

# Iceberg Model Of Culture

**Jana Held**

**Intercultural Learning T-kit** Silvio Martinelli, Arne Gillert, Mark Taylor, Council of Europe. Directorate of Youth and Sport, 2003-01-01 T-Kits ( = Training kits) are a product of the Partnership Agreement on European Youth Worker Training run by the CoE and the European Communities Commission

**Human-computer Interaction and Management Information Systems** Dennis F. Galletta, Ping Zhang, 2006 Provides commentaries and descriptions of research programs that guides 21st century scholars, graduate students, and industry professionals. This work focuses on applications and evaluations including special case studies, specific contexts or tasks, HCI methodological concerns, and the use and adoption process.

**Critical Analysis of Hofstede's Model of Cultural Dimensions** Kristin Piepenburg, 2011-04 Master's Thesis from the year 2011 in the subject Business economics - Business Management, Corporate Governance, grade: 1,0, Oxford Brookes University, language: English, abstract: Global markets are changing faster than ever and increasing international competition makes it necessary for managers to understand not only the domestic culture but also the host country's culture. Derived from globalisation, successful cross-cultural management is gaining in importance and its need for understanding of cultural differences becomes essential. Because of this it is argued that, with the increasing importance of a cross-cultural understanding, Hofstede's (1980) model of cultural dimensions gains proportional importance and attracts notice at the same time. His study is widely used in global operating organisations within trainings and workshops. The first step of effective cross-cultural management is the awareness that cultural differences exist and domestic strategies might fail in host countries. Even though, Hofstede's (1980) cultural study is the most important one and widely known, there are many other cultural studies, which are only partly supporting his study. For each and every model of cultural identifications arouse praise and criticism and Hofstede was not spared by criticism. The main criticism refers to the methodology Hofstede used and many authors questioned its validity and reliability. Another major critique is that the nearly 40-years old survey findings are out-dated and not of any modern value anymore. Addressing the elaborated criticisms from the literature, a personal replication study within the two countries of Germany and the UK is undertaken in order to evaluate the validity, reliability and applicability in the 21st century. This study has developed own dimension scores for Masculinity/ Femininity (MAS) and Uncertainty Avoidance (UA) for Germany and the UK and compared and evaluated these with Hofstede's findings. The

findings of this st

A Global View on Intercultural Management Jürgen Rothlauf, 2014-12-11 Whatever their industry of origin, all companies are facing the same challenge to a greater or lesser degree: globalization. It is becoming more and more evident that companies need to plan ahead and anticipate coming developments if they are to be successful in the future. Today, it is crucial to establish a solid competitive position in the global arena. There is no doubt that a corporate culture that is open to innovation and shaped by global thinking, plays a key role in this context. A culture in which representatives of different countries and cultures can come together, anticipating and understanding the cultural challenges, creates the foundation of any international business. A global view on intercultural management will be the key to successfully doing business in diverse cultural environments.

Culture and Computing Matthias Rauterberg, 2022-06-16 This book constitutes the refereed proceedings of the 10th International Conference on Culture and Computing, C&C 2022, held as part of the 23rd International Conference, HCI International 2022, which was held virtually in June/July 2022. The total of 1271 papers and 275 posters included in the HCI International 2022 proceedings was carefully reviewed and selected from 5487 submissions. The C&C 2022 proceedings presents topics such as User Experience, Culture, and Technology, Culture and Computing in Arts and Music and preservation and fruition of cultural heritage, as well as developing and shaping future cultures.

**Cross Cultural Communication. The Lewis Model and the Differences between Cultures**, 2019-12-30 Seminar paper from the year 2018 in the subject Communications - Intercultural Communication, grade: 1,7, University of Applied Sciences Bielefeld, language: English, abstract: The aim of this work is to explain the construct of cross-cultural communication using the Richard D. Lewis model and to analyze the differences between cultures. Intercultural communication is often associated with problems, misunderstandings and prejudices. In order to smooth communication and to understand the cultures of other countries there are countless models that try to condense cultural behaviour. While some researchers have looked at geographical divisions like north, south, east and west, others classified people by religion (Muslim, Christian, Hindu) or even by race (African, Indian, Arab). But how do you define the east? How do you classify a person that is African-Arab? Lewis seems to have found a solution to the problem by developing the culture type model in 1996. There are three types of cultures and each nation is analyzed and assigned in detail. Since it is represented as a triangle, hybrid types are also possible. The present work focuses on this model. A German who is constantly punctual, a Mexican who always interrupts one, or a Japanese who doesn't keep eye contact during the conversation. All these are examples of cultural behavior. While the Mexican can't understand why a German has to leave the meeting at four o'clock on the dot, the Japanese finds it impolite that the Mexican won't let anyone finish the sentence. One often only becomes aware of cultural characteristics and specialties when you move within another culture. These kinds of cross-cultural relations only

exist as a result of globalization, the internationalization of markets and new communication technologies. Today, almost everyone is able to communicate and collaborate with people from all over the world. These developments show that intercultural communication and competence is becoming an increasingly important topic. Hardly any large company operates only in its own country. If one wants to make profit, one has to offer one's products not only in one's home country, but all over the world. It is essential to know the cultural values and behaviors of other nations to be successful in other markets. Also, political and economic associations like the EU or NAFTA support international collaboration and it is seen as essential and desirable.

**Theorizing Built Form and Culture** Kapila D. Silva, Nisha A. Fernando, 2024-03-08 In this collection of essays, *Theorizing Built Form and Culture: The Legacy of Amos Rapoport* – a felicitation volume to celebrate the significance of Professor Amos Rapoport's lifelong scholarship – scholars from around the world discuss the analytical relevance, expansion, and continuing application of these contributions in developing an advanced understanding of mutual relationships between people and built environments across cultures. Professor Amos Rapoport has espoused an intellectual and theoretical legacy on environmental design scholarship that explains how cultural factors play a significant role in the ways people create and use environments as well as the way environments, in turn, influence people's behavior. This volume presents a hitherto-not-seen, unique, and singular work that simultaneously articulates a cohesive framework of Rapoport's architectural theories and demonstrates how that theoretical approach be used in architectural inquiry, education, and practice across environmental scales, types, and cultural contexts. It also acknowledges, for the very first time, how this theoretical legacy has pioneered the decolonizing of the Eurocentric approaches to architectural inquiry and has thus privileged an inclusive, cross-cultural perspective that laid the groundwork to understand and analyze non-Western design traditions. The book thus reflects a wide range of cross-cultural and cross-contextual range to which Professor Rapoport's theories apply, a general notion of theoretical validity he always advocated for in his own writings. The volume is a paramount source for scholars and students of architecture who are interested in understanding how culture mediates the creation, use, and preservation of the built environment.

**Cross-Cultural Differences** Veronica Wellein, 2008-10-24 Inhaltsangabe: Introduction: We are living in an internationalized world; global trade keeps increasing and more companies from many countries around the world are going national at an astounding rate. This is a reflection of strong economic growth around the world and the globalization of the economy and corporations. Offices are spread from one continent to another and travel is essential to business. This is the reason why business travel is increasing, states Hubert Joly, president and chief executive officer of CWT. In today's business world, you might well find yourself as an international manager in a foreign subsidiary of an American firm, facing on a daily basis all aspects of international management. Or you could end up at the home office in Germany coordinating operations

with foreign affiliates. Or you could travel to countries like Japan or China, negotiating export sales or dealing with suppliers, customers, or franchise parties. Many different kinds of positions are available in the global arena, and training in international and cross-cultural management and negotiation styles is becoming a critical ingredient in moving up to high-level positions in global organizations. In 2006, a record 30.1 million U.S. travelers visited overseas markets, an increase of five percent from 2005. One of the top five overseas markets visited by U.S. travelers in 2006 was Germany. China (if combining travel the PRC and Hong Kong) would have tied as second. Contributing to the new record for outbound travel, seven of the top 20 U.S. outbound destination markets posted records in 2006, including Japan and China. Hundreds of thousands of jobs in the Germany owe their existence and sustainment to business travel. In Germany, the effects of a growing European Union and worldwide business travel create a stable demand for modern transport infrastructures and services. The USA is one of the two most important business travel destinations for the German economy, closely followed by China. Two markets will dominate travel interests in the future: the USA and China. No other countries will be as important for business trips as these two different giants. China's economy still enjoys a huge growing potential although its gross domestic product (GDP) has maintained a double-digit growth for four straight years and hit a new high of 10.7 in the first three quarters of 2006. The growth rate of China's labor productivity stood at 9.5 percent last year, [...]

Managing Across Cultures: The 7 Keys to Doing Business with a Global Mindset Charlene Solomon, Michael S. Schell, 2009-05-15 whether you run a giant corporation or work in a small business, it's more than likely that you regularly deal with people of different cultures—from customers and suppliers to salespeople and colleagues. It simply can't be overstated: You will have trouble succeeding in business today if you don't appreciate and know how to actively manage global cultural diversity. Managing Across Cultures examines why people around the world behave as they do and provides actionable tactics for succeeding in today's global business environment. Experts in the field of cross-cultural training, Michael Schell and Charlene Solomon describe seven readily recognizable behaviors and explain what they mean, how to interpret them, and most importantly, how to respond to them. Managing Across Cultures is filled with case studies illustrating the importance of understanding and dealing with cultural differences in all aspects of business. You'll learn how: Intel's powerful global corporate culture is a critical element of its historic success Colgate-Palmolive integrates cultural understanding into its global marketing programs GE adapts its effective management style to local business cultures You'll also find out how underestimating cultural influence caused serious problems for organizations like DaimlerChrysler and Wal-Mart. Managing Across Cultures takes you far beyond other books that simply catalog the customs, gestures, and language vagaries of other cultures. This in-depth, strategic guide will help in every facet of business—from hiring and motivating employees to developing winning sales pitches and marketing campaigns.

Digitalised Talent Management Sharna Wiblen, 2021-01-31 This book focuses on digitalised talent management—the use

of information technologies in talent management. The book affords theoretically, methodologically and empirically informed insights that are especially salient given the need for executives and organisations to balance the role of humans and technology, while ensuring competitiveness in this interconnected and increasingly digital world. In doing so, the book will shape and contribute to academic and industry-based conversations about the role of technological innovations in enabling organizations to transition towards digital ways of organising talent, as well as the associated implications for the who, what, where, when, and why of talent management as stakeholders decide which aspects of talent management can be delegated to technology, and those that require human agency. This book adds value by assembling subject matter experts currently siloed within traditional research domains whilst also highlighting the complexity of managing talent. By synthesising content from world-leading academics who herald from various backgrounds, the book will instigate, shape and contribute to conversations about both the promises and perils of digitalised talent management and the extent to which judgments and decisions about an organisations most valuable asset—it's talent—should be delegated to non-human agents. This book will be of interest to researchers, academics and students in the fields of talent management and organisational design, especially those interested in digital ways of working, managing and leading.

**Implementing a Feedback Culture in an Organization. Effects of 360-Degree-Feedback on the Company Culture** Matthias Heinzen, 2023-08-23 Seminar paper from the year 2019 in the subject Leadership and Human Resources - Leadership, grade: 2,0, University of Applied Sciences Essen, course: Master of Business Administration, language: English, abstract: Will a feedback culture have an impact on the company culture? For a better understanding, this paper will define the terms of a company culture and the terms of feedback first and will focus on the specific method of the 360-Degree Feedback after. Silence is praise enough, or in German: Nicht geschimpft ist Lob genug is still one of the most popular phrases in German companies and for their managers. 48% of the employees between 18 and 34 years would like to get more praise from their bosses. In the age between 50 and 69 years, still 34% of the employees wish to get more praise. In total, 37% of all German employees get feedback rarely but would like to get more. On the other hand, only 23% of the managers ask their employees for feedback. This leads to the question of how a feedback culture can be implemented in a company.

*Global Brands and Culture* Stefan Geissel, 2010-10 Seminar paper from the year 2006 in the subject Business economics - Marketing, Corporate Communication, CRM, Market Research, Social Media, grade: 1,3, Leuphana Universität Lüneburg (Marketing und Technologie), course: Intercultural Communications, language: English, abstract: Selling the same product across the globe has always been challenging. People are different in different parts of the world. Individuals within a culture used to have a common mindset. We used to grow up with our culture-of-birth only. Today, many people are connected to others around the world. This reshapes intercultural communications and turns culture in an even more complex mixture of many different national cultures. People across the globe watch the same movies, listen to the same music and buy the same

brands. Global brands will play an important role in tomorrow's global culture of consumption.

Finland vs. Spain - A culture's comparison and its impact on economy and business David Nowak, 2002-01-21 Seminar paper from the year 2001 in the subject Economics - Case Scenarios, grade: 2,0 (B), University of Cooperative Education Mannheim (Intercultural Management), course: Intercultural Management, language: English, abstract: The subject of intercultural communication is beset a major problem, since there is really very little agreement on what people mean by the idea of culture in the first place. The word culture often brings up more problems than it solves. On the one hand, we want to talk about large groups of people and what they have in common, from their history and worldview to their language or languages or geographical location. This common meaning often emphasizes what members of these groups have in common and at the same time plays down possible differences among members. Cultures, however, are large, superordinate categories- they are not individuals.

Multisector Insights in Healthcare, Social Sciences, Society, and Technology Burrell, Darrell Norman, 2024-02-27 Due to a variety of global challenges in recent times, the dissolution of traditional boundaries between academic disciplines has given rise to a pressing need for innovative problem-solving. Complex issues affect our societies, spanning healthcare, social sciences, organizational behavior, and technology. This shifting landscape necessitates a comprehensive exploration into the interconnections between these diverse fields. The book, Multisector Insights in Healthcare, Social Sciences, Society, and Technology, is an innovative guide that seeks to examine the relationships between various fields of knowledge. It celebrates the transformative impact of applied research and interdisciplinary collaboration as the driving force behind overcoming the most significant challenges of our time. As the boundaries between disciplines blur, the book takes readers on a journey through multifaceted issues at the intersection of healthcare, social sciences, organizational behavior, and technology. Chapters within this book unravel the complexities of healthcare ethics, global health initiatives, organizational dynamics, and technological advancements. Through literature reviews, qualitative and quantitative studies, and real-world case analyses, the compendium not only identifies the problems but also offers concrete, evidence-backed solutions. This interdisciplinary approach underscores the need to address the pressing challenges of our time, emphasizing the need for collaborative strategies to drive positive change.

The impact of culture on Swedish leadership and its implications for doing business internationally Lisa Maria Schmid, 2018-06-28 Bachelor Thesis from the year 2018 in the subject Business economics - Business Management, Corporate Governance, grade: 1,0, FH OÖ Standort Steyr, language: English, abstract: This thesis aims at understanding how culture influences the leadership style of Swedish managers and the implications that this has for other countries in doing business with them. Additionally, this thesis seeks to understand which impact globalization has on cultures and how this might influence national identity. In order to grasp the versatile field of culture, this thesis starts with finding a generally

accepted definition for this multilayered topic. After that, it examines three culture models by Schein, Hall and Hofstede, three well-known scholars in the field of culture, who should help graphing culture by the means of their models. This thesis conceptualizes the similarities within the mentioned culture models. As for any country analyzation it is important to understand that no one is to judge another culture, therefore this thesis will briefly introduce the topic of cultural relativism in order to prevent any misconceptions. As mentioned, this thesis aims at understanding how globalization is influencing cultures. Therefore, this paper elaborates on three different scenarios on how globalization influences the cultural identity. These so-called three H's of cultural globalization are analyzed to identify how globalization might change the cultural world view. The following chapter, which focuses on analyzing Swedish culture, firstly introduces Sweden by means of the SIMM and Hofstede's culture onion and secondly by using a dialectic approach to analyzing culture, namely Hofstede's dimensions and the Yin-Yang principle. This mutuality of concepts shall help understanding the complexity of a culture analysis. Within the penultimate chapter, the topic of leadership is generally defined and Swedish leadership style analyzed by the GLOBE study, followed by a selected leadership model, the Competing Values Framework. This model is firstly defined and in a next step merged with previous findings from Hofstede's Dimensions, the GLOBE study and the Yin-Yang principle. The combination of these models shall help answering the main research questions. In the last chapter, the author summarizes the main findings by answering the research questions. To conclude this thesis, the limitations of this work are outlined, as well as possible future research.

Teaching and Researching Interculturality in the Middle East and North Africa Hamza R'boul, 2025-02-18 Focusing on the emerging intercultural encounters in the Middle East and North Africa (MENA), this book brings together diverse perspectives from the region to explore understandings and practices of interculturality in different educational environments. Teaching and researching interculturality has received increasing attention from scholars and educators alike in the Middle East and North Africa (MENA) region due to intensified cross-cultural interactions resulting from recent economic and political changes. In the face of these challenges and complexities, this edited volume aims to (a) develop an in-depth understanding of how interculturality is processed and taught in different educational settings (middle school, high school, and university) by different actors (students, teachers and curriculum designers, policy makers, etc.) and (b) construct context-sensitive, critical, and nuanced perspectives, theories, and practices for teaching and researching interculturality. While 'interculturality' is an overarching notion in this book, the chapters use different 'labels' to refer to interculturality in education, communication, and research, with a particular focus on sociologies of knowledge in seven countries. This title is essential read for educators, researchers, and policy makers interested in the intersection of language and sociology, as well as intercultural education and communication in the region.

**Chinese Management and Communication Principles - Intercultural Competence as Prerequisite for Business**

**Success** Linda Nguyen, 2011-12 Seminar paper from the year 2010 in the subject Communications - Intercultural Communication, grade: 2,0, University of applied sciences, Marl, language: English, abstract: 1. Introduction 1.1. Problem Globalization is an ongoing process by which regional economies have become integrated through a global network of communication and trade, which simultaneously induces globalization of culture. In an attempt to explain culture more clearly, the Iceberg Model of Culture can be used<sup>2</sup> since culture is often compared to an iceberg which has both visible (on the surface) and invisible (below the surface) parts. Visible elements of culture - the percepta- can be seen, such as food, clothing or laws. Those elements which are not as obvious -the concepta - such as norms, values or beliefs are represented by the much larger portion of the iceberg underwater. In a course of increasing cross-cultural business encounters, the question arouses whether it is necessary to be acquainted with both the visible and the greater invisible part of the culture concerned - i.e. to possess intercultural competence - in order to gain international business success. 1.2. Objectives With reference to Hofstede's Dimensions of National Culture, this seminar paper has the intention to verify the close correlation between intercultural competence and international business success. In this context, it makes an attempt to visualize the invisible part of culture by the example of China, which gains a steadily increasing importance for the world economic growth shown by its gross domestic product real growth rate of 8.7 % est. in 2009<sup>6</sup>, thus attracting more and more companies from all over the world to establish business in China.

**Developing Intercultural Competences Through Literature. Theory and Practice** Jana Held, 2021-02-03 Seminar paper from the year 2020 in the subject English Language and Literature Studies - Other, grade: 1,7, University of Kassel, language: English, abstract: Cultural knowledge is a key factor in the acquisition of a foreign language. This paper focuses on the development and advancement of intercultural competences of learners through literature. The main focus lies on the possibility of a change of perspective which can be stimulated by literary texts and is of great importance for the school and extracurricular context. For this purpose, a theoretical part is given in which definitions and explanations regarding intercultural competencies, literature in class, and a combination of these two approaches are given. In the second part of the thesis, a practical implementation of the theoretical knowledge will be presented. This will be done by preparing a lesson plan and presenting didactical considerations. In addition, learning objectives are formulated and indicators are determined. The lesson plan is intended to show exemplarily how intercultural competencies can be taught through literary texts. For this purpose, the lesson plan is based on the novel *The Hate U Give* by Angie Thomas.

**Intercultural Learning within Content and Language Integrated Learning** Julia Kühn, 2008-04-28 Seminar paper from the year 2008 in the subject Didactics for the subject English - Pedagogy, Literature Studies, grade: 2,0, Dresden Technical University (Anglistik/Amerikanistik), course: Content and Language Integrated Learning, language: English, abstract: Intercultural learning is an essential part in learning as well as in teaching. Furthermore it does not depend on a



specific subject, because intercultural aspects are involved in many diverse issues in our daily life. Teaching intercultural is also one of the most important aspects of modern education. In my further comments I am going to tell what we have to understand by “Intercultural Learning” and what we have to keep in mind, when we deal with this specific issue of society as well as of modern foreign language teaching. Therefore, I would like to say something about the iceberg model as a concept of culture, the goals and levels of intercultural learning, as well as presenting a teaching sequence of an ethics lesson. Obviously, culture can be seen as an iceberg: Only a small part above the waterline is visible. The tip of the iceberg, the larger part underneath the waterline, is invisible. This part is considered to be the foundation. The same happens with culture. On the one hand, there are some visible parts like architecture, music, language or cooking. On the other hand, invisible parts like social norms or values. Concerning the concept of culture, the visible parts are just expressions of its invisible parts. It also highlights the difficulty of understanding people from different social backgrounds. Although, we are able to see the visible parts of their “iceberg” we cannot immediately realise what the foundations are. To set an example, when you see a black person on the street you obviously see that the person is black because this becomes visible for you. What you cannot see on the first look is the social background, the religion the person belongs to, the country where he or she comes from, the history the person has, if the ancestors had suffered from slavery or not. Unfortunately, all those things are invisible for you. With the help of intercultural learning one can acquire knowledge, attitudes or behaviour that is connected with the interaction of different cultures. It can also denote a concept of how people with different cultural backgrounds can live together peacefully. The success of intercultural learning depends on three major goals which are to be dealt with now. Even though, they seem to be autonomous in their aims, they share one main principle, the intercultural competence.

**British Cultural Studies: An Overview** Sabrina Habermann, 2013-10-28 Research Paper (undergraduate) from the year 2010 in the subject Didactics for the subject English - Applied Geography, grade: 2, University of Education Heidelberg, language: English, abstract: A large number of people believe that everything that is man-made can be seen as culture. Moran leaves no doubt about those products' importance, when he writes: “Products, the visible dimension of culture, are the gateway to the new culture, the new way of life” (p. 48). But are there only architecture, paintings, literature, music, language, and food which come to mind if we think of a country's culture? The iceberg model shows that these aspects represent only a small amount of culture that, just like the visible section of an iceberg above the waterline, can be seen easily and understood clearly. However, there are a lot more facets, also like an iceberg, that can only be suspected or imagined. These parts of the iceberg are its foundation and the iceberg model makes clear that it is impossible to understand people from different cultural backgrounds, unless we are able to appreciate what the foundations of their culture are. But no matter how many different definitions of the term culture exist, a lot of them cover problems concerning the human beings

and their life in a community. This implies that we can't learn about another country's culture by reading a lot of books about it, but we need the encounter with another way of life. In that way, culture can also be seen as a concept which regulates the interpersonal cohabitation of human beings in a collective. This collective does not have to be a country by all means, but can also be a group of people with the same interests. If some people who are fond of a special musical genre such as goth, pool together, they have their own culture, too and it is not necessary that they live in the same country. But it is not merely the music that connects them, but rather shared interpretations about beliefs, values, and norms, which affect the behaviors (Lustig, Koester, 2003, p. 27) and influence the way their thinking is organized. [...]

Uncover the mysteries within Explore with is enigmatic creation, **Iceberg Model Of Culture** . This downloadable ebook, shrouded in suspense, is available in a PDF format ( Download in PDF: \*). Dive into a world of uncertainty and anticipation. Download now to unravel the secrets hidden within the pages.

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