

# Please sit in these locations



HALL WAY AND ENTRY DOORS

TEACH PODIUM

# Week #4 – Class 1

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TECH 330

FEBRUARY 4, 2020

# Today

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- **Homework Feedback**
- **Minor in Advanced Global Technology**
- **Geert Hofstede Attributes**
- **Dividing the Spoils**
- **Global Footprint**
- **IDI Debriefing Procedures**

# Homework Submissions

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- Plagiarism (cut and paste)
- Handwritten vs typewritten
- Prepared before coming to class
- Making up missed activities within 7 days
  - In folders on Blackboard
  - Help arrange group activity with others

Intercultural Growth Plan	<b><i>Polytechnic Minor in Advanced Global Technology</i></b> Rev. February 7, 2018
<b>OPTION ONE: Coursework and Global Activities</b>	<p>Part 1: Coursework and Assessments</p> <p>_____ Complete TECH 120 or equivalent (3 credits)</p> <p>_____ Complete the Pre-and Post- Intercultural Development Inventory Assessments (1<sup>st</sup> and 4<sup>th</sup> years)</p> <p>_____ Complete the Pre-and Post BEVI (1<sup>st</sup> and 4<sup>th</sup> years)</p> <p>_____ Complete a debrief and develop a personalized Intercultural Development Plan (end of 2<sup>nd</sup> year)</p> <p>_____ Complete 9 credit hours of courses from the Polytechnic list of recommended Global/ Cultural courses. At least 6 credits of this course work must be selected based on your IDI profile results in conjunction with your Individual Development Plan (IDP).</p> <p>Part 2: Global Activity</p> <p>_____ Complete one (1) of the following global activities:</p> <ul style="list-style-type: none"> <li>• Participate in an international internship (Outside of the US), or</li> <li>• Participate in Faculty-led Study Abroad program, Faculty-led Field Trip Abroad, or</li> <li>• Participate in an international capstone which contains an international travel component, or</li> <li>• Participate in a Purdue University collaborative project which contains an international travel component, or</li> <li>• Participate in a collaborative project which is comprised of a <u>globally oriented task (assignment)</u> of a duration of <u>6 weeks or greater</u> through which students gain an understanding of global perspectives when solving problems (e.g. using global business practices, considering foreign policies, or solving global societal challenges). Further, it is required that the task involves interaction with international team members, international mentors, or other international stakeholders (e.g. local citizens or policy makers) in completion of the project deliverables.</li> </ul>
<b>OPTION TWO: Semester Abroad</b>	<p>_____ Complete TECH 120 or equivalent (3 credits)</p> <p>_____ Complete the Pre-IDI and Post- Intercultural Development Inventory Assessments (1<sup>st</sup> and 4<sup>th</sup> years)</p> <p>_____ Complete the Pre-BEVI and Post BEVI (1<sup>st</sup> and 4<sup>th</sup> years)</p> <p>_____ Complete a debrief and develop a personalized Intercultural Development Plan (end of 2<sup>nd</sup> year)</p> <p>_____ Complete a semester abroad (earning a minimum of 12 credits)</p>

Rev. February 7, 2018

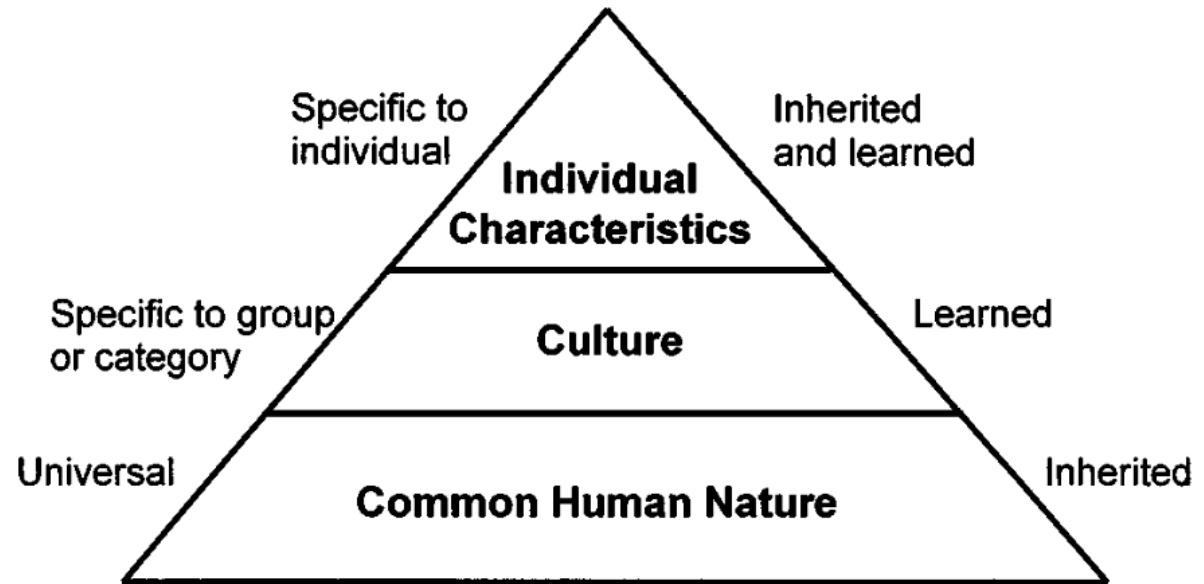
**KEY:**

**Completed Items at Purdue prior to Spring 2020**

**Completed during TECH 330**

**Completed upon return to Purdue in a senior level required capstone course**

Three levels of human mental programming (adopted from Hofstede [9]).



# Geert Hofstede's Highlights

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# Cultural Dimensions

Geert Hofstede, early 1970s

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**High Power Distance Index ----- Low Power Distance Index**

**Individualism ----- Collectivism**

**Skeptical attitude toward uncertainty --- Positive attitude toward uncertainty**

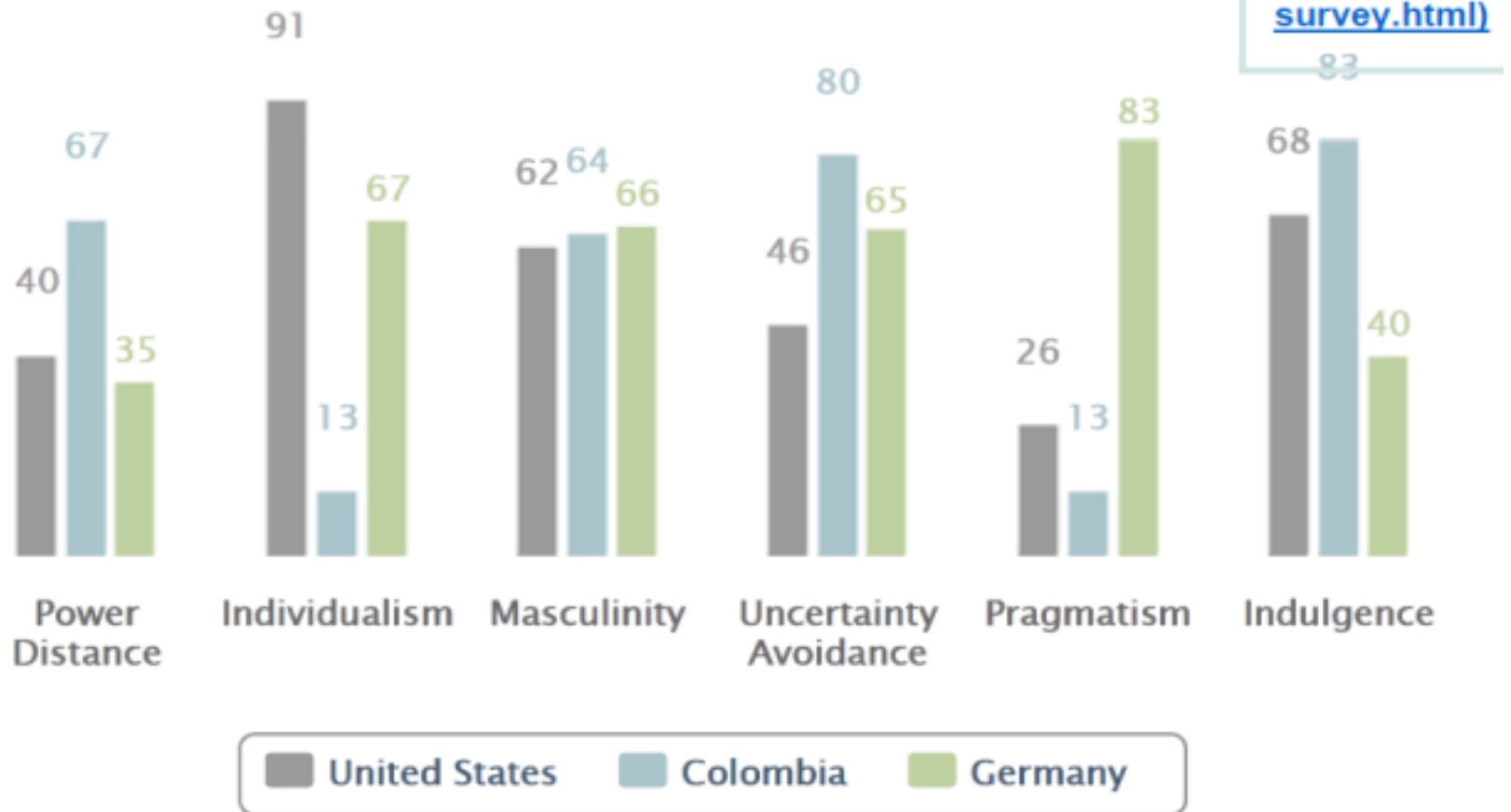
**Masculinity ----- Femininity**

**Long-term orientation ----- Short-term orientation**

**Indulgence ----- Restraint**

## United States in comparison with Colombia and Germany

[cultural survey  
hofstede.com  
survey.html](http://cultural.survey.hofstede.com/survey.html)





# Power Distance Index (PDI)

## High Power Distance:

- Less powerful members of a society accept and expect that power is distributed unequally.
- People in societies exhibiting a large degree of power distance accept a hierarchical order
- Everybody has a place and needs no further justification.

## Low Power Distance:

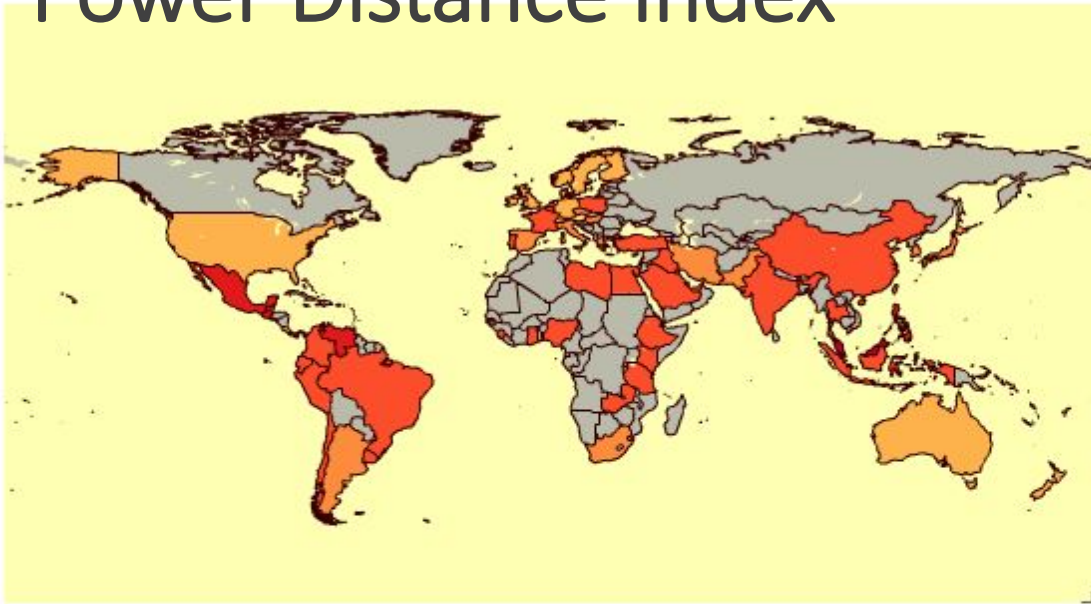
- People strive to equalize the distribution of power and demand justification for inequalities of power.

# Examples of Low Power Distance

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- Expressing your ideas openly is encouraged
- Subordinates and bosses are interdependent
- Consultative and democratic management style is more common
- Interaction between boss and subordinate is more informal

# Power Distance Index



Power Distance Index



Country	PDI
<b>High PDI (61-120)</b>	
Malaysia	104
Guatemala	95
Mexico	81
China	80
Egypt	80
Saudi Arabia	80
Ghana	77
India	77
Brazil	69
France	68
Colombia	67
<b>Low (1-60)</b>	
Spain	57
Japan	54
Italy	50
United States	40
Canada	39
Germany	35
United Kingdom	35
Ireland	28
Israel	13
Austria	11

Data and map from [www.clearlycultural.com](http://www.clearlycultural.com)

# Nonverbal communication & power distance

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**Eye contact:** Some high power distance (PD) cultures in Asia avert eye contact as sign of respect or humility; eye contact may be seen as a threat or challenge.

Low PDI cultures may use eye contact as an indicator of equality.

**Proximity:** Indian caste systems (high PD) have prescribed how close interlocutors from different castes should stand.

**Emotions:** In high PD cultures, emotional displays may reveal status differences. A subordinate may show only positive emotions to a superior and vice versa. A smile may be used to show politeness. Low PDI cultures may permit subordinates to reveal disappointment to superiors through facial expressions.

**Individualism  
vs  
Collectivism  
(IDV)**

**High Individualism Scores: “I – me”**

- individuals are expected to take care of only themselves and their immediate families.

**Lower Scores (collectivism):  
“Us – we”**

- Represents a society in which individuals can expect their relatives or members of a particular in-group to look after them in exchange for unquestioning loyalty.

# Country Scores on Individualism – Collectivism Scale

## Highest Individualism

- United States
- Australia
- UK
- Canada
- New Zealand
- Italy
- Belgium
- Denmark

## Highest Collectivism

- Guatemala
- Ecuador
- Panama
- Colombia
- Indonesia
- Pakistan
- China
- Costa Rica

# Masculinity vs Femininity (MAS)

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## High Masculinity:

- Preference in society for achievement, heroism, assertiveness and material rewards for success.
- Society at large is more competitive.

## High Femininity:

- Preference for cooperation, modesty, caring for the weak and quality of life.
- Society at large is more consensus-oriented.

# Uncertainty Avoidance Index (UAI)

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- Expresses the degree to which the members of a society feel uncomfortable with uncertainty and ambiguity.
- How a society deals with the fact that the future can never be known: should we try to control the future or just let it happen?
- Countries exhibiting strong UAI maintain rigid codes of belief and behavior and are intolerant of unorthodox behavior and ideas.



# Dictionary Definition : Vocabulary.com

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What is pragmatism in simple terms?

**Pragmatism** means thinking of or dealing with problems in a practical way, rather than by using theory or abstract principles. [formal] They had a reputation for clear thinking and pragmatism.

What does it mean when someone is pragmatic?

A **pragmatist** is someone who is pragmatic, that is to say, someone who is practical and focused on reaching a goal. A pragmatist usually has a straightforward, matter-of-fact approach and doesn't let emotion distract them.

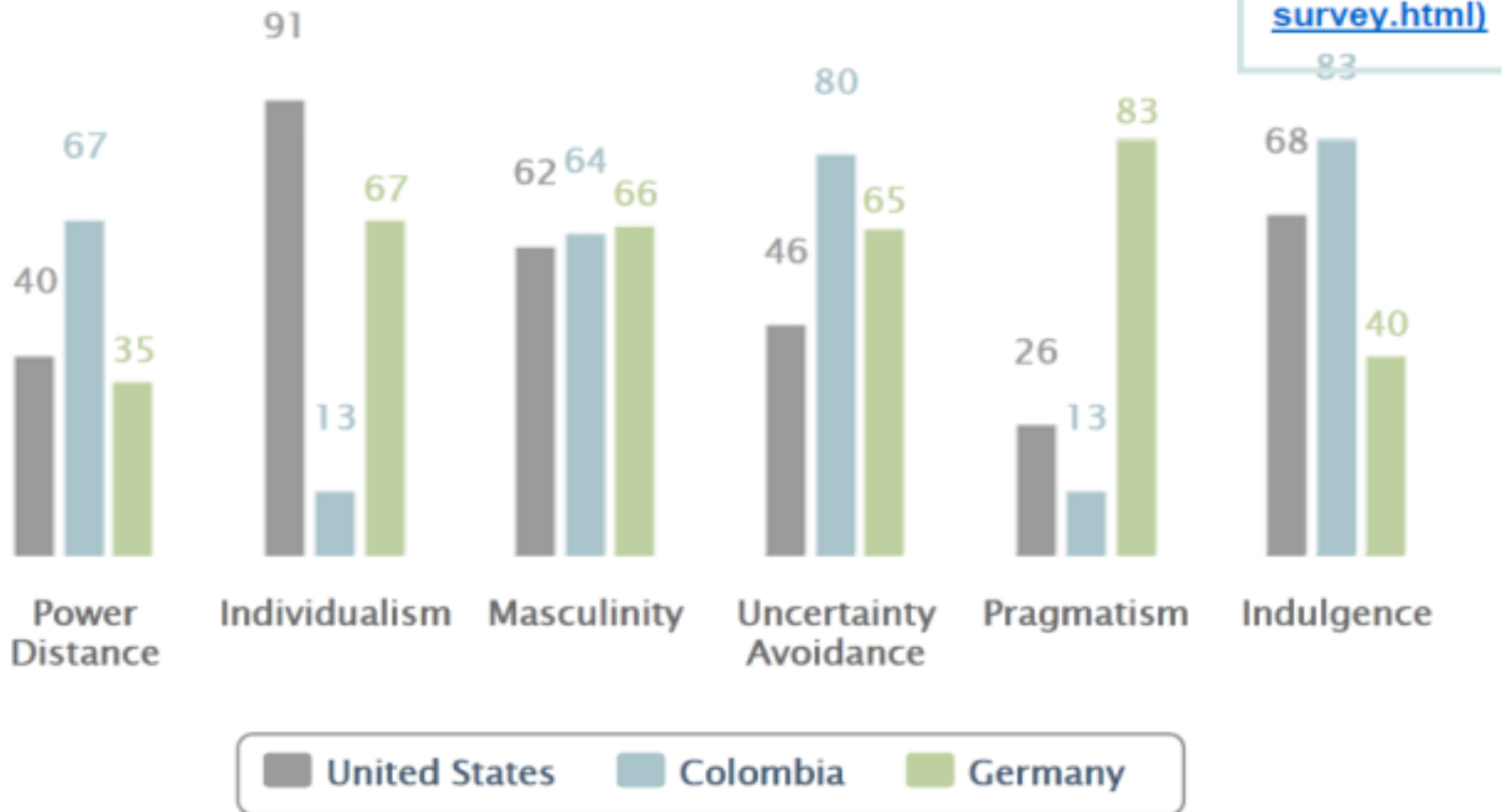
# Pragmatism (long term vs short term orientation)

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- **Every society has to maintain some links with its own past while dealing with the challenges of the present and the future.**
- **Societies who score low on this dimension, for example,**
  - **Prefer to maintain time-honored traditions and norms while viewing societal change with suspicion.**
  - **Encourage thrift and efforts in modern education as a way to prepare for the future.**

## United States in comparison with Colombia and Germany

[cultural survey  
hofstede.com  
survey.html](http://cultural.survey.hofstede.com/survey.html)



# Indulgence vs Restraint (IND)

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## High Indulgence:

**A society that allows relatively free gratification of basic and natural human drives related to enjoying life and having fun.**

## High Restraint:

**A society that suppresses gratification of needs and regulates it by means of strict social norms.**

# Descriptive Terms for Germany

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**Power Distance:** Strong support by a middle class; direct and participative meeting styles; leadership is challenged to show expertise;

**Individualism:** small family focused; direct communications – “honest, even if it hurts” – give a fair chance to learn from mistakes; strong understanding for duty and responsibility

**Masculinity:** performance is highly valued; school system separates children into different types of schools at age ten

**Uncertainty Avoidance:** compensate for uncertainty by relying on expertise

**Pragmatism:** Adapt easily to changed conditions; save and invest;

**Indulgence:** Germans show restraint... common expectations

Dong Min Wen

Darren Anderson

Alex Stadler

Daniel Madren

Jingkang (Awen) Sun

Bryce Walters

Allison Hajduch

Sung Yoon

Hong

megan laine

IN-CLASS EXERCISE TEMPLATE Geert-Hofstede Attributes comparisons matrix

COUNTRY	Power Distance	Individualism	Indulgence	Maculinity	Pragmatism	Uncertainty Avoidance
USA	everyone unique = unequal	look after yourself	work hard play hard	win or lose driven by competition	analyze info to see if true	acceptance new ideas
germany	<del>hierarchy based</del> control is disliked	strong individual responsibility	restrained in nature pessimism	performance highly valued	high score	deductive rather than inductive
italy	<del>family oriented</del> prefer equality	"southern hospitality" exists in Italy too	no leisure time	success oriented and driven	truth depends on	not comfortable in ambiguous situations

# Descriptive Terms for Colombia

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**Power Distance:** Inequalities are a fact of life; concentrated power

**Individualism:** among most collectivist cultures in the world; strong ties to groups and group's beliefs; group loyalty is paramount; outsiders can easily be excluded

**Masculinity:** highly success oriented and driven; seek status and rewards linked to performance in groups

**Uncertainty Avoidance:** seek mechanisms to avoid ambiguity; rules for everything; power holders can make their own rules

**Pragmatism:** great respect for traditions; focus on quick results

**Indulgence:** higher degree of importance on leisure time



**IN-CLASS EXERCISE TEMPLATE Geert-Hofstede Attributes comparisons matrix**

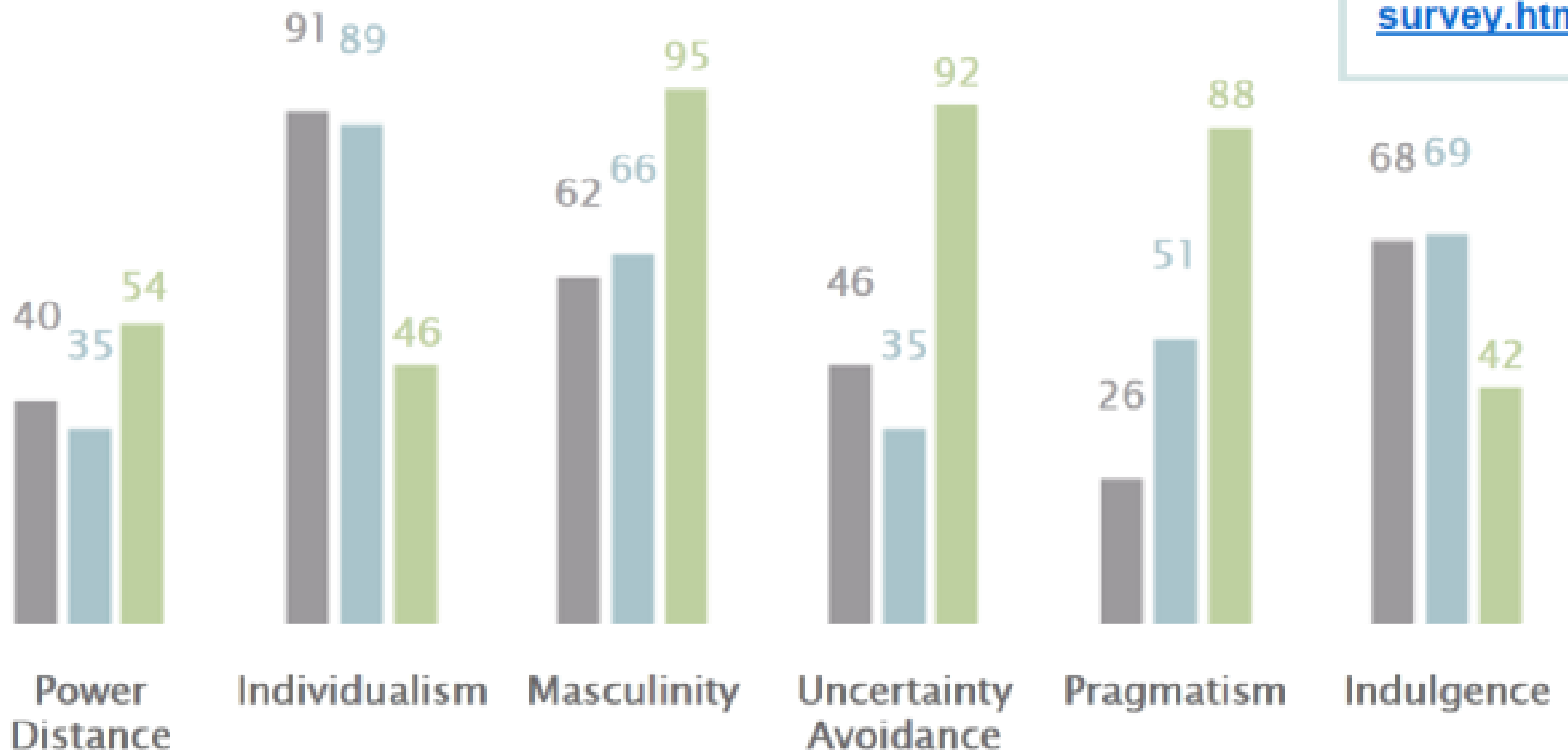
COUNTRY	Power Distance	Individualism	Indulgence	Maculinity	Pragmatism	Uncertainty Avoidance
USA	lack of hierarchy 40	People care for themselves and their families 91	"Work hard play hard" 68	"strive to be the best you can be" "winner takes all" 62	Americans analyze new info and check if it is true 26	low in UA people don't like surprises 46
Colombia	Inequalities among people are a fact of life 67	Very collectivistic culture 13	Place high importance on leisure time; enjoy life and have fun 83	competitive and status-oriented 64	respect for tradition small propensity to sue for the future focus on achieving quick results 13	Avoid ambiguity; used for averting and social conservatism 80
Netherlands	power is decentralized and managers count on the experience of their team members 38	Individuals take care of themselves and their immediate family only 80	enjoy life and have fun 68	keep life/work balance and make sure all are included 14	truth depends on the situation, context, and time 67	Intolerant of unorthodox behavior and ideas 53



# United States

in comparison with United Kingdom and Japan

[cultural.su.hofstede.com/survey.html](http://cultural.su.hofstede.com/survey.html)



Austin Clark  
 Andrew Stephan  
 Shashwat Mishra

Nishara Senewiratne Pursey  
 Alyssa Gardiner  
 Isaac Venters

Kate Duncan

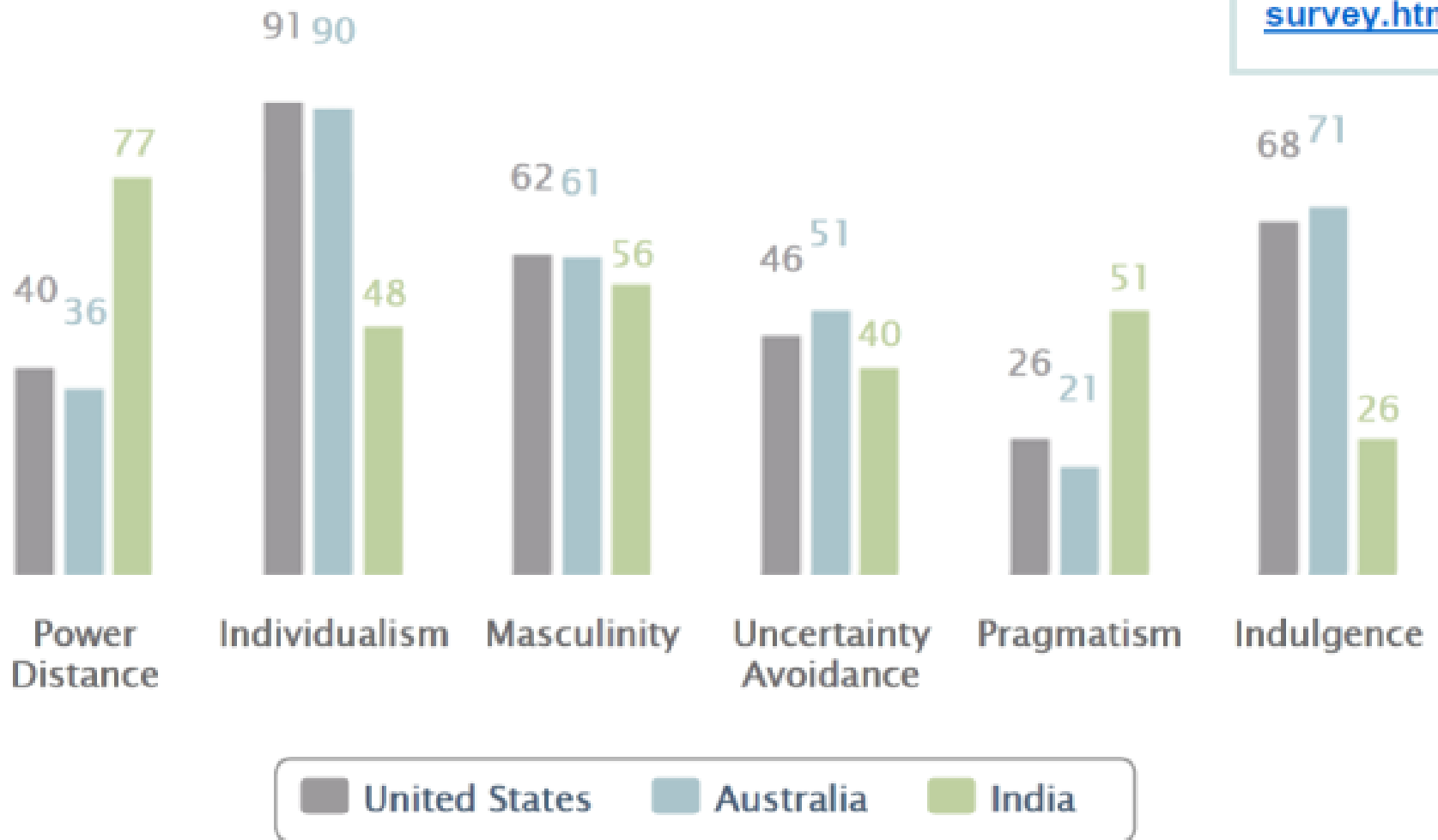
IN-CLASS EXERCISE TEMPLATE Geert-Hofstede Attributes comparisons matrix

COUNTRY	Power Distance	Individualism	Indulgence	Maculinity	Pragmatism	Uncertainty Avoidance
USA	40 Low power distance	91 High individualism	68 High Indulgence	62 Relatively high masculinity - Assertive		46 - Low, people do not like uncertainties
Argentina	49 Status should be upheld.	46 Either I or we.	62 High Indulgence	56 In the middle		86 Need for rules and structure
UK	35 Inequality should be minimized	89 Me culture.	69 High indulgence optimism	66 More Masculine		35 Make it up as they go

# United States

in comparison with Australia and India

[cultural survey  
hofstede.com/c  
survey.html](http://cultural.survey.hofstede.com/cultural/survey.html)



# Descriptive Terms for US

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**Power Distance:** Unique implies inequality; power exerted by people to influence other people's idea and behaviors (think about politics)

**Individualism:** Focus on equal rights; hierarchy established for convenience and function; reliance on expertise; look after themselves and immediate family

**Masculinity:** competitive; winner takes all mentality; showing we are successful by...???.; live to work

**Uncertainty Avoidance:** fair level of acceptance of new ideas and innovations; tolerant of opinions;

**Pragmatism:** measure performance on short term basis; strong ideas about what is good and evil; can-do mentality

**Indulgence:** Work hard and Play hard!

Brendan Ayers, Mathew Marsh, Aiden Beaver, Devon Colours, Riley King, Caleb Smith, Matthew Fogarty,  
 Laurel Hulett, Hannah Hawning

IN-CLASS EXERCISE TEMPLATE Geert-Hofstede Attributes comparisons matrix

COUNTRY	Power Distance	Individualism	Indulgence	Maculinity	Pragmatism	Uncertainty Avoidance
USA	40 individuals not equal	91 very private	68 work hard play hard	62 Best they can be, achievements	26 very stubborn	46 Fair degree and tolerant of new ideas
Belgium	65 inequalities are accepted	75 private opinions	57 loves to let go and enjoy life	54 win-lose negotiating	82 ability to adapt	94 History of being ruled, Change = stressful
Brazil	69 hierarchy should be respected	38 Strong cohesive groups	59 enjoy life and have fun	49 competitive spirit	44 Intermediate	76 Strong rules and legal system



IN-CLASS EXERCISE TEMPLATE Geert-Hofstede Attributes comparisons matrix

COUNTRY	Power Distance	Individualism	Indulgence	Maculinity	Pragmatism	Uncertainty Avoidance
USA	40 - hierarchy understood (average)	91 - everyone has identity, very independent	68 - high indulgence less control of impulses	62 - show individual drive	26 - maintain norms + traditions	46 - below average - care about future set in ways → control future
Canada	39 - very low, every one more equal	80 - independent, but still collaborating	68 high indulgence less control of impulses	52 Value competition	36 - value societal norms	76 - above average - go with the flow
Brazil	69 - hierarchy expected	38 - less equality - very societal based	59 - medium indulgence - can't splurge on impulses	49 - more feminine value quality of life (average)	44 - open to change but value societal norms	48 - below average - try to control future

Cecilia Gierscher, Chris Mikeworth, Collin Marshall, Matthias Kogon, Charles Phinisee, Andrew Mee  
Conner Market

Adam Pinchok, Xingyu Wang, Isabel Rhinemat, Russell Sapoto, Cole Anderson, Mingyuan Liu

IN-CLASS EXERCISE TEMPLATE Geert-Hofstede Attributes comparisons matrix

COUNTRY	Power Distance	Individualism	Indulgence	Maculinity	Pragmatism	Uncertainty Avoidance
USA	Moderate power distance, industry dependent	Highly individualistic	quite indulgent	fairly competitive		moderate risk takers, reasonable risk
Kuwait	Large gaps between leaders+ employees, strict hierarchy	very low individualism	not indulgent at all	less competitive		very low, not risk takers
Italy	Structured but not overly so, moderate	Above average individualism	Slightly indulgent	quite masculine, above average		low, semi-rarely risk taking

# Cox Factoid #3

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True or False ?

**Dr. Cox was the Hokie Bird mascot at Virginia Tech in 1983?**





# Cox Factoid

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Look at the progression of the HOKIE bird!



# Dividing the Spoils

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# Dividing the Spoils

(Adapted from Figuring Foreigners

Out, Page 23 -24)

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Over the past three months, you and three other people in your division have been working on a special project. The project is now complete and deemed a success. Your division's vice president wants to reward the team for their performance and has provided a \$20,000 cash "performance bonus" to be distributed among the special project team.

*How should this money be distributed among the team members?*

# Scenario #1: You are taking the role of Person B in this situation.

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- Person A did 25% of the work
- Person B did 40% of the work
- Person C did 25% of the work
- Person D did 10% of the work

Write the amount of the cash performance bonus you think each team member should get:

Person A: \$ \_\_\_\_\_

Person B: \$ \_\_\_\_\_

Person C: \$ \_\_\_\_\_

Person D: \$ \_\_\_\_\_

# Scenario #2: How should this money be distributed among the team members?

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- Person A did 33% of the work
- Person B did 33% of the work
- Person C did 33% of the work
- Person D did ~ 1% (minimal levels) of the work

Write the amount of the cash performance bonus you think each team member should get:

Person A: \$ \_\_\_\_\_

Person B: \$ \_\_\_\_\_

Person C: \$ \_\_\_\_\_

Person D: \$ \_\_\_\_\_

# What if...

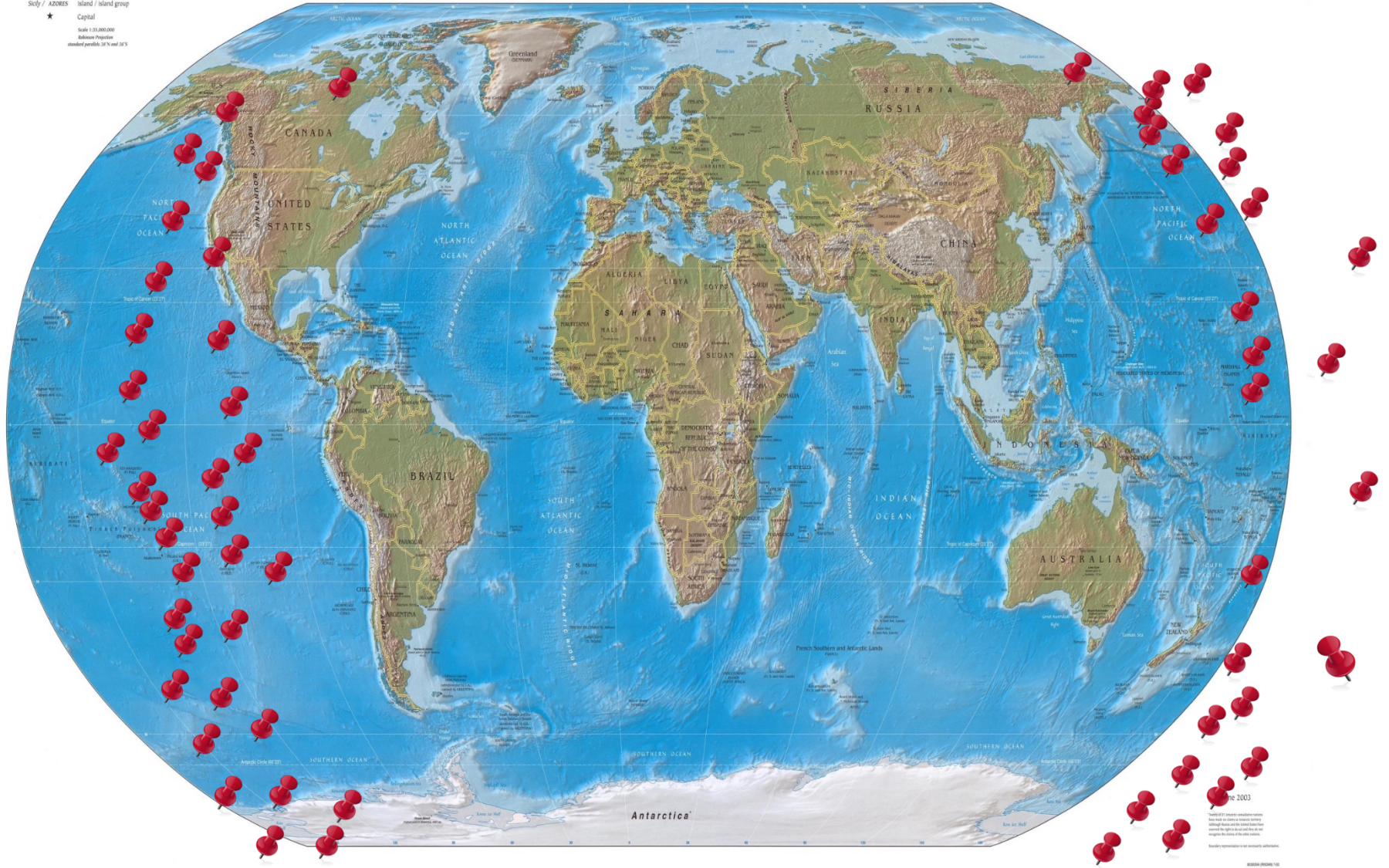
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- The cash amount was higher?
- The project took 6 months to complete?
- The project took a year of effort to complete?
- The project was an overload for everyone on the team?
- The project was NOT an overload for everyone on the team?



# TECH 330 Global Footprint

AUSTRALIA Independent state  
Bermuda Dependency or area of special sovereignty  
City / AZORES Island / island group  
★ Capital  
Scale 1:50,000,000  
Reference: Wikipedia  
standard parallels 30° N and 30° S



<http://www.lib.utexas.edu/maps/world.html>

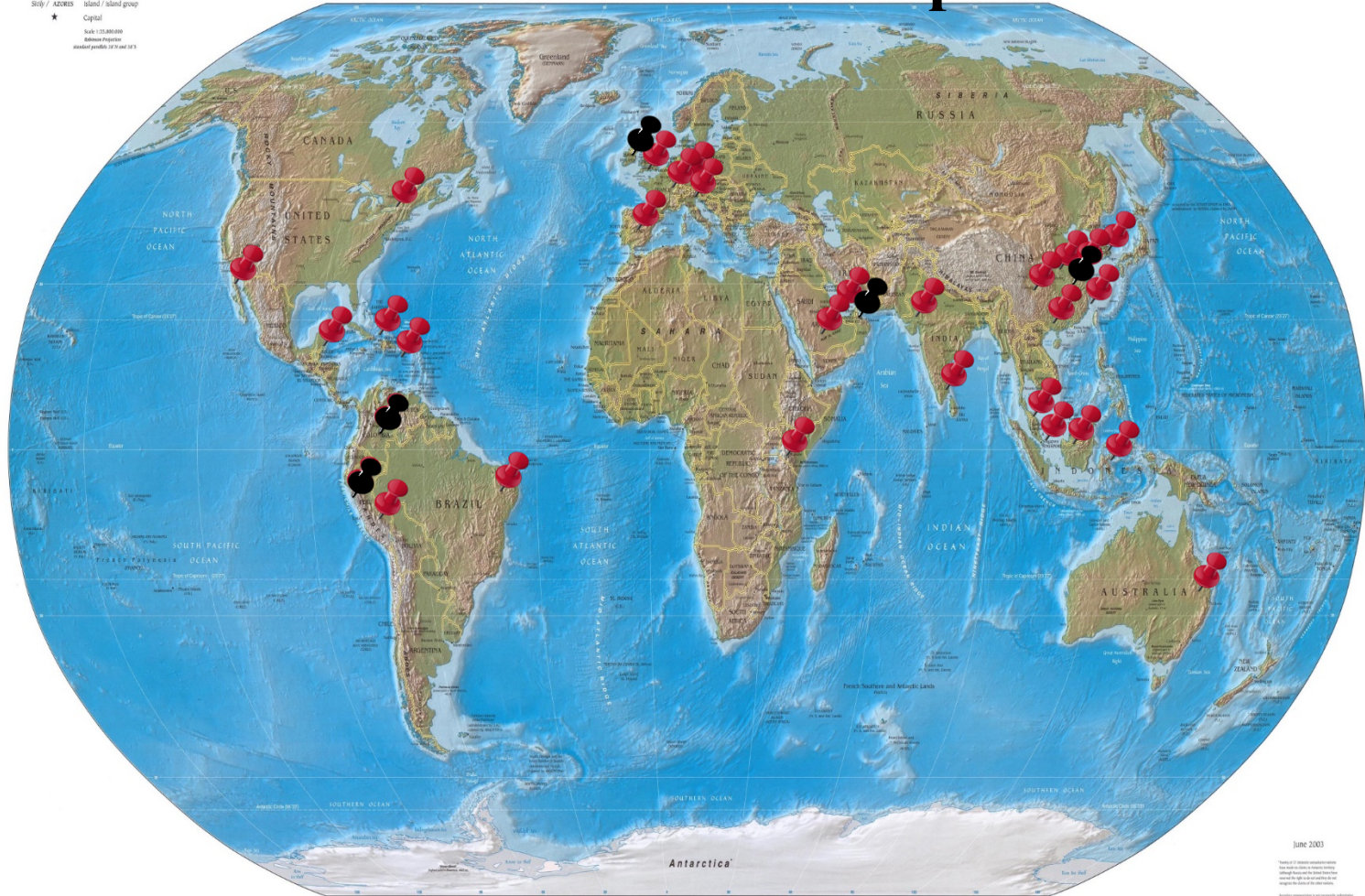
© 2003  
Wikipedia  
Standard representation is necessary addition.



Physical Map of the World, June 2003

▲ AUSTRALIA Independent state  
◻ Bermuda Dependency or area of special sovereignty  
◻ City / ACROSS Island / island group  
★ Capital  
☎ 1-15-800-600  
◻ 6000000  
◻ 6000000  
◻ 6000000

# Dr. Cox's Global Footprint



<http://www.lib.utexas.edu/maps/world.html>

June 2003  
Number of 10-minute quadrants  
This map is based on the International  
Geographic Union's 1000000:1 scale  
map of the world. It is not a true  
scale. It is a projection of the  
world's surface onto a flat surface.  
Some distortions are inevitable.



**TECH 330**  
**IDI DEBRIEFING**  
**PROCEDURES**

# Debrief Scheduling Process

1. Go to the CILMAR website and register for a new student account:

◦ <https://ippu.mywconline.com/register.php>

2. Go back to the website, log in and chose the Fall 2019 IDI Debrief schedule

◦ <https://ippu.mywconline.com/>


3. Click on open times (in white)

Oct. 1: <b>MONDAY</b>	8:00am	9:00am	10:00am
Jeff Gray, ECE, MSEE 140D			
Kathryn Obenchain, Education, BRNG 6130			
Kris Acheson-Clair ICL Young 120			
Mary Grace Owens, Student Success, Krach 4th floor			
Michael Linnes, Mechanical Engr.			
Paula Memmer, Study Abroad			


EMAIL ADDRESS:

PASSWORD:

CHOOSE A SCHEDULE:



-- please select --

Fall 2018 IDI Debrief 

HP Programs

SCI 19500: Global Science Lead...

# Debrief Scheduling Process

4. Fill in info and answer questions
5. You receive a confirmation email
6. Get in touch with person before meeting
7. Read Hammer Chapter 16
8. Go to debrief, be on time!

RELAX!

**Jeff Gray, ECE, MSEE 140D**

Fill out the form below in order to save this appointment. Questions marked with a \* are required.

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**Email:** grayj@purdue.edu  
**Location:** MSEE 140D  
**Appointment Limits:** Appointments must be 1 hour in length.

---

**Time:** REPEAT APPT. **Monday, October 01:** 9:00am to 10:00am

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**Client:** Dewald, Andreas (jdewald@purdue.edu)

---

**Why did you take the IDI?** -- please select -- \*

Please type in your course/program here.: \*

Please type in your instructor/coordinator here.: \*

**What is your primary role at the university?** -- please select -- \*

**When did you complete the IDI survey?** -- please select -- \*

# Reminders

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- *There will be Quiz #3 this week*
- Thursday
  - IDI Group Profile
  - In-Class Activities
  - Begin discussing current event topics