



# Cross-Cultural Management



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# Chapter Two

## Dimensions of culture Hofstede and GLOBE

## Learning objectives

- Understand the concept of cultural dimensions（维度）
- Be familiar, in particular, with the five-dimensional model developed by **Hofstede**（霍夫斯泰德） as well as the **Trompenaars'**（强皮纳斯） **Cultural Dimensions**
- and the culture construct definitions of more recent research by the **GLOBE** project.

# Priorities of Cultural Values

Priorities of Cultural Values (China)



Priorities of Cultural Values (UK)



# Priorities of Cultural Values

## United States

1. Freedom
2. Independence
3. Self-reliance
4. Equality
5. Individualism
6. Competition
7. Efficiency
8. Time
9. Directness
10. Openness

## Japan

1. Belonging
2. Group harmony
3. Collectiveness
4. Age/seniority
5. Group consensus
6. Cooperation
7. Quality
8. Patience
9. Indirectness
10. Go-between

## Arab Countries

1. Family security
2. Family harmony
3. Parental guidance
4. Age
5. Authority
6. Compromise
7. Devotion
8. Patience
9. Indirectness
10. Hospitality

## 2.1 Hofstede' s Cultural Dimensions p32

- Dutch researcher（荷兰学者） Geert Hofstede（杰尔特.霍夫斯泰德） found there are four dimensions of culture.
- Hofstede's initial data（初始数据）: questionnaire surveys（问卷调研） with over 116,000 respondents(受访者) from over 64 different countries who worked in the local subsidiaries（子公司） of IBM.
- The fifth dimension was added later.
- Criticized（被批评） because of its focus on just one company.
- Popular in the research field of cross-cultural management.



<https://geerthofstede.com/culture-geert-hofstede-gert-jan-hofstede/6d-model-of-national-culture/>



Geert Hofstede

# 霍夫斯特文化维度数据网站



<https://geerthofstede.com/culture-geert-hofstede-gert-jan-hofstede/6d-model-of-national-culture/>

# Hofstede's cultural dimensions(维度)

## -the 6-D model of national culture

1.我们如何看待社会不平等？（权力距离）

How do we view social inequality? (Power Distance)

2.我们如何面对未来的不确定性？（不确定性规避）

How do we cope with the uncertainty of the future? (Uncertainty Avoidance)

3.个人和群体的关系孰轻孰重？（个人主义/集体主义）

Is the relationship between the individual and the group more important? (Individualism vs. Collectivism)

4.社会追求的是竞争成功还是关爱合作？（男性化/女性化）

Does society value competition, success, and achievement, or caring, cooperation, and quality of life? (Masculinity vs. Femininity)

5.我们着眼于未来还是过去和现在？（长期导向）

Do we focus on the future, or the past and present? (Long-Term vs. Short-Term Orientation)

6.我们应该在多大程度上满足自己的欲望？（放纵/克制）

To what extent should we allow ourselves to satisfy our basic desires and impulses? (Indulgence vs. Restraint)



# 1. Low/High power distance dimension P33

‘Power distance’ refers to the extent程度 to which members of a culture expect and accept期望和接受 that power is unequally distributed不平等分布 in society.

低权力距离 (Low power distance)	高权力距离 (High power distance)
1. <i>There should be minimal inequality (as it may exploit others).</i> 应最小化不平等（因其易剥削他人）。	1. <i>Inequality is inevitable; everyone has their place.</i> 不平等不可避，人各安其位。
2. <i>Organisational hierarchy exists only for convenience.</i> 组织层级仅为便利而设。	2. <i>Organisational hierarchy reflects natural differences.</i> 组织层级反映天然差异。
3. <i>Superiors and subordinates are fundamentally the same.</i> 上下级本质无别。	3. <i>Superiors and subordinates are distinct types.</i> 上下级是不同类别。
4. <i>Equal privileges for all; no status symbols.</i> 人人享同等特权，无身份象征。	4. <i>Power-holders deserve privileges and status symbols.</i> 掌权者有权享特权与身份象征。
5. <i>Subordinates should be consulted.</i> 应咨询下属。	5. <i>Subordinates should be instructed.</i> 应告知下属做什么。
6. <i>Individuality deserves respect.</i> 个人特质应受尊重。	6. <i>Authority deserves respect.</i> 权威应受尊重。
7. <i>Managers should be resourceful democrats.</i> 管理者应是“务实民主派”。	7. <i>Managers should be benevolent autocrats.</i> 管理者应是“仁慈独裁者”。

## Scenario场景 1: Family Decision

*A family needs to decide where to go for the summer vacation度假.*

**A.** The decision is made primarily (主要) by the parents (especially the father), and the children expect and accept this arrangement.

**B.** The parents organize a family meeting and encourage every child, even the youngest, to voice their opinion and vote(投票).

## Scenario 2: On the Bus

一位年轻的乘客坐在“老弱病残孕”专座上。一位健康的老年人上车，站在了他旁边。

A young passenger is sitting in the seat reserved for "the elderly, weak, sick, disabled, or pregnant." A healthy-looking elderly person gets on the bus and stands next to him.

**A.** The young person stands up immediately. He believes that age itself represents authority and status. Respecting and obeying elders is a social norm that must be followed without question.

**B.** The young person might hesitate. He thinks: "This elderly person looks healthy, and I am extremely确实 tired today. This seat is for 'those in need,' not just defined by age". He might not give up the seat immediately, or he might first observe whether the person actually needs help.年轻人可能会犹豫。他心想：“这位长者看起来身体硬朗，而我今天非常疲惫。这个座位是给‘需要帮助的人’设置的，而不仅仅是按年龄划分。”他可能不会立刻让座，或者会先观察对方是否需要帮助

# “三纲五常”

## Three Cardinal Guides and Five Constant Virtues

**三纲五常**是中国传统伦理体系的核心，其本质是构建明确的层级秩序，与高权力距离的核心特征完全契合 —— 认可 “不平等不可避免” “权威应受尊重”，并通过道德规范强化上下级的权责关系。

**The Three Cardinal Guides** and the Five Constant Virtues form the core of China's traditional ethical system. Their essence lies in establishing a clear hierarchical order, which fully aligns with the core characteristics of High Power Distance — endorsing the ideas that "**Inequality is inevitable**" and "**Authority deserves respect,**" and strengthening the relationship of rights and responsibilities between **superiors and subordinates** through moral norms.



Please reflect on and discuss the following question:

-In modern Chinese society, have the ethical principles governing social order embodied in The Three Cardinal Guides ceased to exist entirely, or do they continue to persist?

-Please provide evidence around you to support your argument.

请思考并讨论:你认为在现代中国社会,“三纲”的社会秩序伦理是否已经彻底不存在或者依然存在? 请给出你身边的证据。

## 2. Collectivist/Individualist dimension

To what extent are individuals in society autonomous and to what extent are they embedded in the group?

集体主义者 (Collectivist)	个人主义者 (Individualist)
1. "We" mentality“我们” 思维	1. "I" mentality “我” 思维
2. Identity is based on one’s social group 身份认同基于所属社会群体	2. Identity is based on the individual 身份认同基于个人本身
3. Decisions prioritize the group’s good 决策首要服务群体利益	3. Decisions prioritize individual needs 决策首要满足个人需求
4. Relationships > Tasks	4. Tasks > Relationships
5. Focus on belonging to the organization 聚焦对组织的归属感	5. Focus on individual initiative/achievement 聚焦个人主动性与成就
6. Values vary by group (particularism) 价值观因群体而异（特殊主义）	6. Values apply universally (universalism) 价值标准普适（普遍主义）



# Mini Experiment--Who am I?

小实验：我是。。。。？

Try to indentify youself by writting down  
“I’m a/ an/the....”

1.

2.

3.

4.

...

10 个

社会性答案Social  
Answers >40%

集体主义倾向较为明显  
Collectivist tendencies

我是-----一个友好的人

I am a friendly person.

我是----一个大方的人

I am a generous person.

我是----充满智慧的人

I am a wise person.

我是----独立的人

I am an independent person.

。。。

个体性答案Individual Answers

我是-----一个大学生I’m a college student.

我是----一个母亲/父亲I’m a father/mother

我是----美国人/中国人I am an American/Chinese.

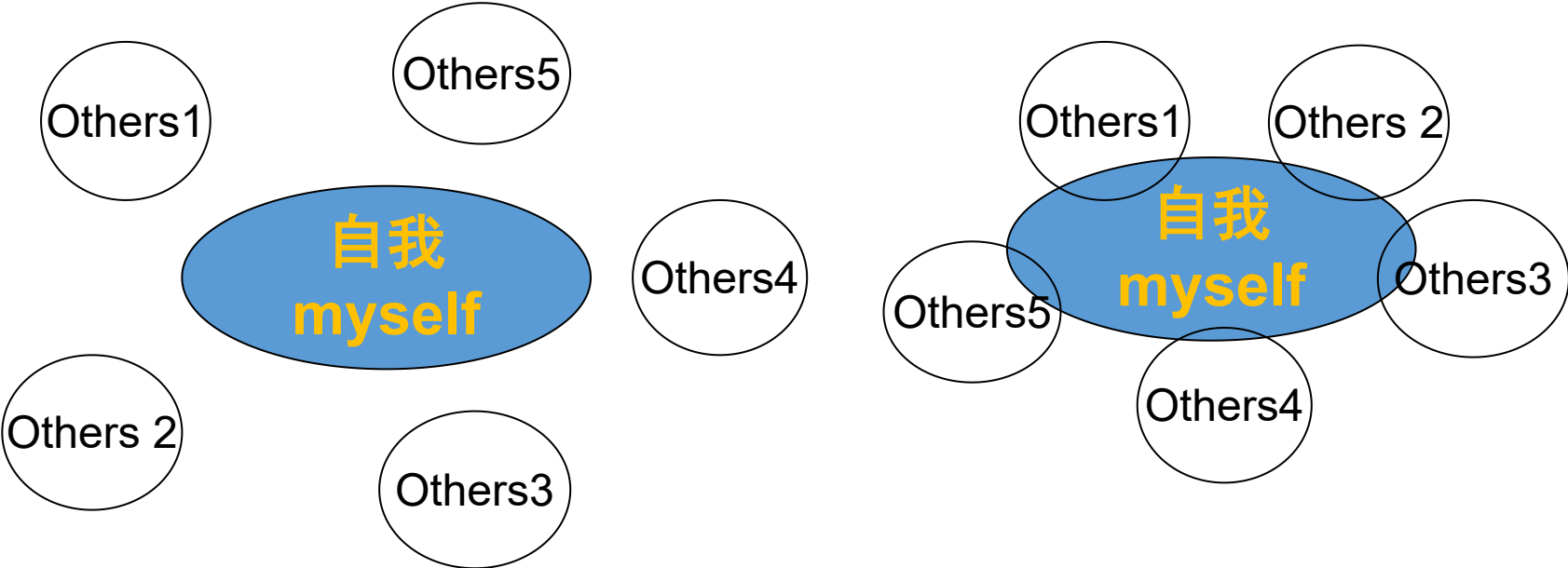
我是----一个勤劳的员工I am a hardworking employee.

。。。

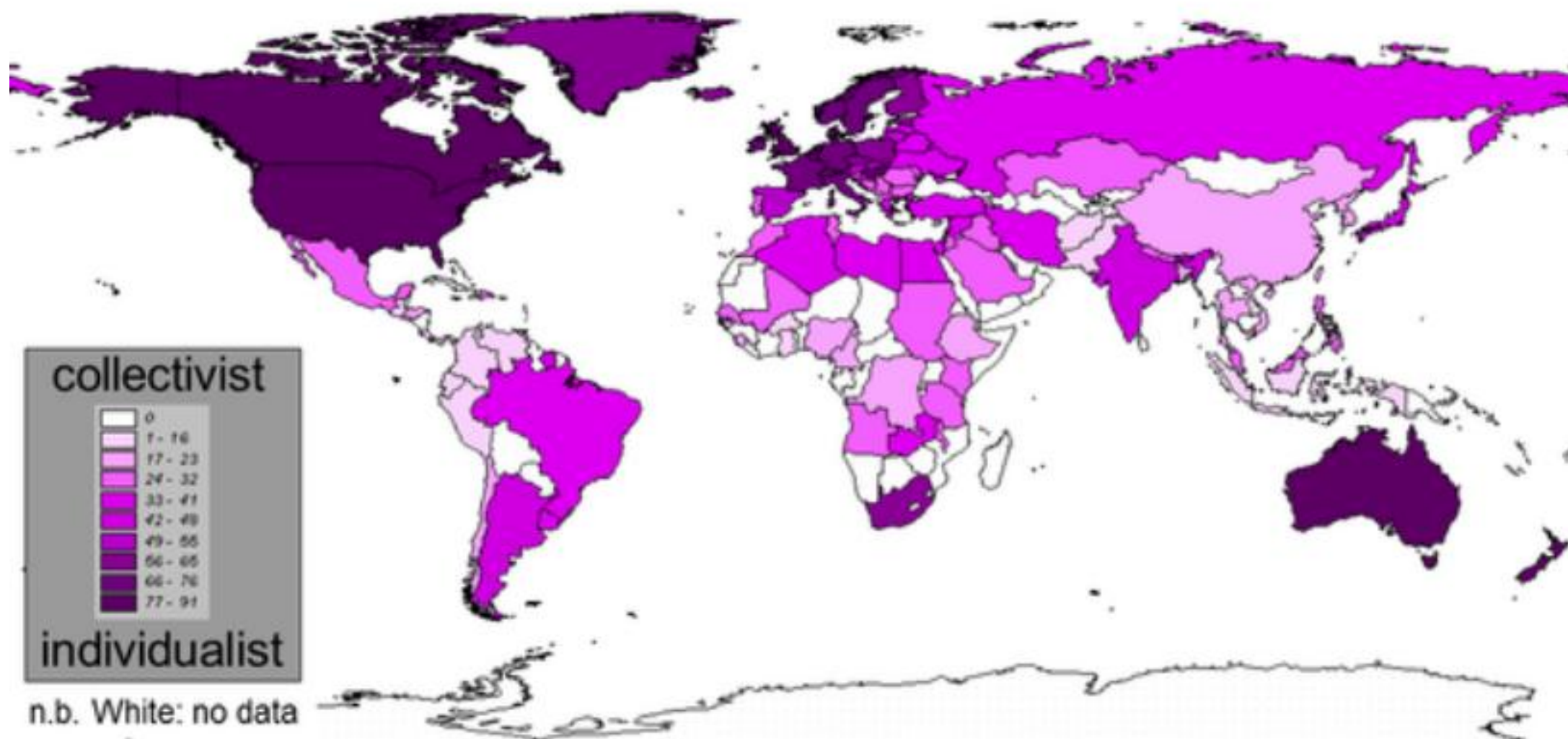
社会性答案Social Answers

# Difference -区别 A

--A、 The individual's definition of the self 个体对自我的定义



# Collectivism – Individualism World map





## 区别 --B、个体对自我行为和结果的归因

### Difference --B. Individuals' attribution of their own behaviors and outcomes.

"Oh no, I forgot to hand in my homework and got scolded by the teacher—it's all my fault! I didn't write the homework down in my memo before school yesterday, and after finishing it at home, I left it on the desk casually (随手). I totally forgot to bring it when packing my schoolbag this morning. Next time, I'll put my homework in my schoolbag right after finishing it, and set a 'hand in homework' reminder (提醒) on my smart phone!"

场景：课后作业忘交被老师批评  
**Scenario: Forgot to hand in the homework and was scolded by the teacher**

"I forgot to hand in my homework too! My deskmate (同桌) didn't remind me to write down the homework yesterday, and I can't remember things easily anyway. Also, guests (客人) came to my house last night—it was so noisy that I couldn't focus on packing my schoolbag, so I left the homework at home. If my deskmate checked the homework list with me every day and there were fewer guests at home, I definitely wouldn't have forgotten!"

People with an **individualist orientation** emphasize (强调) that individuals should take responsibility for their own behaviors and outcomes (结果), and do not attribute (归咎) them to external causes or make excuses (借口).

People with a **collectivist orientation** emphasize attributing (归咎) their own behaviors to external factors beyond their control (不受其控制的).

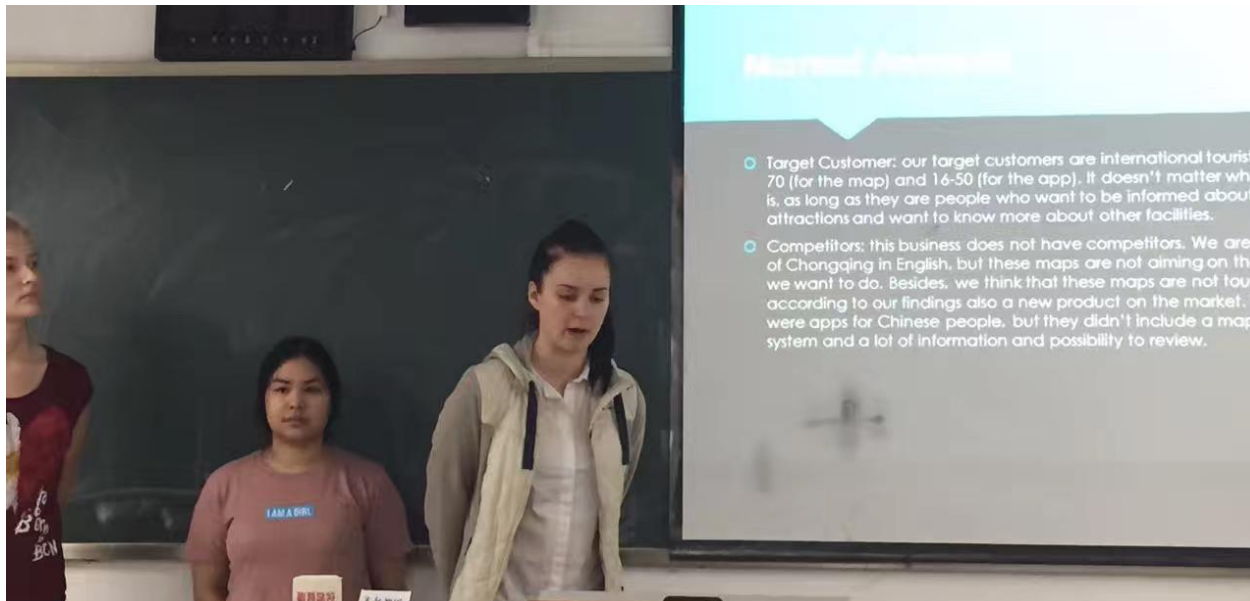
# 区别--C、对于自己是否应该与众不同的态度

## Difference C Attitude towards “unique”

People with an **individualist orientation** want to stand out from others; the more unique they are, the prouder they feel.

**个体主义**的人,希望自己与众不同,越有个性越骄傲

People with a **collectivist orientation** want to fit in with the group and be accepted by everyone.**集体主义**的人,希望自己能融入群体,被大家接受。



## 区别 D--个人利益和群体利益的相对重要性

### Difference D – The relative importance of individual interests and group interests

**个体主义**社会，个人利益比集体利益重要

In individualist societies, individual interests are more important than group interests

在法律范围内追求个人利益不仅合理而且提倡

Pursuing individual interests within the scope of the law is not only reasonable but also advocated

亚当 斯密《看不见的手》：个人在追求个人利益最大化的时候，能够实现群体利益最大化

Adam Smith“*The Invisible Hand*”: When individuals pursue the maximization of their own interests, they can achieve the maximization of group interests

当个人利益与集体利益发生冲突时，首先考虑如何保全正当的个人利益

When individual interests conflict with group interests, the first consideration is how to protect legitimate individual interests.

**集体主义**社会的以上方面者恰恰相反

*The above-mentioned aspects in a collectivist society are precisely the opposite.*

## Vote:

Selection for "Chongqing Excellent College Student""重庆市优秀大学生" 评选

When you don't meet the requirements, who would you prioritize vote for? Please rank them by priority?

当你不符合要求时，你会优先考虑把选票投给谁？请按照优先程度排序？

A. People who recommended by your friend朋友推荐的人

B. Classmate from CTBU 重工商同学

C. Fellow townsman同乡

D. Classmate from the same department 同一个系的同学

E. Classmate in your class同班同学

F. Same-grade classmate from CTBU 重工商本年级同学

G. College student truly excellent in all aspects各方面确实优秀的大学生

## Difference E: The degree to which an individual distinguishes between in-groups and out-groups 个体对内群体和外群体的区分程度

**In-group:** A group an individual has close ties with.

内群体：与个体有紧密关系的群体

**Out-group:** The total number of people with no connection to oneself.

外群体：与自己毫无关系的人的总和

**Individualistic** society: Weak in-group bias

个体主义社会：内群体的偏向性弱

**Collectivistic** society: Strong in-group bias

集体主义社会：内群体的偏向性强

In management practice, managers in **individualistic** societies (cultures) rarely **cover up** for their in-group members.

管理实践中，个体主义社会（文化）下的管理人员很少“护短”。

Managers in **collectivistic** societies (cultures) usually strive to secure the interests of their in-group and even sacrifice their own interests for this purpose.

集体主义社会（文化下）的管理人员一般会尽量争取内群体的利益甚至为此牺牲自己利益。

Such behavior is regarded as morally righteous.

这样会被看作是有道义的行为

Employees from Europe and the US in individualistic cultures find it difficult to understand the concept of "loyalty" from subordinates to superiors in Japanese and Korean companies.

个人主义文化中的欧美雇员对在日韩企业中下属对上级的“忠诚”理念很难理解

Talk about examples around you.

讲讲你身边的例子



### 3. Masculine/Feminine dimension(男性化/女性化)

Masculine values such as achievement and exercise of power崇尚成就与权力  
Feminine values: caring for others, being less self-centred关心他人，较少一个人为中心

Masculinity（男性化导向）	Femininity（女性化导向）
Distinct gender roles性别角色分明	Fluid gender roles性别角色灵活
Men are assertive, women are nurturing 男性进取，女性善养育	Men and women in nurturing roles 男女皆具养育特质
Stress on competition and performance 强调竞争与业绩	Stress on co-operation and environmental awareness 强调合作与环保意识
Acquisition of wealth追求财富	Quality of life追求生活质量
Ambition motivates雄心驱动	Service motivates服务驱动
Live to work为工作而活	Work to live为生活而工作
Sympathy for the successful achiever 同情成功进取者	Sympathy for the unfortunate同情不幸者
Independence ideal崇尚独立	Interdependence ideal崇尚互助
Managers are expected to be decisive and assertive 期望管理者果断进取	Managers use intuition and strive for consensus 管理者凭直觉、求共识

**Masculine Society** -- Masculine-oriented Social Culture 男性社会——阳刚型社会文化

Members praise achievements, ambition, material possessions, power, and decisiveness.  
成员赞扬成就、雄心、物质、权力和决断性。

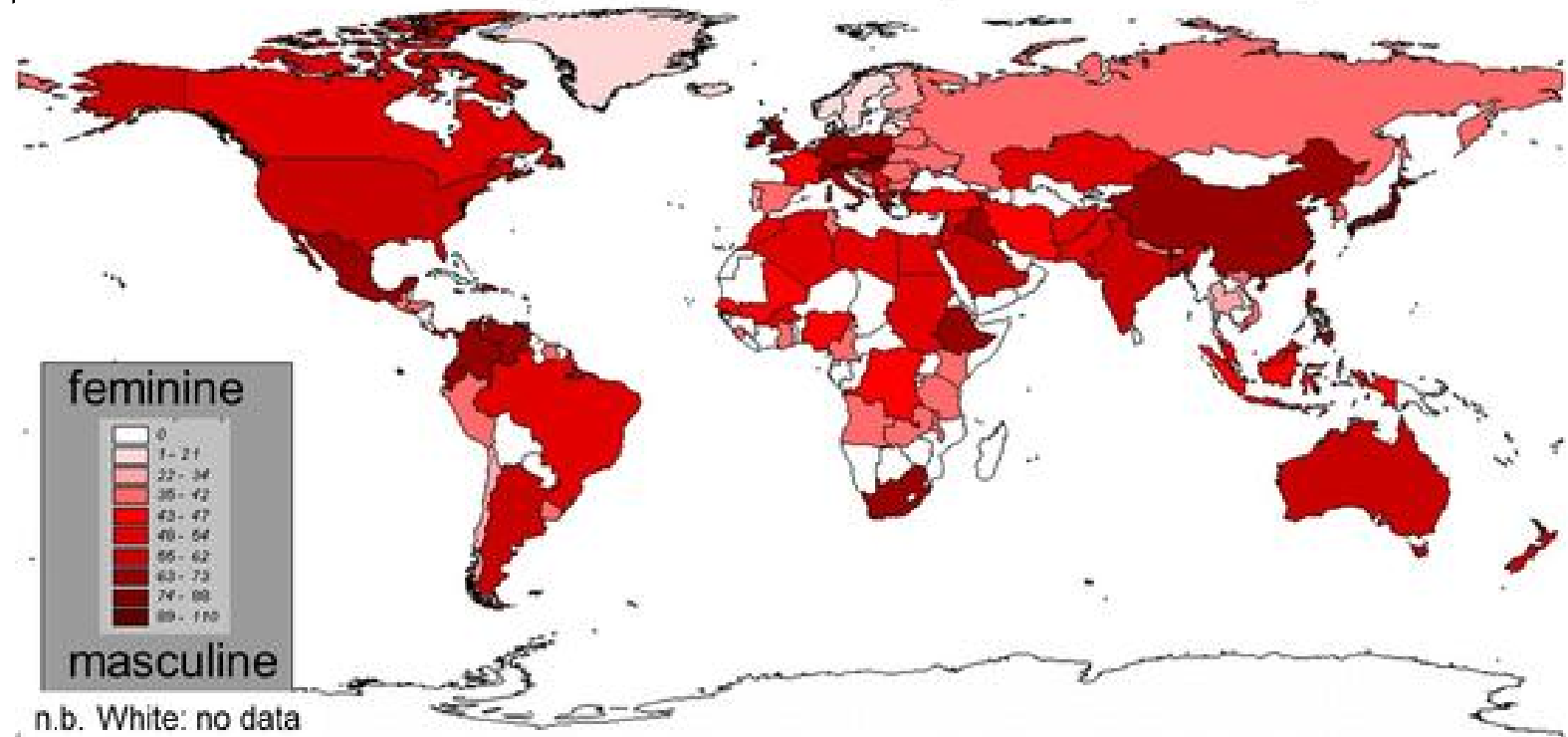
**Feminine Society** -- Feminine-oriented Social Culture 女性社会——阴柔型社会的文化

Members emphasize the quality of life, service, care for others, and nurturing the next generation.  
成员则强调生活的质量、服务、关心他人和养育后代。

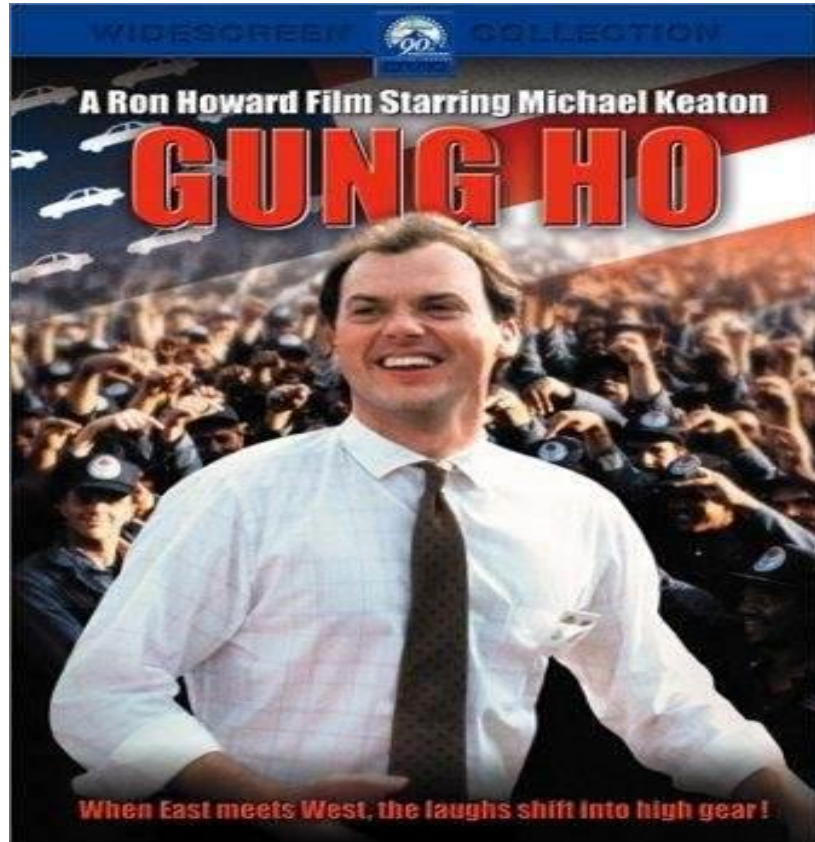
The essence of these two types of societies lies in the pursuit of career success or the pursuit of quality of life.

其本质是讲求事业成功或是追求生活

## Femininity - Masculinity World map



# Gung Ho





## 4. Low/High uncertainty avoidance dimension



Cultures with low uncertainty avoidance are not disconcerted by ambiguity, and tolerate differences generally.

低不确定性规避Low uncertainty avoidance	高不确定性规避High uncertainty avoidance
Uncertainty is a fact of life: take things as they come 不确定性是生活的常态：随遇而安	Uncertainty in life is threatening and must be reduced 生活中的不确定性具有威胁性，必须降低
Deviance is not a threat 偏差并非威胁	Intolerant of deviant persons and ideas无法容忍偏离常规的人和观念
Ambiguity is tolerated 容忍模糊性	Predictability and clarity are preferable 更倾向可预测性和清晰性
Readiness to take risks 愿意承担风险	Concern about security 关注安全
Toleration of innovation 容忍创新	Resistance to change 抗拒变革
The fewer rules there are the better 规则越少越好	Formal rules and regulations are necessary 正式的规章制度必不可少
Competition and conflict can be constructive 竞争和冲突可以具有建设性	Consensus is better than conflict 共识优于冲突
Belief in generalists and common sense 信任通才和常识	Belief in experts and their knowledge 信任专家及其知识
Hard work as such is not a virtue 努力工作本身并非美德	There is an inner urge to work hard 内心有努力工作的驱动力

High uncertainty-avoiding cultures perceive life as a battle against anxiety and stress.

高不确定性规避文化将生活视为一场与焦虑和压力的斗争。

They may be willing to accept familiar risks but not the danger of the unknown.

这类文化可能愿意接受熟悉的风险，却不愿接受未知的危险。

To that end they tend to resist innovation or anything that deviates from the known.

为此，他们倾向于抵制创新或任何偏离已知事物的东西。

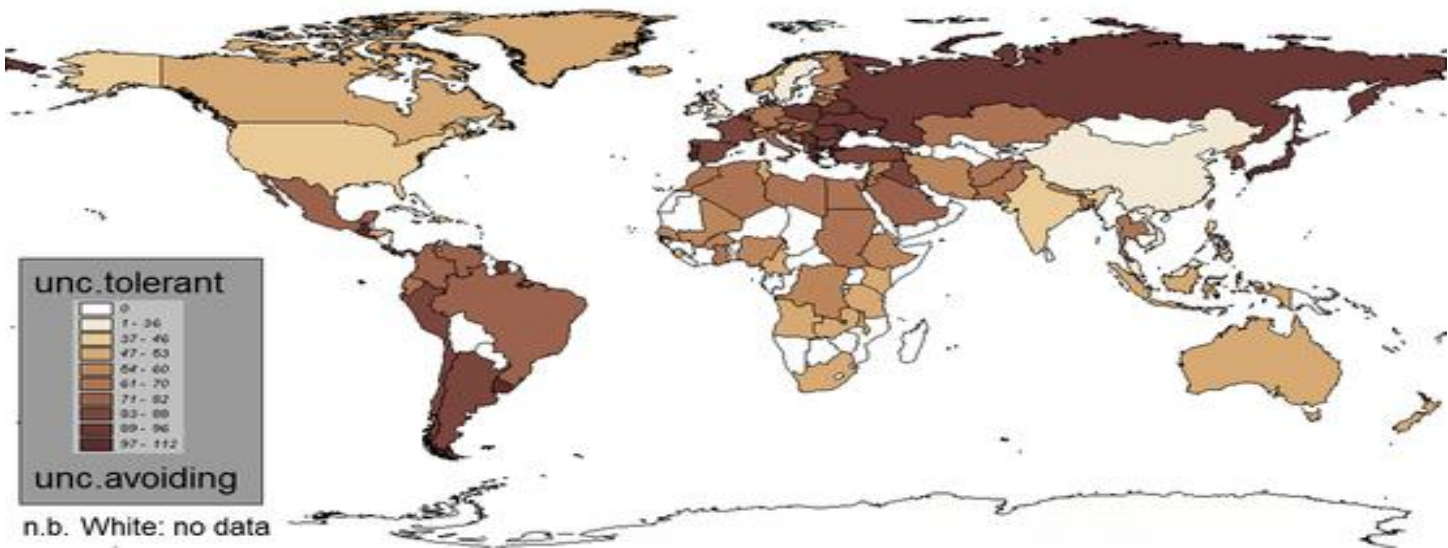
Cultures with low uncertainty avoidance are not disconcerted by ambiguity, and tolerate differences generally.

低不确定性规避文化不会因模糊性而感到不安，且总体上能包容差异。

They perceive that there are not always answers to problems and that laws are not always effective or necessary in dealing with deviation – they may be changed if deemed ineffective.

这类文化认为，并非所有问题都有答案；在应对偏离行为时，法律并非总是有效或必要的——若被认为无效，法律是可以修改的。

Uncertainty Avoidance World map



# 芝加哥大学奚凯元与哥伦比亚大学韦伯教授的研究

一项由奚凯元与韦伯教授进行的研究询问了美国与中国学生哪个文化更敢于冒险，双方都认为美国人更敢冒险。

*A study by Hsee & Weber asked American and Chinese students which culture was more risk-seeking; both groups believed Americans were more risk-taking.*

然而，在涉及金钱与人际关系的风险情境实验中，他们发现中美学生的总体冒险程度并无显著差异，但冒险的领域不同。

*However, in experiments involving risk scenarios related to money and social relationships, they found no significant difference in the overall level of risk-taking between the two groups, but the domains of risk-taking differed.*

中国学生在经济领域更敢冒险，而美国学生则在社会领域更敢冒险。

*Chinese students were more risk-taking in the economic domain, while American students were more risk-taking in the social domain.*

这表明讨论不确定性规避时必须考虑具体领域和边界条件，不能一概而论。

*This indicates that discussions about uncertainty avoidance must consider specific domains and boundary conditions, and cannot be generalized.*

## 5. Short-term and Long-term orientation（短期/长期导向）

Short-term orientation	Long-term orientation
Need for achievement, self-determination 追求成就、自主决断	Need for accountability, self-discipline 强调责任感、自律
Loyalty towards others can vary according to the needs of business 对他人的忠诚度会根据业务需求变化	Develop and maintain lifelong personal networks 建立并维系终身的个人关系网络
People should be rewarded according to their abilities 人们应依能力获得回报	Large social and economic differences should not be tolerated 不应容忍巨大的社会与经济差距
Stress is on short-term profits 注重短期利润	Stress is on future market position 注重未来市场地位
Managers and employees are in different camps 管理者与员工分属不同阵营	Owner-managers and workers share the same aspirations 管理者（所有者）与员工拥有共同愿景

**短期导向**的国家中的企业,更看重短期(季度、年度)等的利润成果,管理者对员工的绩效评估侧重于短期(如年度)的时间段内

Enterprises in short-term oriented countries place greater emphasis on short-term profit results (such as quarterly and annual results), and managers focus their employees' performance evaluations on short-term time frames (e.g., the annual period).

## Business Negotiations

**China**

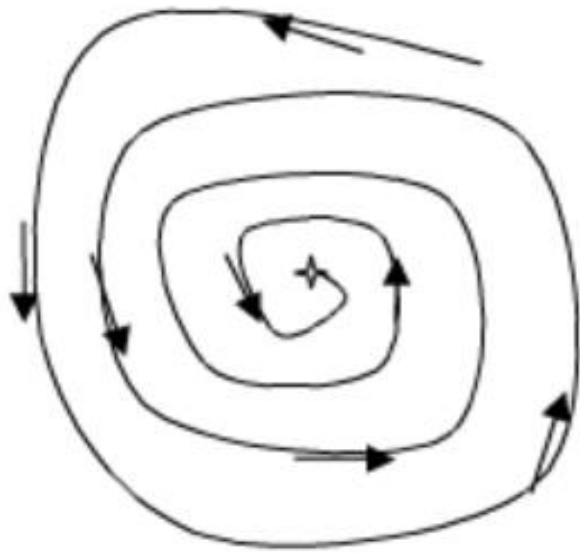


图 2-1 (a) 长期导向的人的行动轨迹

**USA**

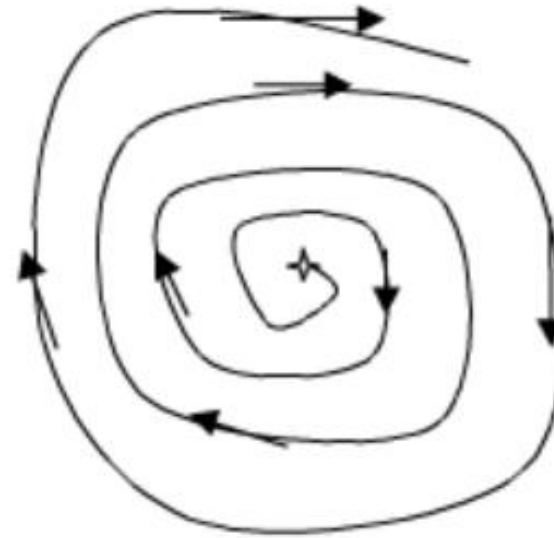


图 2-1 (b) 短期导向的人的行动轨迹



## SPOTLIGHT 2.1

### How the Chinese run their businesses outside China

When studying Chinese who were running businesses overseas, Gordon Redding (1990) shows how Confucian dynamism works. The companies are owned by the family and usually run by one dominant family member. They are kept small to enable this family control to persist since non-family employees are unlikely to have the necessary loyalty to the enterprise. If such companies decide to co-operate with other companies, they

do so through a network of personal relations based on (extended) family members, village, clan or ethnic group within the Chinese population. The Confucian virtues of thrift and persistence are evident in their cost-conscious approach and in their patient accumulation of wealth. The two virtues are combined in the way the Chinese move their capital round the world to take advantage of low risk and high profitability.

## 6. Indulgent/Restrained dimension(放纵/克制)

In an indulgent culture it is good to be free. Doing what your impulses(冲动) want you to do, is good. Friends are important and life makes sense.

In a restrained culture, the feeling is that life is hard, and duty, not freedom, is the normal state of being (常态) .

**放纵型国家（高 IVR）：**墨西哥（放纵程度高）、尼日利亚（及部分非洲国家）、瑞典、澳大利亚、英国、荷兰、美国、巴西。

**约束型国家（低 IVR）：**日本、德国、意大利、印度、中国、俄罗斯、埃及（及其他伊斯兰国家，极度克制）。

*Indulgent countries (high IVR): Mexico (high indulgence), Nigeria (including some African countries), Sweden, Australia, the United Kingdom, the Netherlands, the United States, Brazil.*

*Restrained countries (low IVR): Japan, Germany, Italy, India, China, Russia, Egypt (and other Islamic countries, extremely restrained).*

对比场景	放纵型社会 (High IVR)	约束型社会 (Low IVR)
对欲望的态度	允许相对自由满足人类基本 / 天然欲望, 享受生活乐趣Allows relatively free satisfaction of basic/natural human desires to enjoy life's pleasures	抑制欲望满足, 通过严格社会规范约束行为Restrains desire satisfaction and regulates behavior through strict social norms
主观感受	人们更易感到 “健康、快乐” People tend to feel "healthier and happier"	人们较少感到 “健康、快乐” (即使客观健康水平相当) People rarely feel "healthy and happy" (even if objective health levels are similar)
核心伦理倾向	秉持 “休闲伦理” (重视生活享受与放松) Adheres to the "Leisure Ethic" (values life enjoyment and relaxation)	秉持 “职业道德” (重视工作责任与纪律) Adheres to the "Work Ethic" (values work responsibility and discipline)
国民性格倾向	更外向More extroverted	更内向More introverted
运动参与方式	人们积极参与体育运动People actively participate in sports	运动参与度低, 多为 “观看他人运动” Low sports participation; mostly "watching others play sports"
道德与性习俗	道德纪律较少, 性习俗更开放Less moral discipline; more open sexual customs	道德纪律严格, 性习俗更压制Strict moral discipline; more repressive sexual customs
言论自由 vs 国家秩序	认为 “言论自由” 至关重要Believes "freedom of speech" is crucial	认为 “维护国家秩序” 比言论自由更重要Believes "maintaining national order" is more important than freedom of speech
犯罪与警力	犯罪率较高, 但警察队伍规模较小Higher crime rate, but smaller police force	犯罪率较低, 但警察队伍规模较大Lower crime rate, but larger police force
肥胖率 (富裕国家)	肥胖率较高 (饮食 / 生活更自由, 缺乏约束) Higher obesity rate (more free diet/lifestyle, lack of restraint)	肥胖率较低 (生活习惯更克制, 受规范约束) Lower obesity rate (more restrained lifestyle, regulated by norms)



# Group Assignment Cultural Audit

## 2.2 Trompenaars' 7 Cultural Dimensions

### 强皮纳斯文化7维度

Fons Trompenaars 强皮纳斯 and Charles Hampden 汉普顿--Turner have collected the other important cross---cultural data base in the world, compiling key business issues that relate to cultural differences



**Trompennars' work focuses on top---management and, thus, remains within a distinct social/professional class**

- 30,000 top managers
- 30 countries

**Their work focuses more on cultural differences at the workplace, instead of comparing societal values (Hofstede)**

**1.universalism vs. particularism**  
**普遍主义 与 特殊主义**

**2.specific vs. diffuse**  
**关系特定 与 关系散漫**

**3.neutral vs. emotional**  
**情感中立 与 情感外露**

**4.achievement vs. ascription**  
**成就导向 与 归属导向**

**5.sequential vs. synchronic**  
**顺序性时间观 与 同步性时间观**

**6.internal direction vs. outer direction**  
**内在导向 与 外在导向**

**7.individualism vs. communitarianism** 个人主义与集体主义

A

Is it better to show emotions or to keep them hidden?

B

Do I gain success from what I do(achieve)or from who I am (ascribed)? 九分靠打拼，一分天注定？

C

Is it important to compartmentalize or to generalize.Is everything linked or nothing linked? 区分重要，还是关联重要？万物互联，还是各自独立？

D

Is time a finite resources to be closely managed,or can we use it flexibly to juggle lost of different events? 时间乃须严管之有限资源，抑或可灵活支配以应万变？

E

To what extent do we control our environment.Or does our environment control us? 人定胜天还是天定胜任？

F

To what extent do the same rules apply in all situations, or are they different according to circumstances( 情景)?

## 2.2 Trompenaars' Cultural Dimensions

### 强皮纳斯1 -普遍主义 VS 特殊主义

- **Universalism vs. Particularism**

Universalism - **belief that ideas and practices can be applied (遵守/适用) everywhere in the world without modification (修改、打破)**

**-Focus on formal rules and rely on business contacts**

Particularism - **belief that circumstances dictate (决定) how ideas and practices should be applied and something cannot be done the same everywhere**

**-Focus on relationships, working things out to suit the parties**  
**以关系为本，务求事事兼顺各方**

One evening, your roommate Jiang drank a lot at a class reunion, then drove under the influence of alcohol and crashed into an unoccupied car parked by the roadside. 一天傍晚，你的室友小江因参加同学会喝了较多酒，酒后驾车，与停在路边的一辆无人轿车发生碰撞。  
The accident scene was remote with no cameras nearby. 事故现场偏远，周边无摄像头。  
After the accident, he immediately called you—who had driven ahead and hadn't drunk—to come back and take the blame for him. 事发后，他立刻打电话给开在前面且未喝酒的你，让你返回为他顶包。

请回答以下问题 **Questions**: How much do you think Jiang has the **right** to ask you to give false testimony for him? 你觉得在多大程度上小江有权利要求你作伪证。

### **One 问题一:**

- A、 Jiang has absolute **right** to ask me to give false testimony 小江有绝对的权利要求我作伪证
- B、 Jiang has some right to ask me to give false testimony. 小江有一些权利要求我作伪证
- C、 Jiang has no right at all to ask me to give false testimony 小江没有任何权利要求我作为证

### **问题二:**

- A、 I will give false testimony for Jiang 我会为小江作伪证
- B、 I will not give false testimony for Jiang 我不会为小江作为证

**美国学生 (40人):**

第一问，3-5人选B，无人选A。

第二问，只有1-2人选 A

**中国学生:**

第一问，大多数选 B，无人选C

第二问，80%-90% 选A

# 普遍主义 Universalism

Guide behavior with laws and rules (impose equal treatment universally, not varying by individual). 用法律和规则指导行为（普遍实行一视同仁，不应因人而异）；  
Adopt an objective attitude towards all matters. 对所有事务都应采取客观的态度；  
There is only one truth in the world and only one correct way to solve problems. 世界上只存在一个真理，只存在一种正确解决问题的方法。

# 特殊主义 Particularism

-Emphasize "analyzing specific problems specifically"—do not use the same standard to solve problems in different situations, but adjust based on individuals and locations. 强调“具体问题具体分析”，不用同一杆秤同一尺度去解决不同情况下的问题，而应因人而异，因地制宜；  
Everything is relative; there is no absolute truth in the world, nor a single correct method. Instead, there are multiple paths, and different paths lead to the same goal. 一切都是相对的，世间没有绝对真理，不存在唯一正确的方法，而是有多条路可走，殊途同归。

## 案例：该不该扣她奖金？

### *Case: Should Her Bonus Be Deducted?*

财务部会计张丽十年全勤，近期因丈夫去世、需照料瘫痪公公，每日早晨必须安顿好老人才能上班，导致频繁迟到。她生性要强，从未透露原因。按公司规定，月迟到超三次须扣发半年奖金（占年收入**20%**）。管理层正面临抉择。

Zhang Li, an accountant with a perfect attendance record for ten years, has recently been frequently late due to caring for her paralyzed father-in-law after her husband's passing. She must settle him each morning before work. She was too dignified to explain her situation. According to company policy, more than three late arrivals per month result in deduction of half a year's bonus (20% of her annual salary) .

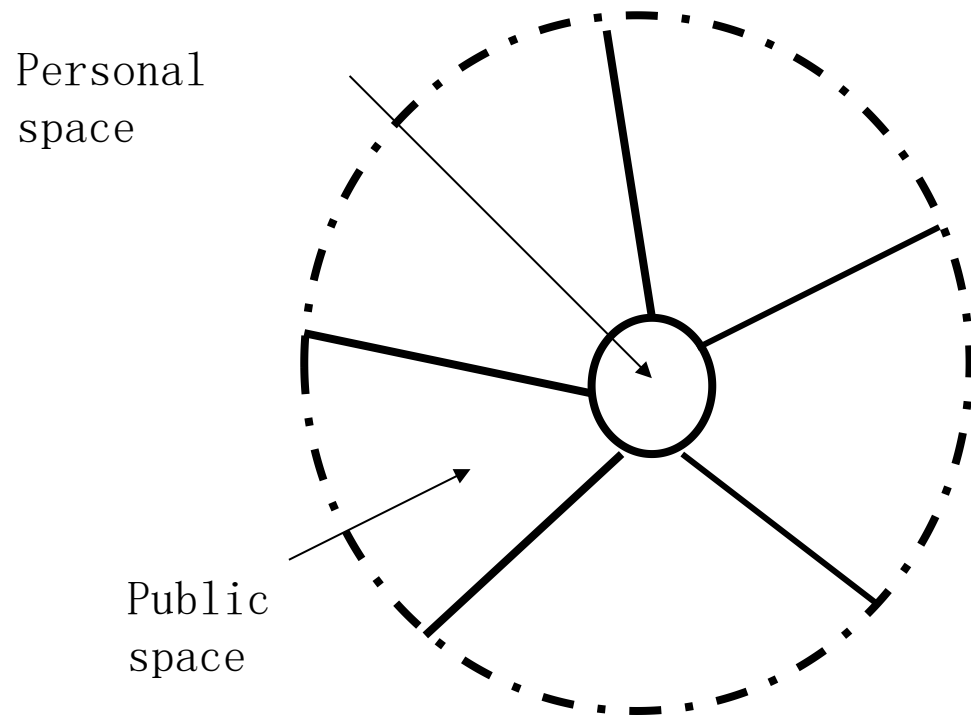
Management must now decide.

## 强皮纳斯-关系特定 VS 关系散漫

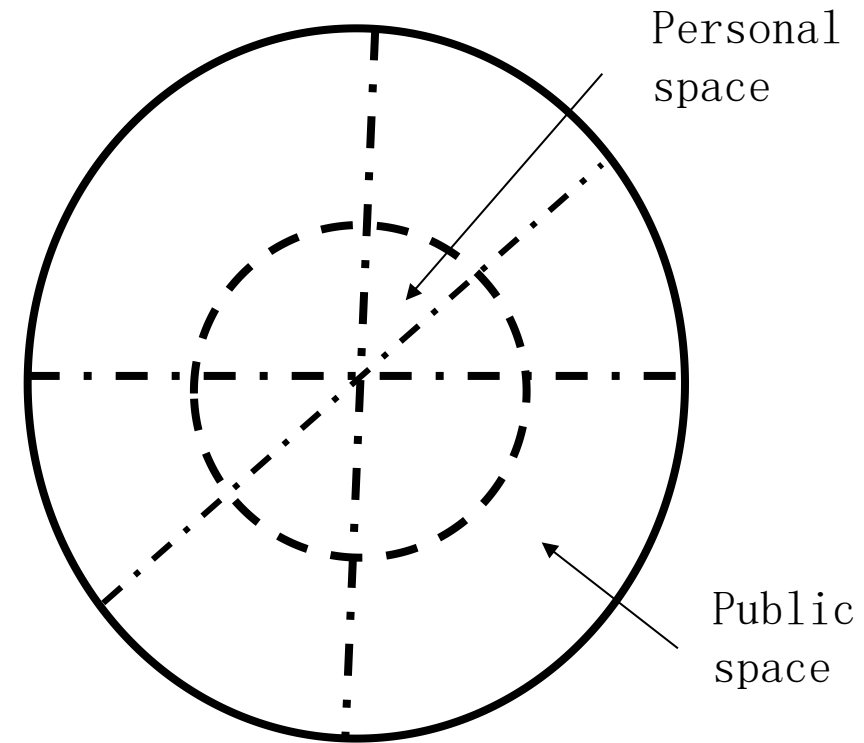
### Trompenaars 2- Specific Relationships VS Diffuse Relationships

- This dimension is used to describe and explain the significant differences in interpersonal interactions among individuals in different cultures.
- 该维度用来描述和解释在不同文化中的个体在人际交往方面的巨大差别。
- From Kurt Lewin's Circle Topology Theory来自于kurt Lewin的 圆圈拓扑理论

U Model



G Model





### Specific Relationships: **U-type** Interaction Style

- Private space is small and closed;
- Public space is large and easily accessible;
- Public space can be divided into several areas with clear boundaries.

**Represented by Americans:** They smile at strangers (often perceived as warm), and the workplace atmosphere is friendly, but it is difficult for outsiders to enter their personal life circles.

关系特定：**U**类交往方式

- 私人空间小，封闭；
- 公共空间很大，容易进入；
- 公共空间可划分为界限明确的若干区域

**以美国人为代表**，对陌生人微笑(往往被认为热情)，工作场所氛围友善，但外人很难走进其个人生活圈子。

### Diffuse Relationships: **G-type** Interaction Style

- Public space is narrow and not easily accessible;
- Private space is large and not closed;
- Public space can be divided into several areas, but with unclear and permeable boundaries.

**Represented by Germans:** They usually do not smile at strangers and only show friendliness to people they know (often perceived as arrogant). Once one enters their public circle, it is relatively easy to enter their private circle. If Germans invite you to their home, they will also introduce you to their other circles.

关系散漫：**G**类交往方式

- 公共空间狭窄，不容易进入；
- 私人空间大，不封闭；
- 公共空间可划分为若干区域，但界限不明确的，可以渗透。

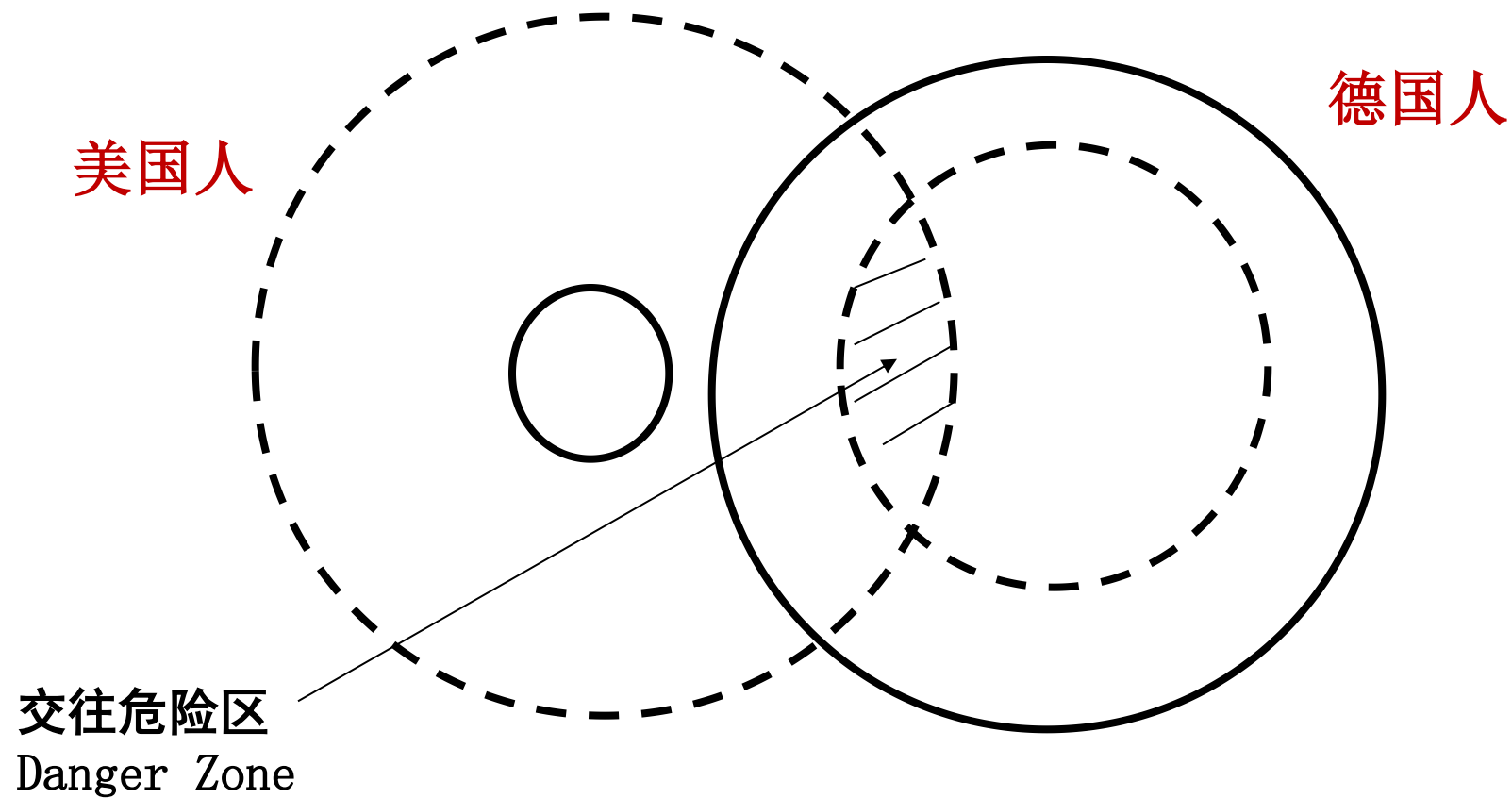
**以德国人为代表**，一般不对陌生人微笑，对熟悉的人才有友好的表示（往往被认为高傲），一旦进入其公共圈，进入其私人圈较为容易，德国人如果邀请你去家里做客，也会把你介绍给他其它的圈子。

## 课堂练习 Exercise

With reference to G and U model, draw a diagram of the your interaction style and explain its meaning.

参照此模式，画出你自己的交往方式示意图，并解释其含义。

## 两种不同文化相遇时when two cultures encounter



# Cultural dimensions according to GLOBE

## P41

- **Multi-country study and evaluation of cultural attributes and leadership behavior**
  - **Are transformational characteristics of leadership universally endorsed?**
  - **170 country co-investigators**
  - **65 different cultures**
  - **17,500 middle managers**
- 800 organisations**

To finish the film reviews by the end of Oct,23(Thursday)





THANKS