

V I D E O A N A L Y S I S

作业视频分析与展播

视频主题：**人口与生态**

人口和生态

Inferono 旅鼠之谜

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茜茜公主





2022

Chapter 4 Hofstede's Culture

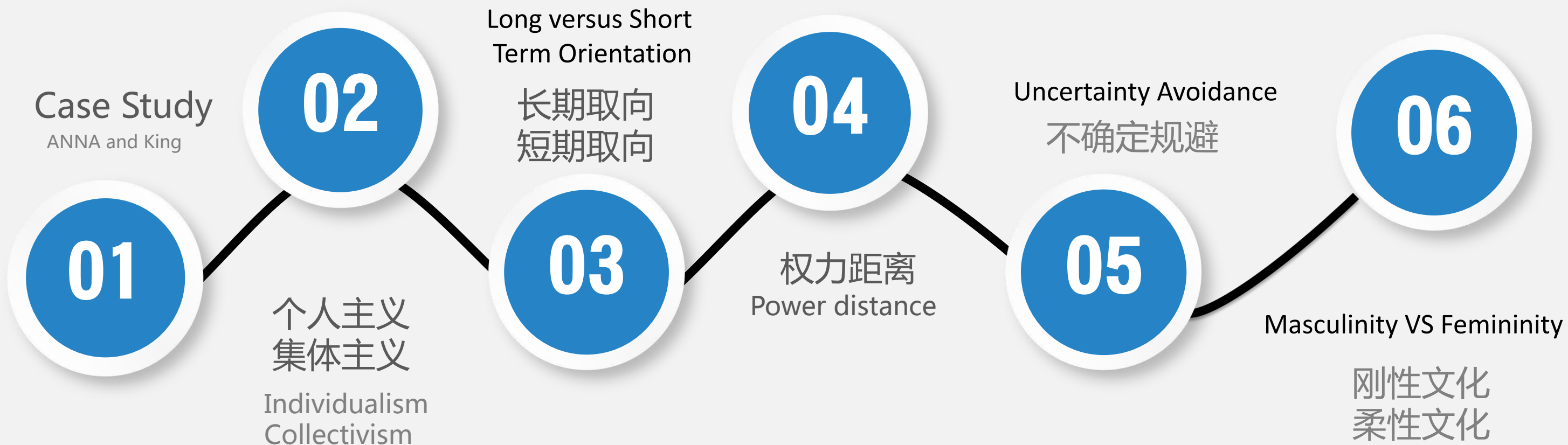
Intercultural Communication





Hofstede's Five Values Dimension

霍夫斯泰德的文化五维度

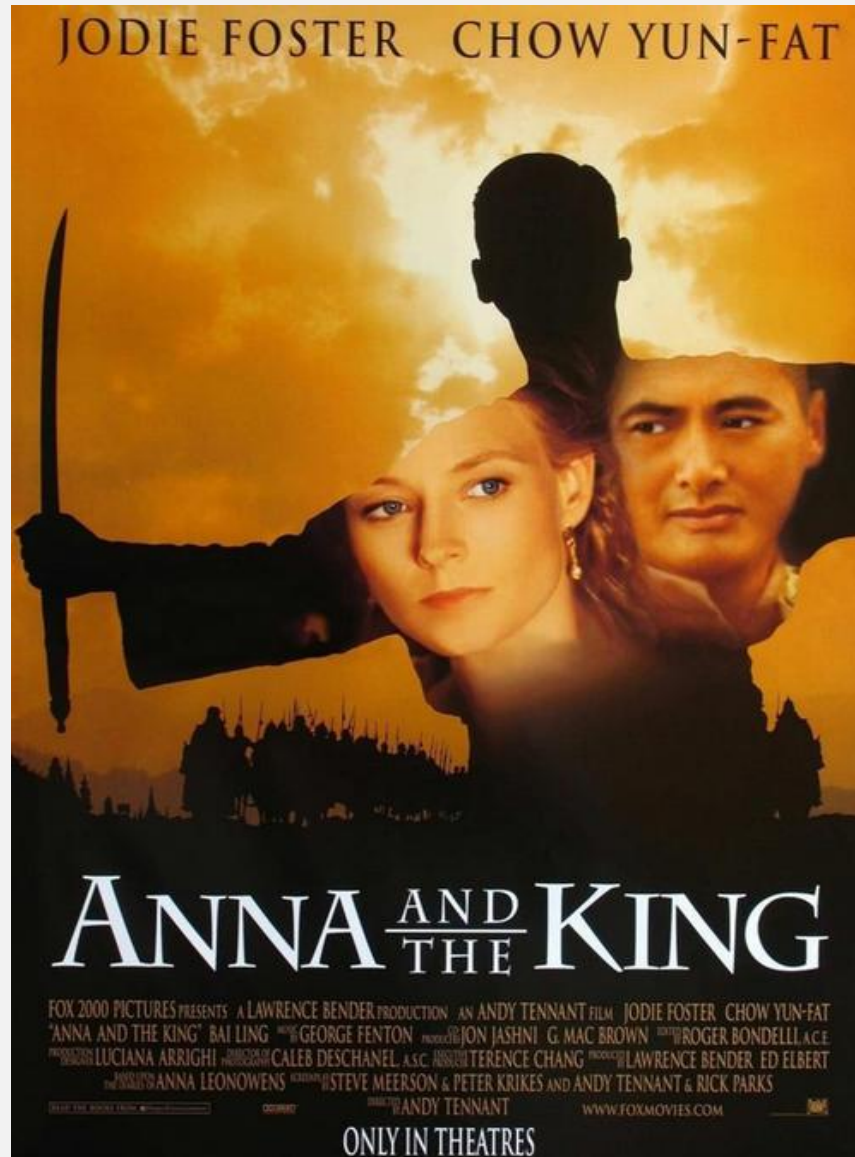




01

Case Study

Movie : ANNA And King



Movie : ANNA And King



- Anna and the King of Siam is a 1946 drama film directed by John Cromwell.
- This film depicts a true story of a woman who challenged the heart of a king and inspired the destiny of a nation. When an English schoolteacher Anna Leno Bowens, arrives in the exotic land of Siam to educate the fifty-eight children of King Mongkut, her Western sensibilities clash with the ruler's Eastern way. If she has preconceived notions about the East, the king has similar notions about the west.



安娜与国王





- The selected scene reflects the different attitude that Westerners and those in the East have about power distance, individualism, collectivism, as well as the masculinity and femininity, as proposed by Hofstede.
- YOU SHOULD OBEY!

1. After watching the selected scenes, can you describe the status of women in Siam?
2. Why did Anna refuse to live in the palace?
3. Could you explain what different viewpoints the prince and Louis hold?



The Thailand's official name was Siam until 23 June 1939, when it was changed to Thailand. It was renamed Siam between 1945 and 11 May 1949, after which the name Thailand was once again adopted.

Geert Hofstede 吉尔特·霍夫斯泰德



Geert Hofstede 吉尔特·霍夫斯泰德：

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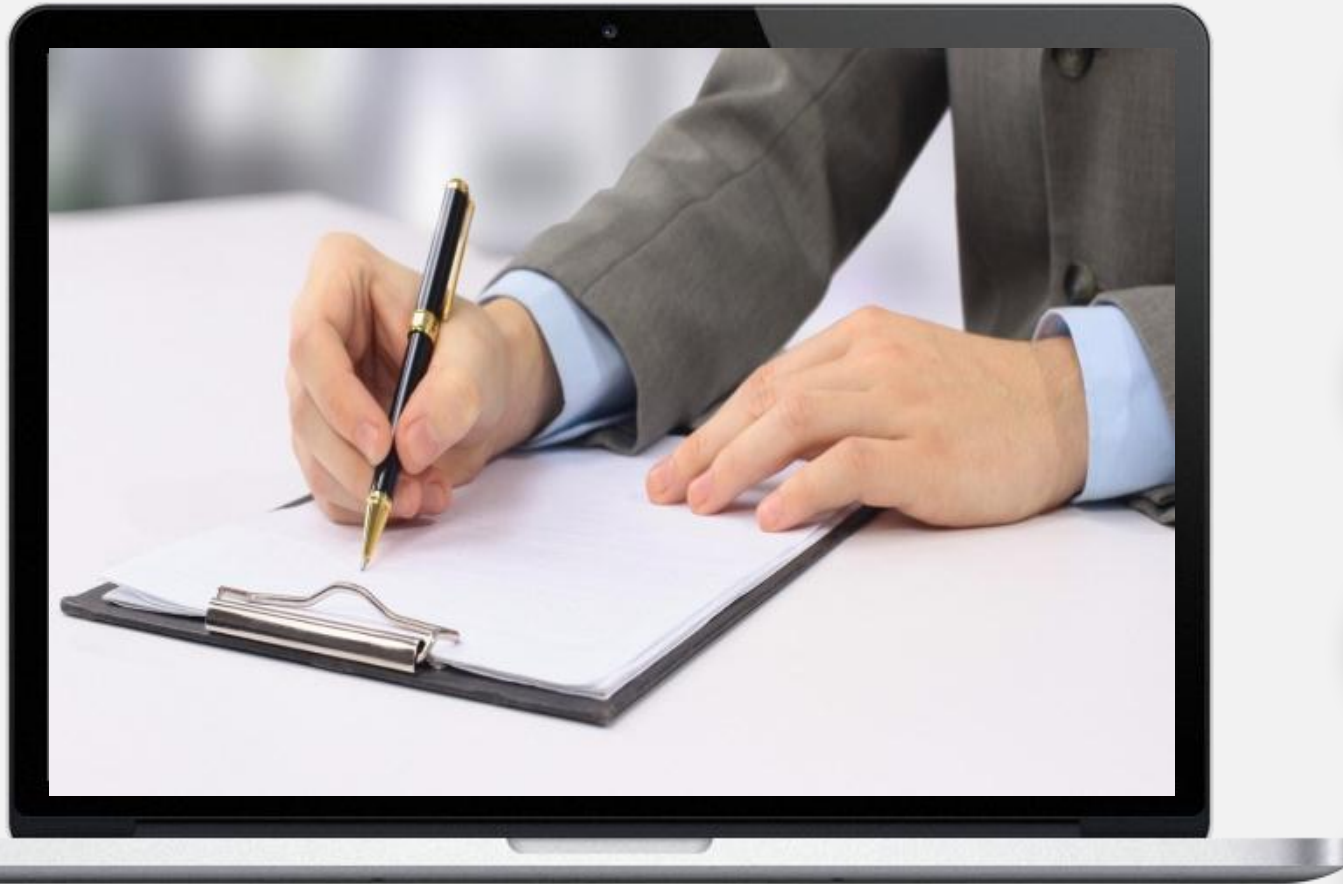
Four Dimensions of Model

- Hofstede (1983:“National Cultures in Four Dimensions: A Research-Based Theory of Cultural Differences among Nations” International Studies of Management & Organization 13, No. 7) has defined culture as the aggregate of values, beliefs, and customs that define common characteristics of a human group. Consequently, he regards culture as a force that defines the human group, much like personality explains an individual's identity.
- Hofstede has further explained culturally based value systems according to **four dimensions: power distance, uncertainty avoidance, individualism, and masculinity**. The dimensions emerge from collective attributes, or value orientations, such as achievements, creativity, autonomy, and self determination, among others, that provide relative measures of group characteristics. Taken together, they represent a society's predispositions to react to human problems with relatively strong or weak emphasis on each value orientation. These predispositions underlie cross-cultural research as well as practical management situations to contrast values and patterns of behavior among nations and organizations.



02

Individualism VS Collectivism



01

A General Introduction of Individualism and Collectivism

02

Manifestation of Individualism and Collectivism

03

Comparison between American Individualism and Chinese Collectivism

04

A comprehensive appraisal of Individualism and Collectivism

2.1A General Introduction of Individualism and Collectivism > > > > >

What is individualism ?

Individualism pertains to societies in which the ties between individuals are loose. Everyone is expected to look after himself or herself and his or her immediate family.



2.1.1 Individualism

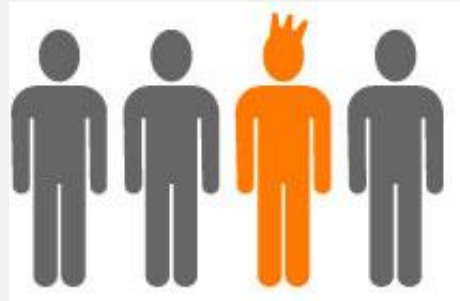


Individualism is an idea that has operated in numerous countries for several hundred years or more. It is most often tied to the United States, when **Thomas Jefferson** insisted the government function as an entity that sought to serve the rights and freedoms of the individual instead of to interfere with them and provoked the authoring of the **Bill of Rights**. Jeffersonian views were only partly individualist, however, since the Bill of Rights did nothing to protect slaves or Native Americans. True individualistic doctrine would oppose such a stance today.

2.1.2 What is collectivism ?



Collectivism pertains to societies in which people from birth onwards are integrated into strong cohesive in-groups, which throughout people's lifetime continue to protect them in exchange for unquestioning loyalty.





Individualism



Individualism This dimension measures the degree to which a society values independent initiative relative to collective effort. A culture high in individualism would emphasize personal achievement, innovation, autonomy, and adventure. A stronger interpretation of this dimension predicts **that individuals often consider their own priorities and those of their families** ahead of others, often neglecting the broader needs of society. This is an extreme interpretation, yet many societies reveal such pattern of behavior, earning relatively high ranks on the individualism scale shown in Figure 2.

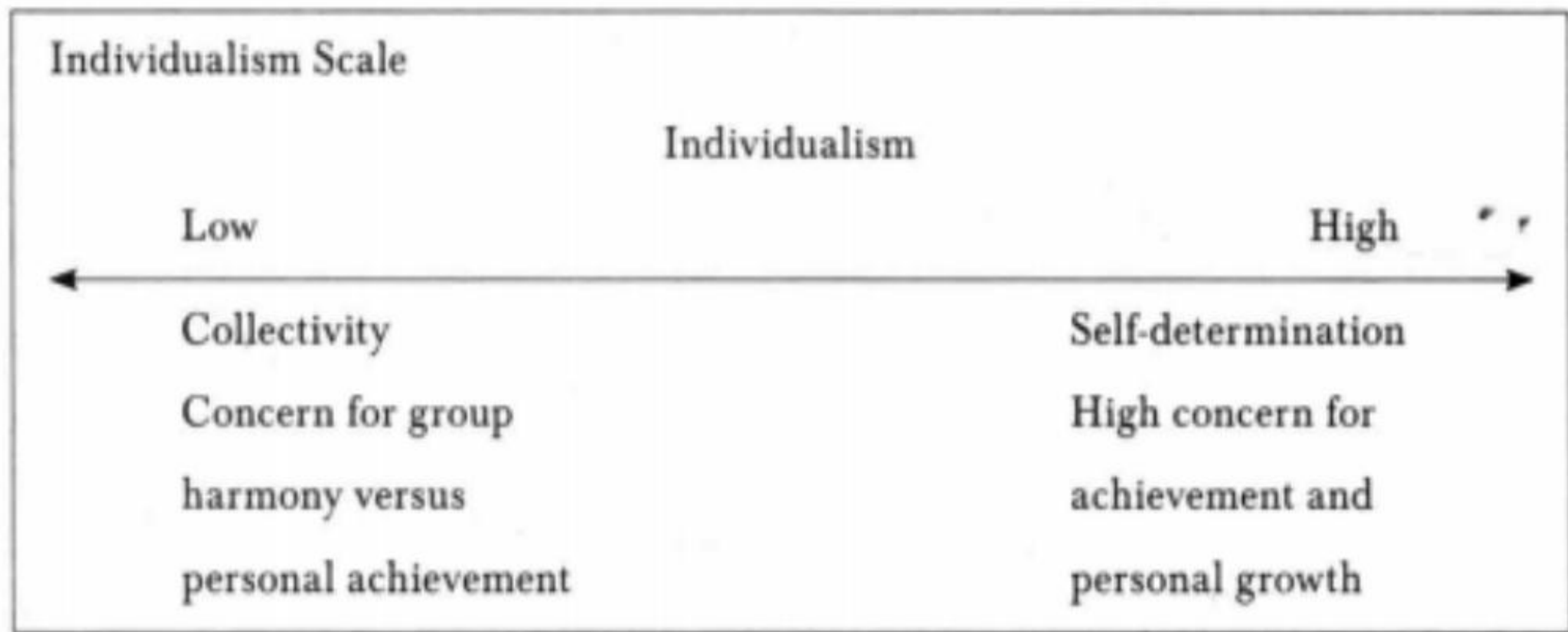


Figure 2

2.1.3 Ranking of Individualism



U.S.A	1	 China	36
Australia	2	Peru	37
Great Britain	3	Pakistan	38
Canada	4	Colombia	39
Netherlands	5	Venezuela	40

2.2 Manifestations of Individualism



1

Personal privacy

2

Personal freedom

3

Personal equality

4

Self-reliance

5

Self-expression



- 1 Group unity and harmony
- 2 Group goals
- 3 Hierarchy and interdependence
- 4 Group-orientedness
- 5 Loyalty , conformity, humility

2.3 The Comparison Between American individualism and Chinese collectivism



Individualism	Collectivism
Each person is separate from each other; children learn to think in terms of “I”	Each person is part of a group; children learn to think in terms of “we”
Identity is based on the individual	Identity is based on the social network
Low-context	High-context
Speak your mind and tell the truth	Maintain harmony and avoid confrontations
Personal freedom is more important	Equality is more important than personal freedom
Fellow universal rules; The decision-making process is important	Fulfill obligations to in-group members; relationships are important
The individual belongs to many groups but his attachment to them is relatively weak	The individual belongs to few groups but feels strongly attached to them

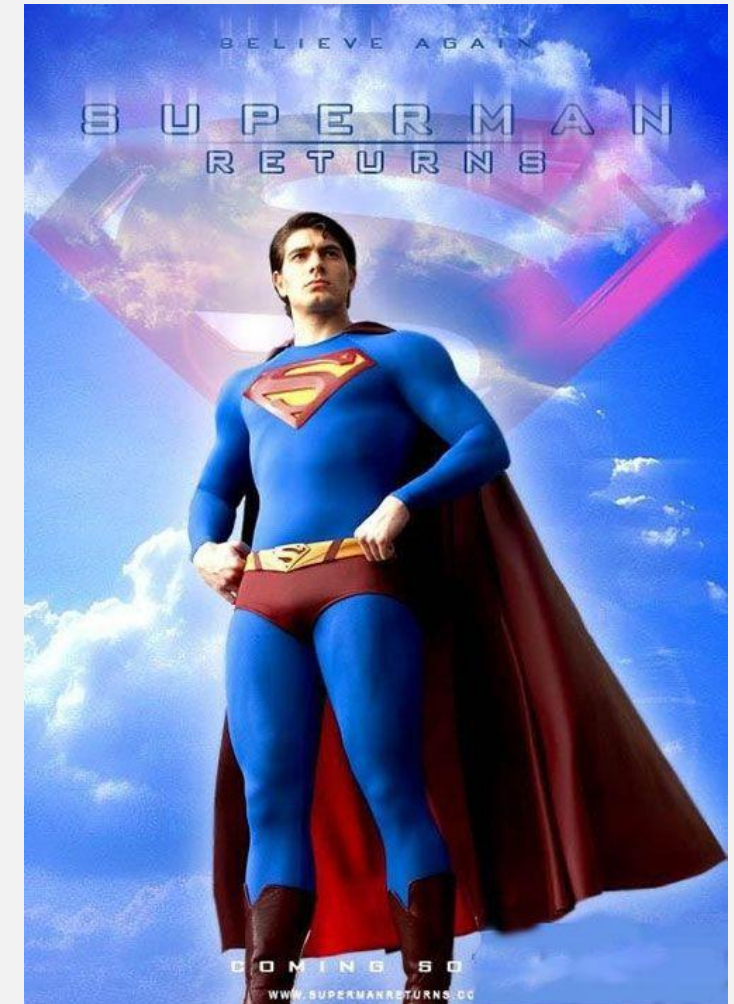
2.3 The Comparison Between American individualism and Chinese collectivism



Group has relatively little influence on the behavior of group members	Group greatly influence the behavior of members
Relatively little difference in behavior toward in-group and out-group members	Big difference between in-group and out-group members
Less intimate with in-groups and less hostile to out-groups	Cooperate with members of in-groups but not with members of out-groups
Occurs within groups as well as between groups	Cooperate with members of in-groups but not with members of out-groups
Value meeting new people; meet them easily	Formal and distant with strangers
It is a pleasure to do as much by yourself as possible	People depend on each other but should not burden in-group members unnecessarily
Short-term, Voluntary, Less intensive relationship	Long-term, Involuntary, More intensive relationship

American idioms and phrases

- ☼ God helps those who help themselves.
- ☼ All men are created equal.
- ☼ Self-made
- ☼ Self-absorption
- ☼ Self-admiration
- ☼ Self-centered
- ☼ Self-fulfilling



Chinese Idioms and Phrases

- 先天下之忧而忧，
后天下之乐而乐
- 天下兴亡，匹夫有责
- 精忠报国，死而无憾
- 循规蹈矩
- 克己守道
- 三纲五常
- 贵有自知之明
- 人言可畏（死要面子）



2.4 Advertisement of Budweiser

- Western culture---individualism
 - Personal endeavor, pursuit and success
 - Heroism, competition, self-reliance, etc.
- Chinese Culture---Collectivism
 - Harmony, common interests
 - Uncertainty avoidance, etc.

Advertisement of Budweiser in USA



▶ ev剪辑

Advertisement of Budweiser in China



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Questions



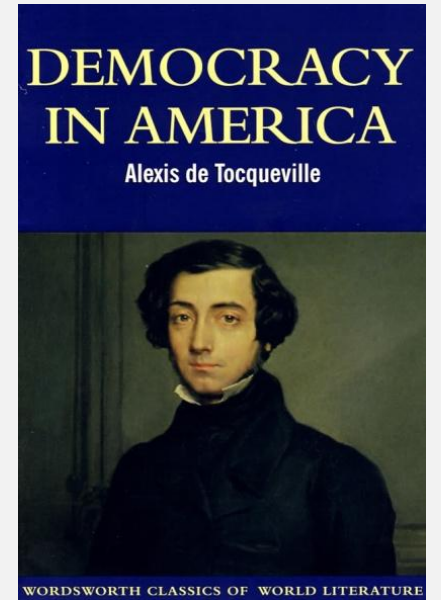
- Could you please give examples about individualism in western countries and collectivism in China?

2.5 A comprehensive appraisal of Individualism and Collectivism ➤ ➤ ➤ ➤ ➤

Advantages



Politics *Democracy in America*
Economy *The thriving economic*
Culture *Personal Heroism*
Social life *Personal desire comes first*



Disadvantages

Excessive disparities in wealth
The existence of racial discrimination
Other social problems
Drug, Crime, Violence, Homosexuality

Advantages



Disadvantages

Community spirit **Cooperate**

Economy **The thriving economic**

Culture **Collective heroism**

Social life **One makes contributions to group**

Not everyone has the team spirit

Hierarchy and personal inequality

Leaders use public power for private gain

Selfish in human nature

Try to lazy and reduce payment as principle



03

长期取向和短期取向

Long versus Short Term
Orientation



This dimension describes a society's “time horizon” or the importance attached to the future versus the past and present. In **long term oriented** societies, people value actions and attitudes that affect the future: persistence/perseverance , thrift and shame. In **short term oriented** societies, people value actions and attitudes that are affected by the present or the past: the normative规范的 statements, immediate stability, protecting one’s own face, respect for tradition, and reciprocation互换 of greetings, favors, and gifts (王维波 , 车丽娟 , 2013).

Long versus Short Term Orientation



It was found in a study among students in 23 countries around the world, using a questionnaire designed by Chinese scholars. It can be said to deal with **Virtue** regardless of Truth.

Values associated with Short Term Orientation are **respect for tradition**; values associated with long Term Orientation are **thrift and perseverance, fulfilling social obligations and protecting one's "face"**. Both the positively and the negatively rated values of this dimension are found in the teachings of Confucius, the most influential Chinese philosopher who lived around 500 B.C; however, the dimension also applies to countries without a Confucian heritage.

Societies who score low on this dimension, for example, prefer to maintain time-honored traditions and norms while viewing societal change with suspicion. Every society has to maintain some links with its own past while dealing with the challenges of the present and the future. Those cultures which score high on this dimension, on the other hand, take a more pragmatic approach: they encourage thrift and efforts in modern education as a way to prepare for the future (Hofstede G J., 2005).



04

权力距离 Power Distance



- **Power distance** is the extent to which the lower ranking individuals of a society "accept and expect that power is distributed unequally". It is primarily used in psychological and sociological studies on societal management of inequalities between individuals, and individual's perceptions of that management.
- People in societies with a high power distance are more likely to conform to a hierarchy where "everybody has a place and which needs no further justification".
- In societies with a low power distance, individuals tend to try to distribute power equally. In such societies, inequalities of power among people would require additional justification.



- Power Distance This dimension measures a society's emphasis on human inequalities. A culture high in power distance would value **hierarchical status** and authority. Members at the lower levels of such a society, or an organization within it, tend to accept their subordinate status, and they are expected to conform to authority enjoyed by members in superior positions. Figure 1 illustrates a continuum of high and low power orientations.
- Hofstede found that **Mexico, Indonesia, Pakistan, India, and Japan**, among others, scored **high** in power distance. In these societies, people respect formal hierarchical authority, and employees seldom violate chains of command or openly question decisions by their superiors. In contrast, countries that **scored low** on power distance included **Australia, New Zealand, the United States, Denmark, and Finland**. In these cultures, superiors and subordinates feel relatively comfortable with shared decision making and decentralization. Employees are not expected to rigidly conform to authority, and people leave a certain latitude for disagreement.

Power Distance

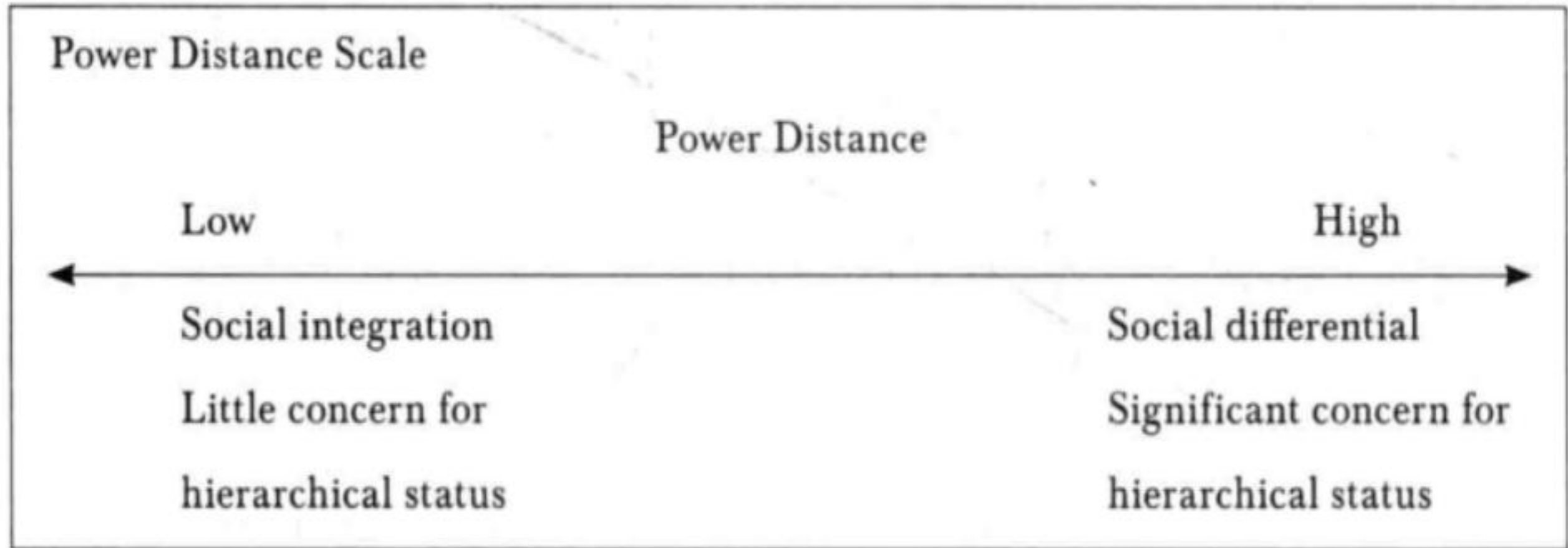


Figure 1



Ranking of the first and last five countries or regions on Power distance Dimension



Country or region	Ranking	Country or region	Ranking
Philippines	1	Austria	40
Mexico	2	Israel	39
Venezuela	3	Denmark	38
India	4	New Zealand	37
Former Yugoslavia	5	Ireland	36



05

不确定性规避

Uncertainty Avoidance

- The cultural dimension named "uncertainty avoidance" also emerged from the research as very important.
- It is "the extent to which a society, organization, or group relies on social norms, rules, and procedures to alleviate the unpredictability of future events" (House et al, 2004, p. 30).

- **Uncertainty avoidance** is a cultural [index](#) derived by Dutch sociologist [Geert Hofstede](#). It measures a nation's preference for strict laws and regulations over ambiguity and risk. According to Hofstede's research, [Greece](#) is the most risk-averse culture, and [Singapore](#) the least.
- Protestant and Chinese culture countries rank relatively low; Catholic, Buddhist, and Arabic countries tend to score high in uncertainty avoidance. Ironically, high uncertainty avoidance cultures tend to have a less efficient infrastructure than low uncertainty avoidance cultures.



- **HIGH UNCERTAINTY AVOIDANCE societies have characteristics such as...**
- Use formality in interactions with others.
- Are orderly and keep meticulous (谨小慎微的; 过度重视细节的); records.
- Rely on formalized policies and procedures.
- Take moderate, carefully calculated risks.
- Show strong resistance to change.



- **LOW UNCERTAINTY AVOIDANCE societies have characteristics such as...**
- Use informality in interactions with others.
- Are less orderly and keep fewer records.
- Rely on informal norms for most matters.
- Are less calculating when taking risks.
- Show only moderate resistance to change.



UNCERTAINTY AVOIDANCE



This dimension reflects the degree to which ambiguity prompts anxiety in a society. A culture high in uncertainty avoidance seeks to reduce ambiguity, and members of the society feel relatively uncomfortable in unstructured situations. Figure 3 illustrates this continuum.

This measure also relates to a society's philosophical and religious beliefs in absolute truth. Cultural traditions based on Judaism, Christianity, and Islamic fundamentalism reflect clear beliefs in absolute truth that exclude similar claims in other societies. Consequently, societies that value their images of ultimate truth seek definition and clarity in both past and future events. Japan, Greece, Portugal, and Korea are examples of societies that seek to avoid uncertainty, leading to relatively strict laws and expectations for scrupulous conformance to their demands.



UNCERTAINTY AVOIDANCE



- Many South American countries fall along less certain points of the continuum, and France stands in contrast to other European nations by scoring high in uncertainty avoidance, with commensurate rigor in its national laws.
- In contrast, societies with dualistic social philosophies or multidimensional religions place little value on any absolute truth. Instead, these “uncertainty-accepting” cultures practice religious and social relativism, and they tolerate ambiguity relatively easily within their organizations. The list includes, for example, the United States, Canada, Great Britain, and several African nations. Company practices in these societies tend toward an informal model relative to societies with highly structured environments, and they associate comparatively little ceremony with meetings and company rituals. They tolerate job mobility, as well.

Uncertainty Avoidance Scale

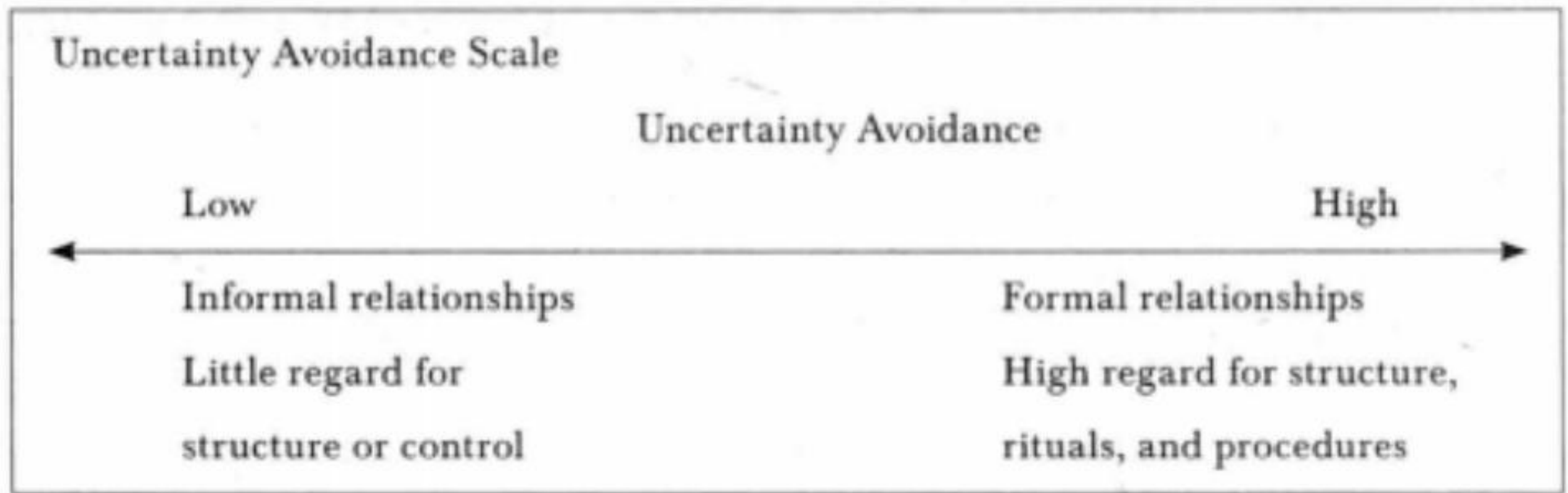


Figure 3

Key Features



Key Features of High and Low Uncertainty Avoidance cultures	
Low UA	High UA
Low stress	Motivated to stay busy
Suppressed emotions	Freely expressed emotions
Openness to change and risks	Cautious approach to risk
Difference triggers curiosity	Difference triggers sense of danger
Comfortable with uncertainty	Need for clarity and structure
Belief in personal control over outcomes	Belief that external forces control outcomes
e.g. Britain, USA, Canada	Japan, Middle Eastern



- Ranking of the first and last Five countries or Regions on Uncertain Avoidance Dimension

Country or region	Ranking	Country or region	Ranking
Greece	1	Singapore	40
Portugal	2	Denmark	39
Belgium	3	Sweden	38
Japan	4	Hong Kong	37
Former Yugoslavia	5	Ireland	36

Uncertainty Avoidance

Low Uncertainty Avoidance

- Comfortable with unpredictability
- Takes risks
- Few rules
- Accepts multiple perspectives of “truth”

High Uncertainty Avoidance

- Creates systems of formal rules
- Believes in absolute truth
- Less tolerant of deviant ideas or behaviors



06

Masculinity VS Femininity

- The **masculinity index** was conceived by sociologist [Geert Hofstede](#), and it describes the degree to which masculine values like competitiveness and the acquisition of wealth are valued over feminine values like relationship building and quality of life.
- [Japan](#) is the world's most masculine society, with a rating of 95, while [Sweden](#) is the most feminine society, with a rating of 5. Other "masculine" cultures are USA, the German-speaking world, Ireland, United Kingdom, Mexico and Italy.
"Feminine" cultures are the Netherlands, Spain, Thailand, Korea, Portugal, the Middle East, and West Africa.

- Despite the name, this cultural characteristic has little to do with gender roles (Germany is a "masculine" culture, but gender empowerment is high, while most Muslim nations are "feminine" cultures, but gender empowerment is low). Rather, it relates to nurturing (feminine) versus assertive (masculine) behaviors and ideals; like all of Hofstede's ratings, masculinity/femininity is believed to be engrained in the cultural mindset.



Characteristics of a masculine culture



1. priorities are achievement, wealth, expansion, and war
2. in politics, conflicts are resolved by aggression
3. women's liberation means that women begin to participate in male-dominated areas
4. a low number of women represented in politics
5. manufacturing and business are seen as more important than arts and healing
6. the ideal icon is the soldier/warrior or successful entrepreneur
7. professionals often "live to work" (i.e. - long work hours and little use of vacation time)
8. cultural origins are in warmer and relatively mild climates where there was little need to concentrate on environmental survival, hence a low use of cooperation

Characteristics of a feminine culture



1. priorities are relationships, nurturance, environmental protection, and quality of life
2. conflicts solved by negotiation, with aggression as a last resort
3. women's liberation means that men and women should share equal roles
4. a high number of women in politics
5. arts and healing are more important than manufacturing and business
6. the ideal icon is someone who helps and nurtures the community
7. professionals "work to live" (i.e. - short work hours and high use of vacation time)
8. cultural origins are usually from cold and/or environmentally harsh conditions where cooperation was necessary in order to survive (tundras苔原, deserts, etc.)

Masculinity VS Femininity



五亿少男的梦呀 bilibili

INTERPHOTO



Homework

视频主题：**故土与新思**

英译汉：Nottingham and the Mining
Countryside

阅读国学：故乡 鲁迅

小组制作

对比中西文化的战争观

金刚川vs中途岛海战





2022

谢谢观看！

Intercultural Communication

范京晶 要文静

