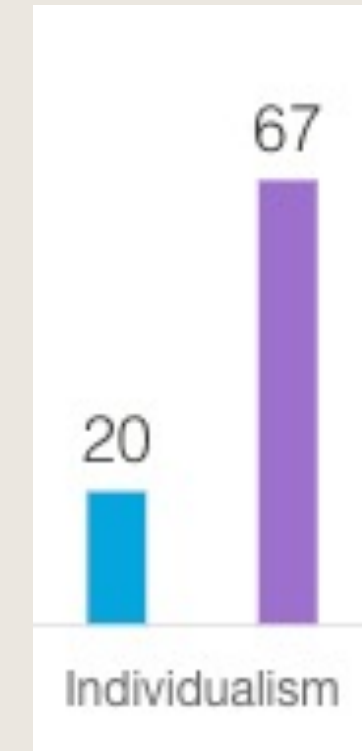
02

## Hofstede's 4 Dimensions (Intecultral Management)



# Individualisme VS Collectivisme

II



## ✓ Concepts

The degree of interdependence a society maintains among its members.

## ✓ Task-Orientation VS Relationship-Orientation

Germans -> Task accomplishment;

Chineses -> Relationship arrangement

## ✓ Kids and education

German kids -> independent  
Importance: individuality;

Chinese kids -> part of a collective  
Importance: team, collaboration

## ✓ In company

Germans:

- Brave to give opinions;
- Self-defense

Chineses:

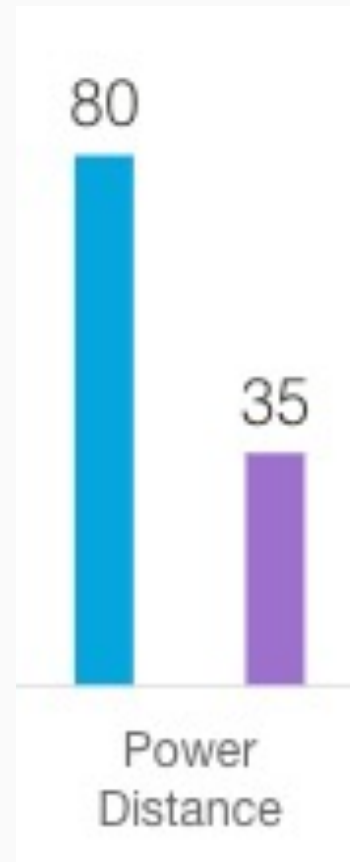
- Group-oriented;
- Group harmony

<https://www.linkedin.com/pulse/main-cultural-differences-between-china-germany-stephan-ruppert/>

UKEssays. (November 2018). Comparing China And Germany's Business Cultural Differences.



# Power Distance



<https://www.hofstede-insights.com/country-comparison/china,germany/>

## Concepts

Power distance describes the relationship which exists between the less powerful and the more powerful people in the community.

- leaders and subordinates;
- bosses and employees;
- teachers and students;
- parents and children.

## Data

China:

- High power distance(80);

Germany:

- Low power distance(35);

## In Company

China:

- High expectation for bosses; (problem solver & controller);
- Ex. Chinese business partners

Germany:

- Staff can present their own idea;
- Co-determination rights;
- Openly communication



# Masculinity VS Femininity

## Concepts

The Masculinity side of this dimension represents a preference in society for achievement, heroism, assertiveness, and material rewards for success.

Its opposite, Femininity, stands for a preference for cooperation, modesty, caring for the weak and quality of life.

## Similarity

In both Germany and China cultures, they show masculine characters, emotions are not expressed, men dominates discussions, and ineffective listeners, members of masculine cultures are more likely to exhibits aggression.

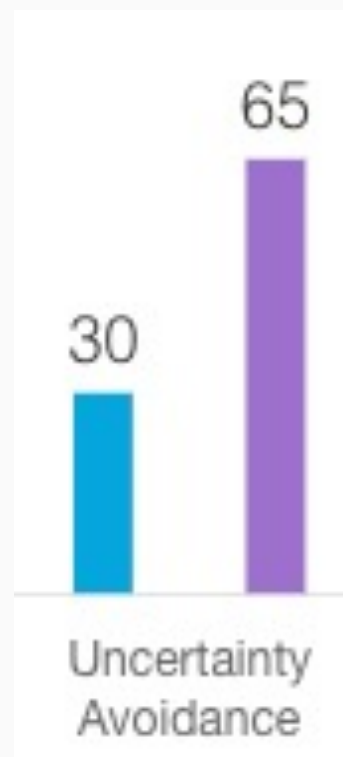




"Aggressive pole are  
label masculinity  
and self-effacing  
pole as feminine."

Hofstede (1980), Founder of Hofstede and Schwartz  
Cultural Framework

# Uncertainty Avoidance



## ◆ Concept

The extent to which the culture feels threatened by ambiguous, unknown situations and have created beliefs and institutions that try to avoid these. The extent is reflected in the UAI (Uncertainty Avoidance Index) score.

## ◆ To China

DATA: 30

Is viewed favourably at a time of crisis and uncertainty because it indicates that people can coexist with uncertainty and tend to be more flexible, adaptable, and entrepreneurial.

- Rules are not all said;
- Do not afraid to ask;

## ◆ To Germany

DATA: 65

There is a strong preference for deductive rather than inductive approaches, be it in thinking, presenting or planning: the systematic overview has to be given in order to proceed.

- The devil is in the details;
- Quality before quantity;
- Thorough planning





# Thanks for Listening !

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