

# ***COIL Assignment - Understanding Cultural Differences Across Countries***

## **Background**

Geert Hofstede developed the Cultural Dimensions Framework to understand the differences in culture across countries and to discern the ways that business is conducted across various countries. In other words, the objectives of the framework is to assess the impact of different cultures on a business setting. By comparing the values of 372 managers from 40 nations in a multinational organization, he identified “cultural clusters” from their responses. Hofstede’s work has become a foundation for the study of cross-cultural characteristics. This COIL (Collaborative Online International Learning (COIL) exercise is derived from Hofstede’s five cultural dimensions which include the following: power distance, individualism vs. collectivism, masculinity vs. femininity, uncertainty avoidance, and time orientation. Each of these dimensions has an opposite, creating “high” and “low” polar positions (see Table 1 for brief definitions of each dimension).

**TABLE 1**  
**Hofstede’s Five Dimensions of Culture**

<i>Dimension</i>	<i>Definition</i>
Power distance (high versus low)	Amount of perceived power differential between authority figures and subordinates.
Individualism (versus collectivism)	Degree to which personal needs are valued over the needs of the group.
Masculinity (versus femininity)	Tough values such as competition and achievement, versus tender values such as interpersonal relationships and care for others.
Uncertainty avoidance (high versus low)	Degree of comfort one has with ambiguous or risky situations, versus situations in which the outcome is assured.
Long-term orientation (versus short-term orientation)	Refers to orientation toward savings, thrift, and future plans versus a need for immediate gratification.

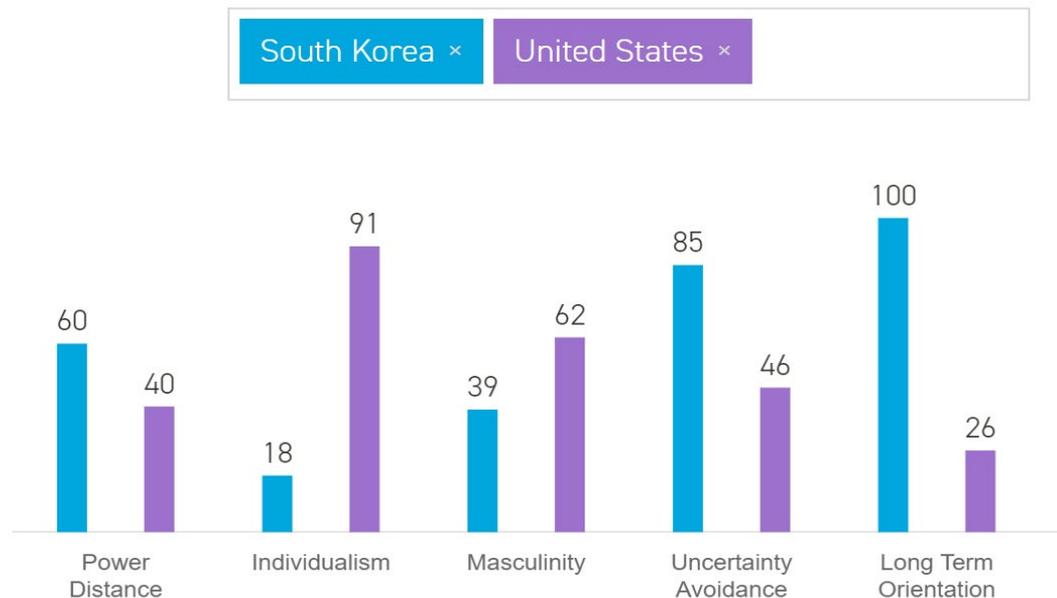
Note: Adapted from Hofstede (1980, 2001).

Source: Blanton & Barbuto in Journal of Management Education 29 (2005)

## Purpose of the Exercise

This exercise is designed to engage student groups in two different countries (U.S. and South Korea) to examine Hofstede's five cultural dimensions and understand its business implications through discussion across borders. The two countries show many differences across five Hofstede dimensions (see Figure 1 below).

**Figure 1**



Source: Hofstede Insights ([hofstede-insights.com](https://hofstede-insights.com))

## Preparation For Exercise

First, students will visit the Hofstede Country Comparison webpages, and gain background information on the two countries. [Country Comparison - Hofstede Insights \(hofstede-insights.com\)](https://hofstede-insights.com). The two countries show huge differences in Individualism (vs. Collectivism) and Long term (vs. short-term orientation).

## Due Dates

Assignment 1: March 26th

Assignment 2: April 4th

## Assignment 1 (Only for BUS370 Students at SSU, U.S)

Please choose one of Hofstede's cultural dimensions and suggest at least one example or personal experience proving the U.S. index.

Name	Section (01, 05, S1)	Hofstede Dimension	Example
	01	Time orientation	<i>In measuring firm performance, the popularity of stock price is one example of short-term orientation in the US.</i>
	02	Collectivism vs Individualism	This dimension evaluates the cultural distinctions between pursuing individual goals vs group goals. The level of collectivism may be reflected through how South Korea stands out as one of the most efficient nations in responding and handling covid-19, during which the citizens were willing to fully cooperate with government regulations and social guidelines collectively. In contrast, There are those among the US citizens who would <b>emphasize their individual freedoms</b> by questioning mask mandates and social-distancing regulations, which demonstrates the level of individualism in the U.S.
	02	Masculinity vs Femininity	South Korea has a gender score of 39. This means they are a feminine society. A feminine society values equality, solidarity, and quality of life. Problems are solved by using reason and compromise. In the United States, there is a gender score of 62. Meaning, it is a much more masculine society. <b>In a masculine society things like competition, achievement, and success are held very highly.</b> In South Korea

			<p>people value liking their work more than wanting to be the best at what they do. It is the opposite here in the US.</p>
	02	Long term vs. short term orientation	<p>This dimension is the study of how societies hold on to parts of their past while also being aware and dealing with challenges of their present and future. Societies that have a low score such as the US with a 26 are perceived as practical, and those with a high score such as South Korea with a 100 are more pragmatic societies. With South Korea having such a high score in this dimension it shows that they work with what they have and always encourage modern education as a way to prepare for the future. This can be reflected by how technologically advanced South Korea is, as opposed to the US. In the US</p>
	02	Individualism vs. Collectivism	<p>The United States, with a rating of 91 for individualism, shows that they are more likely to focus on prioritizing themselves instead of as a group. The United States likes to maintain their distance, value autonomy, self-reliance, and independence. Therefore, you see that people are willing to solve problems and take challenges on their own without relying on others. On the other hand, South Korea with a rating of 18 for individualism, shows that they are considered collectivism. South Korea has a strong culture of collectivism. They have respect and loyalty for their group members. They have also established strong relationships and worked together as a team to achieve their main goals. This has</p>

			been able to shape the Korean economy.
	01	Individualism vs. Collectivism	This cultural dimension shows just how different the U.S is from South Korea. In the United States, Individuals are expected to take care of only themselves and their immediate families. Even our pledge of allegiance has an emphasis on “liberty and justice for all” the numbers from this chart also reflect this. South Korea only scored an 18, while the United States scored astounding 91. Americans are bold and not shy however, <b>in South Korea they tend to focus more on the “we” aspect rather than the “I” aspect of things.</b> And seem rather reserved and respectful.
	02	individualism vs. collectivism.	the United States is known for being very individualistic. In other words, looking in the interests of one self. As appears to South Korea who scored an 18 in this category. This mean they lean more to the collectivism side. In other words, South Korea <b>focuses on groups and their personal relationships</b> amongst these groups.
	02	individualism vs. collectivism.	The citizens of the United States value the needs of the individuals above the needs of the many. This ideal is expressed in day to day experiences such as shopping where choices between competitive brands are confused with freedom. This results is a market that will tolerate a high rate of competition with its market segments.

## Assignment 1 (For Students of Hanyang University, South Korea)

Please choose one of Hofstede's cultural dimensions and suggest at least one example or personal experience proving the South Korea index.

Name	Section	Hofstede Dimension	Example
	01	Individualism vs. Collectivism	By accessing personal data, the South Korean government could have cracked down on COVID-19 relatively early, isolating infected people and their contacts. This is one example of high-level collectivism (low individualism) in South Korea.
	01	uncertainty avoidance	The number of applicants for public officials is increasing year by year in Korea. This is an example of high uncertainty avoidance because Korean want to avoid uncertainty in employment and gain stability.
	02	Masculinity vs. Femininity	South Korea is a feminine society. Therefore, quality of life is an important value. However, South Korea is one of the countries with the longest average working hours in the OECD. Due to the desire to solve the irony, the word "워라벨 (Work-life balance)" has become a hot topic in South Korea since a few years ago.

	02	Power distance	<p>Korea is influenced by traditional Confucian societies and has a relatively high power distance. This suggests that there is a social vertical hierarchy. Especially in the broadcasting industry, the relationship between comedians' seniors and juniors shows this clearly. It will take a long time for this culture to disappear due to the characteristics of Korean language where honorifics and informal language coexist.</p>
	01	Masculinity vs. Femininity	<p>Korea is a feminine society. In 2018, the Me Too movement started the feminist craze in Korean society, and various feminist movements are unfolding nationally and individually. There are many policies and activities undertaken to protect the human rights of victims, but there are also contents that promote discrimination and hatred between men and women by promoting the standards of victims, so it is necessary to carefully examine the details.</p>
	02	Long- term orientation vs. Short - term orientation	<p>Korean society is a society with high long-term orientation. Koreans tend</p>

			<p>to emphasize the cultivation of virtues such as persistence and thrift, control current desires and dream of a better future in the future. For example, Korean students have more time to invest in basic studies rather than experience areas of interest, or participate in diversification activities. Rather than dreaming of a happy job, Korean students tend to spend more time moderating, persevering, and studying, dreaming of a good job based on their grades.</p>
	03	Masculinity vs. Femininity	<p>Not just Korea government, but also in the workplace, Korea males are losing their power. The #MeToo movement has brought a number of allegations of sexual harassment and violence. The national announced legislation to protect women from violence, defining the term to include acts such as sexual harassment and stalking. But, many young men see such measures as 'reverse discrimination'. Males living in Korea society complain that their female counterparts are getting special protections that ignore male opinions. Young men serve for nearly two years, and some those obligated to serve see it as unfair that women and religious minorities are</p>

			<p>exempt from this requirement. Because of this discrimination caused young men to lose power. But, now in these days, you men have also been up in arms to raise their voice.</p>
	02	futuure-orientation (Long- term orientation)	<p>Most college students in Korea sacrifice at the present in order to get a job in the future. Recently, awareness of the current importance has been increasing through broadcasting, books, and etc, but it is still significantly lacking.</p>
	01	Uncertainty Avoidance	<p>If you look at two common criminal activities in Korea, illegal downloading is not materially stealing, so it is widely practiced in everyday life, while stealing is an act that should not be done because it is an act of stealing materials directly with my hands.</p> <p>In other words, abstract and invisible actions are perceived as being unrecognizable and are dismissed as criminal acts (illegal downloading). On the contrary, material and visible actions are strongly perceived as criminal acts (stealing). These two conflicting examples can be seen as an example of uncertainty avoidance, which is "dismissing due to a lack of recognition of abstract values or behaviors that are invisible or out of reach."</p>

	02	Uncertainty Avoidance	<p>If the level of uncertainty avoidance is high, the specific plan is important, and if the level of uncertainty avoidance is low, the specific plan is less important. Example of high uncertainty avoidance is Korea. Korea people are interested in major company or public officer. But, in the United States, many people are interested in venture company.</p>
	02	Uncertainty Avoidance	<p>Uncertainty avoidance refers to the threat that an organization or group feels when facing uncertainty and the degree to which it tries to avoid uncertainty by formulating safety rules and other means.</p>
	01	Uncertainty Avoidance	<p>Looking at a society that favors stable public servants, I thought that Koreans hated uncertainty and liked stable things. However, looking at the younger generation who have recently jumped into bitcoin and the stock market, I think that there are more cases where they are aiming for high profits rather than stability in front of financial needs. In the reality that the dream of providing a home can no longer be achieved with the amount of money earned from a stable workplace, I think that the younger generations may jump into a place where there is a greater reward, although</p>

			uncertain.
	02	Power Distance	Power distance refers to the degree to which a society can evenly distribute the rights of an organization or company among its members. The exact distance is related to the level. In this regard, I think the most basic concern is the issue of human equality. In Korea, there is a power distance between all social classes, work, study and even friends. Inequality is inevitable and functional.
	01	Individualism vs Collectivism	In the past of Korea, almost workers strived for their firm. Because, they stayed at their firm in a long period. But, today, many workers don't stay at their firm in a long period. If the firm doesn't fit with them, they don't hesitate to leave from their firm. I think this content is related to Individualism.
	01	Individualism vs Collectivism	I want to talk about this with history. Past-Korea society is agricultural society. And this agricultural society had lasted until Korea war. In other words, Korean should make bonds for yield for a long time. So, I think almost all Korean have had bonds with others because of previous social structure. But, Past-USA society is totally different from Past-Korea society. The USA has

			<p>a short history about agricultural society. They experienced the industrial revolution faster than any other countries. So, they didn't need to make bonds for yield. But, they need to make their salary more.</p> <p>I think these two different histories make this difference between Korea and the USA.</p>
	01	Individualism vs Collectivism	<p>Korea has grown collectivism as a driving force. Therefore, Koreans take collectivism for granted. Even in the language, you can see it from saying it's 'our' house, not 'my 'house' . It is also a very natural phenomenon, such as eating with employees and strengthening friendship, just like the company dinner culture at work.</p>
	02	Long-term orientation	<p>Korea has a strong long-term orientation, so it has a very high academic zeal and a strong tendency to save or invest.</p>
	01	Uncertainty Avoidance	<p>South Korea's response to Covid-19 can be explained as an example of uncertainty avoidance. For example, drive-through inspection, installation of screening clinics, and cell phone tracking systems.</p> <p>This response has resulted from people's instability and quickness. It showed quick execution and distinct effectiveness.</p>
	01	Uncertainty Avoidance	<p>Korean tend to be anxious</p>

			<p>about uncertainty. Therefore, they constantly compete for an uncertain future and <b>seek stable jobs</b> through it. This is an example of uncertainty avoidance</p>
	01	Masculinity vs Feminity	<p>South Korea is considered to be a feminine society, which means <b>caring for the quality of life</b>. But South Korea is one of the <b>countries where people work the most, so it's a little bit controversial</b>. This issue has been important for many years now to a lot of Koreans, who demanded new work reforms.</p>
	02	Individualism vs Collectivism	<p>Korea has long sought the development of its community by following Confucian ideas under the title of Eastern Courtesy. The spices, dure, and the arms of agricultural society that can be seen in history, are examples of various social gatherings and autonomous organizations in modern society. Korea's sentiment, which considers <b>common interests</b> rather than individual interests, and living together as a virtue, is a fundamental source of high-level collectivism.</p>
	03	Collectivism vs Individualism	<p>Korean culture sees cooperation, harmony, and obedience as values, and the collective interests are higher than those of the individual, and people expect collective care and</p>

			<p>protection. In class, even students who are fully aware of the problem will not raise their hands when other students remain silent, preferring teachers to avoid highlighting themselves in the group by asking questions on the roll.</p>
	01	Uncertainty Avoidance	<p>Koreans are also worried about uncertainty, which is what Koreans fear most about employment. Koreans have been looking for a definitive job, hoping for a solution to the uncertainty.</p>
	02	Uncertainty Avoidance	<p>In Korea, it is important to me which university I graduated from. So many high school students study again if they can't get into a famous university. So-called low-level colleges, they are more likely to not find a good job, so students try to get into good colleges to avoid this uncertainty.</p>
	01	Power Distance	<p>A few decades ago, power distance was high in Korean society. Power distance exists not only between boss and employees but teachers and students. High power distance society makes the inferiors limit their creativity and the hierarchy rationalize their faults. However, modern Korean society tends to move on to democratic society, which power distance is lower</p>

			than the past.
	02	Uncertainty Avoidance	<p>South Korea belongs to a country with a high level of uncertainty avoidance.</p> <p>Follow the concrete in sight and avoid the abstract out of sight.</p> <p>Therefore, the Republic of Korea tends to prefer to decorate the outside with something luxury or expensive rather than developing inner abilities.</p>
	02	Collectivism vs Individualism	<p>Collectivism Korean enterprises encourage every employee to become a member of the collective, with special emphasis on pride and unity and cooperation, and encourage all employees to carry forward the spirit of unity and collectivism and make contributions to the enterprise with one heart and one mind. The social training or management ideas of Korean enterprises mostly embody this idea. For example, LG Group's "harmony, unity, pioneering spirit, research and development", Kia Group's "unity, honesty, creation" and so on are all manifestations of collectivism. Collectivism in Korean corporate culture is a means to pursue overall excellence, that is, to maximize overall interests through the pursuit of unity. Although the Confucian culture of "harmony with people" has a deep-rooted influence on South Korea, due to the influence of American individualism, Korean corporate culture shows that it advocates competition and attaches importance to developing</p>

			<p>individual abilities. In Korean enterprises, employees' promotion, performance, personality, work attitude and expertise are very important indicators. For example, Samsung Group's employment principle is "ability first doctrine", while Xianjing Group clearly puts forward "people-oriented, ability-oriented" and encourages competition</p>
	02	Uncertainty Avoidance	<p>Many people want to get married, but they often give up getting married or having children because of the real burden. The newly coined term "Npo generation" has been in vogue since 2011 due to social pressures such as economic conditions, job shortages and house prices. This social phenomenon has increased uncertainty avoidance tendencies.</p>

	02	Masculinity vs Feminity	<p>Every year, the British weekly The Economist announces an interesting index ahead of Women's World Day. It's called the <b>Glass ceiling Index</b>, which ranks OECD member countries by combining higher education, the wage gap between men and women, and the proportion of corporate executives and female lawmakers to measure how much women can grow beyond the invisible sexism (glass ceiling). <b>Korea ranks 29th out of 29 countries</b> surveyed. It was even the ninth consecutive year of overwhelming last place, showing a really embarrassing figure. Through this, we can objectively evaluate that there are still <b>many restrictions and gender discrimination that Korean women face in society</b>. The role of companies in the future will also be important so that they can enjoy the same rights in the workplace as soon as possible.</p>
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	01	Long term orientation vs Short term orientation	<p>While long-term-oriented cultures value the tendency and future-oriented values to achieve long-term results, such as savings, short-term-oriented cultures value the past and present values. In the case of South Korea, it has invested heavily in petrochemical and heavy industries, which are highly economically useful areas, in the process of developing the "Miracle of the Han River" from developing countries. Thanks to this, Korea was able to achieve rapid economic growth, but the level of development of basic science is significantly lower than that of other advanced countries. This is the same as a short-term-oriented society that values present values.</p>
	01	Collectivism vs Individualism	<p>Korea is a society with a strong collectivist tendency. When problems arise not only at home, but also in the group, local community, and country to which they belong, they think they are a key member of the group and overcome them together without turning a blind eye to it. Examples include class sports competitions, the IMF debt repayment movement, and strong labor unions.</p>

	02	Uncertainty Avoidance	<p>The avoidance of uncertainty among Koreans is a common phenomenon.</p> <p>In the case of the Covid 19 vaccine, opinions are divided on whether or not the inoculation is present, as the stability and side effects are not clear.</p>
	01	Long-term orientation	<p>When analyzing the 10 future hopes of Korean students in 2020, for middle and high school students, 6 and 7 of the 10 jobs were long-term oriented, and all of the top jobs were teachers.</p> <p>In the case of university students, the job with the highest job hope rate was public servants (18.3%), and job stability (40.1%) was the most important factor when choosing a job.</p> <p>Koreans tend to prefer jobs that are safe from the risk of being fired and earn money stably.</p>

	01	Long-term orientation vs. Short-term orientation	<p>Many people in South Korea tend to choose long-term oriented jobs. Although short-term oriented work can bring immediate benefits, from the perspective of long-term individual and collective development, long-term oriented development is more stable and can bring sustainable benefits.</p> <p>Korean students also prefer to understand long-term and stable jobs when making work-related academic preparations and career choices.</p>
	01	Power Distance	<p>Most organizations and institutions in Korea have a hierarchical structure. For example, employees who work for their company usually fail to express their opinions and have to follow the instructions from their immediate superior even though they have opinions against them. I think this is caused by a cultural difference derived from Confucianism.</p>

	01	Uncertainty Avoidance	<p>From a long time ago, Korea was reluctant to change and tended to be closed. This has been passed down to the modern society, Koreans generally try to avoid uncertain challenges. This can also be explained in terms of career choices. Koreans prefer <b>civil servants</b> with stable living and wages as their jobs over other departments.</p>
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	01	Individualism versus Collectivism	<p>South Korea has been a collective society. In the past, people have lived together by farming and helping each other. This collectivism played a big role during the IMF.</p> <p>People voluntarily participated in the campaign to collect gold to pay off the national debt.</p> <p>This collectivism saved the country from the crisis and was able to grow our country fast. I think collectivism is the driving force of the South Korea's growth.</p>
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	01	Uncertainty avoidance	<p>Recently, in Korean society, the perception that stable public officials are preferred to avoid uncertainty is now taken for granted. Looking at this, young people in Korean society challenge uncertainty and feel that their dreams are not clear. This is because if you challenge and fail, it is very difficult to overcome the failure. However, as our school supports start-ups, many start-up companies are changing so that they are in the spotlight and are putting a lot of effort into those who challenge uncertainty.</p> <p>Through this, it is expected that the gap will gradually narrow due to social awareness and people's</p>
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			<p>challenges, although it has a stronger tendency to avoid uncertainty than the U.S. so far.</p>
	01	Individualism versus Collectivism	<p>I think it is very difficult in modern times to expect the same warm sentiment of 'neighborhood affection' as before in Korean society.</p> <p>Because Korea is currently experiencing a serious decline in the birth rate and aging population, which means that each person is intensifying their survival competition for survival.</p> <p>This further changed people to individualistic tendencies and only made them have some collectivist tendencies when they had a common enemy or found a congenial person.</p> <p>It is a pity that people seem to be gradually changing to accumulate more wealth than others and to value outcomes rather than emotions to keep up with the struggle for survival in a capitalist society.</p>

	02	Power Distance	<p><b>Korea is a country with a wide gap in power,</b> and it has a distinctive class of businesses and people."The subordinate must obey his superior, which has nothing to do with age, academic background or status, but only with the power he has. There are advantages and disadvantages: on the one hand, people observe their own duties and do not cross boundaries. On the other hand, however, some people are only superficial obedience or unwillingness.</p>
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	01	Masculinity/Femininity	<p>This "masculine" tendency based on the division of gender roles is called the dimension represented by masculinity or masculinity (that is, the Masculinity Dimension). It refers to the clear distinction between <b>the gender roles of both sexes in society.</b> Should be confident, strong, and focus on material achievement, women should be humble, gentle, and concerned about the quality of life; and the opposite "feminization" tendency is called the cultural dimension represented by femininity or femininity ( The so-called Feminine Dimension).</p>
	02	Individualism vs. Collectivism	<p>In Korea, <b>communities tend to be prioritized over individuals.</b> If you look at</p>

			<p>the history of Korea, you can see that there have been many external invasions. Each time, Korea has joined forces to escape the danger on a national level. One example is the 3.1 Movement.</p>
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	02	Individualism vs. Collectivism	<p>Koreans have been living in groups from the past to the present. Because of this collective culture, cooperation is one of the virtues required by many people. We have learned to cooperate with others since we were young, and even now, when we are college students, it is important to work with other people to solve our problems.</p>
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	01	Individualism vs. Collectivism	<p>Koreans lived in agricultural society in the past which made community in high bond. In this society, acting individually or presenting opinion toward the works of community is not welcomed among the members of community. Although modern Korea is no longer agricultural society, Koreans still have collectivism behavior. For example, posing an</p>
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			opinion in high school lectures is weird thing in Korean perspective.
	02	Individualism vs Collectivism	The South Korean government has forced private operators to stop operating at a time when Corona is serious. The self-employed did not protest. The prolonged business restrictions caused resistance, but this was only because there was not enough compensation, not a backlash against the state's invasion of individual freedom.
	02	Individualism vs Collectivism	Gwon Hee Jun (권희준)
	01	Individualism vs. Collectivism	Koreans have been living all their social lives from the past to the present with collectivism. Many of these collective phenomena can be seen, especially in companies, presentations, or schools. However, I think Korea has made great progress since childhood by emphasizing the importance of groups.
	02	Power distance	Korean society has been democratized, however, hierarchical order still remains. For example, there is a joke, 'If the boss instruct something, I must follow it', which represents Korean society still have strict power distance.

	<b>01</b>	<b>Individualism vs Collectivism</b>	<p><b>Korea is collectivism. Koreans are particularly shy about acting alone on their own. In particular, I think that the collective life of the company has had a great influence. Companies work by department, and the frequent drinking culture shows that they prefer group life.</b></p>
	<b>02</b>	<b>Long term orientation vs Short term orientation</b>	<p>I think the reason why Korea has a strong long-term orientation is that social awareness has also affected the way it behaves. Most say that for future success or achievement in school, work, and society, goals should be set in the long run. Therefore, the social perception that long-term thinking is the basis for absolute success seems to affect the behavioral style.</p>
	01	<b>Uncertainty Avoidance</b>	<p>On Hofstede's scale, South Korea is one of the most uncertainty avoiding countries in the world. South Koreans try to minimize the possibility of uncertain situations through strict behavioral codes, rules, and disapproval of deviant opinions. For example, Korean government reinstated its level 2 restriction as soon as an outbreak happens, which includes strict rules, conducting comprehensive testing,</p>

			<p>contact tracing, and supporting people in quarantine to avoid more cases.</p>
	01	<p><b>Uncertainty Avoidance</b></p>	<p>Koreans tend to avoid uncertainty. For example, if a teacher wants questions from elementary school students, everyone quietly waits until someone asks. And when someone asks a question, they are surprised by friend. If they think they can't give a definite answer, they don't ask questions at all.</p>
	01	<p><b>Collectivism vs Individualism</b></p>	<p>We can see the collectivism of Korean society through the long-standing culture of the extended family. It can be noticed that the relationships established by blood continue to interact for a long time, and that independence at home is relatively late. Furthermore, the fact that Koreans remain close even after independence shows that Koreans have a strong tendency to be collectivist.</p>
	01	<p><b>Masculinity vs. Femininity</b></p>	<p>Even though Korea is feminine society, Korea has been evaluated internationally as having a very low gender equality index. The "Glass Ceiling Index," which is calculated by the British Economist by quantifying women's economic activity levels, entry into executive positions, and parental leave, ranks last among the 29 OECD member countries for the ninth consecutive year.</p>

	01	Individualism vs collectivism	<p>Before high-tech industries advanced, Korea was one of the typical Asian countries. So, while farming, they created a culture of “exchange of labor” in which each other helps each other, and it was a good environment for the awareness of a community to be expressed. However, in the modern era, communication between people is less and there are more things that can be done non-face-to-face, so I think that the trend of becoming more individualistic than the trend of putting emphasis on community will accelerate in the future.</p>
	02	Uncertainty Avoidance	<p>Most Koreans try to avoid various risky situations. This has to do with Korean social atmosphere that demands responsibility to workers. Traditionally corporate organization structure was vertical structure. Although many corporates adopt horizontal structure recently, there is still a sense in the minds of the employees to avoid risk that can be risen by suggesting new strategies.</p>

	01	power distance	<p>Many people use terms that their lives are determined by their parents' property, such as "dirt spoon" and "gold spoon." This means that many people think that they are unevenly distributed from birth due to differences in their parents' status or wealth.</p>
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	05	Long term-orientation	<p>Korea's Long Termination score is 100. The reason why Korea has a high long-term orientation is that it values relationships. For example, Korea places importance on the culture of regular customers and provides more services to regular customers than first-time customers. Because the person who sees for a long time is a more reliable and grateful customer. Not simply They want more long-term stability, not just seeking immediate benefits. Another example of this is the excessive number of people seeking public officials.</p>
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	02	Uncertainty Avoidance	<p>Hofstede mentions that South Korea is one of the most uncertainty avoidance countries in the world.</p> <p>In the United States, many people challenge startups even though they are more likely to fail.</p> <p>However, Koreans seem to avoid any kind of uncertainty that can affect their future. Instead of challenging a startup, Koreans prefer to have a stable job as employees in a conglomerate or as public officials. Personally, rather than trying to start a startup with an uncertain future, I prefer to work for a stable firm with guaranteed retirement.</p> <p>In my opinion, this can be concluded that Koreans fear to challenge due to the uncertain outcome when compared to Americans.</p>
	01	<ul style="list-style-type: none"> <li>• Long term orientation</li> </ul>	<p>Currently, there is an environmental protection campaign called "용기내(yong gi nae)" in Korean society.</p> <p>They are campaigning to protect the environment by using emotional expression to be courageous and the expression to give a bowl of food in Korean.</p> <p>With the participation of such campaigns in various parts of society, the use of disposable products is decreasing. And not only this public campaign, but also Starbucks, a conglomerate, is offering a Reusable Cup if it removes the label of its container and cleanses it and posts pictures of it in boxes at each branch on social media to attract many people to participate.</p>

	02	Uncertainty Avoidance	<p>As a European exchange student, South Korea's high uncertainty avoidance was one of the first things that really surprised me and stood out to me.</p> <p>The difference between Korea and most Western countries is considerably large.</p> <p>I realised indeed in my first weeks in this country that Korea has way more rules and also that these rules are followed up way better by the people than back home. Furthermore, Koreans clearly have more working hours. They work late at night and take a lot less days off. Most Koreans clearly 'live to work', not 'work to live'.</p> <p>However, I don't agree on the fact that Korea would not be innovative. They are the leaders on the Bloomberg Innovation Index and technology of all kinds is really embedded in this society.</p>
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		Masculinity vs. Femininity	<p>Femininity is high in South Korea. Recently, the preferred corporate culture is one that can improve the quality of life.</p> <p>Previously, high wages were guaranteed, and most people were satisfied. However, today people are focusing on their lives such as rest and hobbies.</p>
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	02	Uncertainty Avoidance	<b>In a society with a higher uncertainty index, the more busy, restless, emotional, aggressive, and active features, I think these are the characteristics of Korean people.</b>
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	01	power distance	<p>'Power Distance' means that power within the company that can influence people's actions and thoughts is not properly distributed. When comparing Korea and the United States, such 'Power Distance' does not show much difference compared to 'Individualism' and 'Long Term Orientation' among cultural dimensions. However, there is a difference. Unlike the United States, where most of the horizontal power structure is, in Korea, most companies have a <b>vertical power structure</b>. Unlike the United States, which follows a horizontal power structure that develops by sharing opinions with each other even if there are differences in class, in Korea, when orders are issued by the higher classes, the lower classes are operated in a manner that follows silently. Such a power structure in Korea has the advantage of being able to speed up business processing, but it has the disadvantage of slowing corporate development because it creates a large power gap and it is</p>
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			<p>difficult to share various ideas and feedbacks with each other. These power gaps can be seen as derived from the environment and family in which they were born, and especially from education. From an educational point of view, unlike the United States, where horizontal and free communication between teachers and students is possible and various knowledge can be learned rather than a set subject, Korea only learns a set subject and knowledge, and education is carried out in a vertical relationship between students and teachers. In other words, there is a difference between Korea and the United States from education, which has led to the power distance. For this reason, I think the power distance will continue unless the quality of education is improved first.</p>
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	<b>01</b>	Uncertainty Avoidance	<p>I think Korea's response to Corona 19 is an example of avoiding uncertainty. Drive-through inspection was able to come out and be introduced quickly in Korea because of people's instability and speed. The avoidance of uncertainty seems to have led to rapid implementation and introduction.</p>
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	<b>01</b>	Uncertainty Avoidance	<p>I think "YOLO" is an example of avoiding Uncertainty. "YOLO" is an acronym for "You Only Live Once". It refers to people who value current happiness over uncertain future. In short, they value current consumption rather than saving for uncertain happiness in the future.</p>
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	<b>02</b>	Power distance	<p>Most Korean men over the age of 20 spend an average of two years in the military. There, they are given different powers according to class and embody a hierarchical order. In the military, ranks</p>
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			are assigned in the order they enter the army, regardless of age and social status.
	01	Individualism vs collectivism	<p>In Korea, eating together is very important. Many people say, "Did you eat?" or 'Let's eat sometime.' In particular, many students are ashamed to eat alone during lunch time at school. Korean students always eat together in groups. Not eating together means fighting with a friend or being kicked out of the pack. This reflects Korea's collectivism. Recently, however, more and more people are eating alone in Korea due to the trend of individualism.</p>

	03	masculinity vs. femininity	<p>The U.S. masculinity index is higher than that of Korea. This is probably because Americans have a strong tendency to individualism. When Koreans are born, they live not to stand out as a member of society. This is probably the characteristic of Koreans who are very sensitive to others. In order to become part of society, Koreans are sometimes asked to take actions that are more considerate of others than individual interests and accomplishments. Let me take my story as an example. When I was a freshman, there was a class that required a team play. There were students who didn't</p>
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			<p>participate in the activity, but I couldn't ask the professor for a disadvantage. Because the professor wanted us to be considerate and create a harmonious relationship. I don't think it's always a good influence.</p>
	02	Individualism vs collectivism	<p>South Korean is a collectivist society rather than Individualist. Koreans feel a strong sense of belonging and loyalty to the group they belong to.</p> <p>A recent controversy over a drama can be an example. The drama depicted historical real-life figures completely differently from the facts and used various Chinese-style props, not traditional Korean props. Koreans accepted it as part of the Northeast Project and strongly protested the drama's distortion of history. As a result, the drama was abolished. It was possible because Koreans had pride in their culture and a willingness to protect it.</p>
	02	Individualism vs collectivism	<p>Relationships in Korea are important. It is a person's ability to maintain a cooperative relationship about something. How wide this relationship is depends on each person's personality. But most people in Korea hate doing it alone and want to get emotional empathy. In my case, I am not that active, so I maintain a good relationship with some friends.</p>
	01	power distance	<p>'Power distance' refers to the "emotional distance that isolates subordinates from their bosses" in an organization. As a survey to find out, 1. Are employees afraid to disagree with their boss? 2. The actual decision-making style of this supervisor by the subordinate, 3. The decision-making style of the supervisor preferred by the subordinate, etc. Korea, which has a</p>

			<p>Confucian tradition, takes it for granted to follow orders from the upper generation based on respect and respect for the upper generation. For example There is a strong subordinate relationship between parents and children, between bosses and subordinates, between professors and students, and organizations tend to be hierarchical.</p>
	02	Individualism vs Collectivism	<p>In South Korea, collectivism is more pronounced than individualism. Only recently has an interpretation that individualism is expanding, but nevertheless, many people try to behave in accordance with social norms and try to make them look like average people. Because of this, an atmosphere that cannot be opposed to collective thoughts is formed, and there is a strong tendency to circumvent them as average people. This is considered a propensity that occurs in most Asian cultures, and it is considered a product of the family-level and village-level lifestyles of the old agricultural society.</p>

## Assignment 2 (For Both Students of Salem State Univ & Hanyang Univ)

Name	Section	Hofstede Dimension	Why Challenging?	Advice/ Suggestions
	01	<i>Individualism vs. Collectivism</i>	<i>In the US, many people do not share their personal matters with their coworkers. It was challenging since in South Korea, it is common to ask some personal questions to build initial relationships with colleagues.</i>	<i>Not to ask personal questions at your work (e.g., age, marriage, kids, etc).</i>
	01	<i>Individualism vs. Collectivism</i>	The words 'employee' and 'team' represent a collective concept. In Asia, if employees are recruited, it is really important to find the right match for them in the organization. To build a healthy relationship is also considered as a qualification of promotion. If they are not adequately fit into the team, Personal individualism and ability would be considered as a burden rather than an asset. That is the reason why it would be hard to be individualistic in America for koreans.	<ol style="list-style-type: none"> <li>1. Share common ideas.</li> <li>2. Try to continue relationship with conversation</li> <li>3. If you want to get promoted in Asia, it is important for you to be a leader, and a leader should understand &amp; embrace other workers through talking and realizing what circumstances they are positioned at.</li> </ol>

	03	Collectivism vs Individualism	In South Korea, it's possible to talk about various things in your life with colleagues in the workplace. But in America, people seem to put more emphasis on the family and the individual.	Communication with colleagues can bring a sense of distance closer to each other and more efficiently accomplish work in future teamwork.
	01	Individualism vs. Collectivism	In Korea, we can talk about our own family in public, and we are all more active in doing things that we can win together, but in America we seem to be more personal.	It would be a surprise beyond our imagination to communicate courageously.
	02	Masculinity vs Femininity	I think it will be difficult because competition will be fierce as it is success-oriented.	<b>Have a meal with</b> your colleagues.

	02	Individualism vs Collectivism	<p>Since the Japanese Invasion of Korea in 1592, we have been through various histories such as numerous conflicts, wars, division of the people, and democratic oppression, and we think that the unique collectiveist tendency of Koreans has been strengthened. The U.S. began from the beginning of the country through the independence movement, and thanks to its large territory, local autonomy has been strengthened, and dozens of states have different characteristics, which I think has also been reflected in ethnic characteristics. Therefore, I think the process of understanding Korea's collectivist culture will be the most difficult for foreigners.</p>	<p>If you share your opinions with your colleagues and think about it together, they will feel more familiar with you.</p>
	02	Power Distance	<p><b>The United States is a country with relatively small power distance. Employees in the United States tend not</b></p>	<p><b>Therefore, in America, employees and managers should be more equal and</b></p>

			<p>to accept the concept of management privilege, while subordinates usually think that their superiors are "people like me". The high degree of familyization of Korean enterprises and the integration of ownership and management rights have resulted in the high centralization of Korean enterprises, the great authority of enterprise leadership and the low participation of employees in Korea.</p>	<p>harmonious, so that employees are better at learning, improving, surpassing themselves and realizing their personal values.◦</p>
	02	Indulgence versus Restraint		
	02	long term orientation	<p>Korean culture emphasizes the need and importance of maintaining lasting relationships from a business perspective. Broad business relationships have a positive impact on any business. This is because we can rescue various channels such as suppliers and accounts. On the other hand, American culture is judged not to be so, so it will be difficult to maintain a lasting relationship from a business perspective.</p>	<p>I would like to advise you to <b>build and maintain as many relationships</b> as possible in your business. There may be many difficulties in maintaining relationships, but from a long-term perspective, it will work positively for you.</p>
	02	Individualis	In the United States,	Korea has a

		m vs Collectivism	businesses operate as individualist cultures that are not involved in individuals, but if language barriers, especially in Korea, will be a challenge to adapt to this collective culture.	corporate culture in which colleagues help or teach their work in order for organizations to operate harmoniously. Perhaps this corporate culture will help you adapt.
	01	Individualism vs Collectivism	<p>Expressing strong freedom is sometimes unacceptable.</p> <p>Korea values morality and courtesy, that is, keeping discipline and being considerate within a society as a state. However, in the United States, it seems that individual expressions are sometimes important. Community cannot exist if everyone values individuality.</p> <p>Therefore, I think this is difficult as the collective bond will disappear.</p>	Korean people take <b>courtesy</b> very seriously. If you approach them politely and kindly first, they will treat you very well. Also, make it a habit to act quickly on anything.
	01	Indulgence vs Restraint	South Korea is low on the Indulgence scale which means that it is a society of restraint. People in this society have the perception	People need to stop act impulsively and need to consider work seriously. But at the same time,

			<p>that their actions are restrained by social norms and it is looked down upon to be indulgent. However, In the USA, the pursuit of enjoyment extends to the workplace: Americans feel the right to be happy at work. If they are not, they are likely to leave their workplace and some of them will start a business believing they will be happier without their boss or office life.</p>	<p>it's also important to be enjoy on what you do for a living.</p>
	01	Masculinity vs Femininity	<p>Korea is a femininity culture that places great value on quality of life, bond with colleagues and stability, while the United States is a masculinity culture that is more interested in wealth and power.</p>	<p>Try to maintain a good relationship with your colleagues and maintain a stable relationship rather than to think that you win someone in a competition.</p>
	01	Individualism vs Collectivism	<p>Differentiate between individuals and communities in a group. Koreans will think of the benefits of community before individuals, and Americans, for example, will focus on individuals. We should be aware of these differences because they can be misleading.</p>	<p>Try to understand each other's preferences when dealing with people.</p>

	01	Collectivism vs Individualism	Korean society still has a vertical aspect in business. Therefore, there are many cases where collective intelligence is emphasized rather than individual aspects, and this has a great influence on the direction of business and decision-making. Therefore, horizontal thinking in the United States, where individualism is prevalent, can cause great confusion.	Understand the collective intelligence and listen to your superiors in particular
	01	Masculinity vs Femininity	Korea has a strong relationship orientation(Femininity ). If you belong to one group, it is important to fit in with the group as much as possible. Since such social life is based on Confucian ideas such as considering age over experience, it may be difficult for foreigners who are not Confucian cultures to adapt to such culture.	It is important to respect and talk to the other person. You should use polite speech well and get along well with others.
	02	Collectivism vs Individualism	When I do what I want to do, theU.S .generally has a strong ego without looking at others. This is	Korea has a lot of Confucian influences and a lot

			different from our culture, which considers relationships important and has a passive attitude, so adapting these cultures seems to be the most difficult part.	of polite culture is developed. In other words, it is important to be polite when dealing with older people and older people.
	04	Uncertainty Avoidance	Korea is a country with a very high level of uncertainty avoidance. If i go to a country where uncertainty avoidance is very small, I think I will behave differently from the people of that country. People in our country voluntarily work overtime when they immigrate abroad, and people in that country do not understand it. This is because they think working long hours is inefficient.	If you come to Korea and work, your boss will like to handle your work if you quickly deal with uncertainty and report it to your boss. The key point is to eliminate uncertainty as quickly as possible.
	01	Collectivism vs Individualism	In Korea, individual opinions are often buried in group opinions. Even if you want to eat jajangmyeon, if everyone orders jjamppong, you are under pressure to order jjamppong.	Order what your boss orders.
	01	Individualism vs. Collectivism	As a foreigner,collectivism and individualism are two opposing ideological systems.Collectivism is the ideological system of the	I think that as a foreigner,you must adapt and integrate into other countries.

			<p>bourgeoisie. Collectivism values the interests of groups and society. Individualism values the interests of individuals and buddies.</p>	
	02	Individualism vs. Collectivism	<p>I think Korea seems to continue to show a tendency toward collectivism because it has long been united and connected. I also like to do college life collectively like a club.</p>	
	02	Uncertainty avoidance	<p>South Korea is deemed one of the world's most uncertainty avoiding nations. In comparison, the U.S. has much lower uncertainty avoidance, which brings it higher in ambiguity tolerance. This aspect may be challenging for an U.S. resident who is currently employed in South Korea. In the U.S. there are fewer rules and regulations to follow, whereas in South Korea codes of conducts and behavior are more rigid and well regarded.</p>	<p>It is recommended that one should make <b>local friends</b> as many as possible, engage in their inner circle so that one may understand the cultural and behavioral distinction, thereby avoid any conflicts and misunderstanding.</p>
	01	Individualism vs. Collectivism	<p>Maybe, a lot of American who work in Korea experience weird</p>	<p>1. Respect other country's culture</p>

			<p>situations in terms of their sight. Like 회식 that get together in dinner with alcohol is really strange to them. Because they usually go home to get time with their family after finishing their work. I know other differences between Korea &amp; USA culture are also factors that make it hard to adapt in Korea. But I think 회식 is the most important challenge to American who work in Korea.</p>	<ol style="list-style-type: none"> <li>2. Try to absorb other country's culture</li> <li>3. Discard other country's bad culture</li> <li>4. Add your good culture</li> <li>5. Mix each cultures properly in your business</li> </ol>
<p>Hyeok Jin Jang(장혁진)</p>	02	<p>Uncertainty Avoidance</p>	<p>Compared to Americans, Koreans have a higher tendency to avoid uncertainty, and have a relatively high degree of information processing with low ambiguity.</p>	<p>It was found that the difference in response according to the tendency to avoid uncertainty arises from cultural differences between the two countries. Therefore, it is important to understand the culture of the</p>

				country well.
Jeong Gi, Bae(배정기)	02	Power distance	Since the U.S. has a lower power range than Korea, I will be branded as an incompetent employee if I always follow the opinion of my boss in the company.	If you have an opinion that directly conflicts with your boss's opinion, you should beat around the bush.
EUN CHAN HEO(허은찬)	02	Individualism vs Collectivism	Korea has had a strong tendency to collectivism since ancient times. The villagers have continued to gather together to eat dinner and to distribute rice cakes to neighbors as a ritual event when they move. However, it is judged that the United States is relatively more individualistic than Korea. It seems that only small groups (my family, friends) gather to eat or do activities. In that respect, I think it will be a little challenging.	I think the best way is to understand and embrace each other's cultures. And I think that experiencing it is the best way to adapt.
Jeon SuA (전수아)	01	Collectivism vs Individualism	Korean society can still be seen as a vertical society.  Therefore, in the decision-making process, many people will agree with the opinions of superior,	Find out what your boss likes.

			and even if they disagree, the group will exert pressure for consent.	
Monica Flores	02	Collectivism vs Individualism	After reading the responses above, this cultural dimension would be difficult for me to overcome. In South Korea, they have a sense of belonging in their workplaces. Collectivism is a big practice in which they work in teams. In the U.S. it's kind of like every man for themselves. The U.S. is very individualistic and we tend to focus on our needs rather than others. Adapting to a team and letting go of my individualistic nature will be difficult for me.	<ol style="list-style-type: none"> <li>1. look after yourself and your family.</li> <li>2. Communication is informal.</li> <li>3. Keep your personal life private.</li> <li>4. It is difficult for us to develop deep relationships.</li> <li>5. Be self-reliant and show initiative.</li> </ol>

<p>Hye rin, Oh (오혜린)</p>	<p>02</p>	<p>Collectivism vs Individualism</p>	<p>In the United States, companies operate as individualist cultures unrelated to individuals, but Korea seems to have a more dominant collective culture. It is not easy to decide something while living in Korea, excluding other members. And so far, there are many vertical corporate structures, so it is necessary to go through the procedures below and above to approve them.</p>	<p>Listen to the other colleagues.</p> <p>Instead of focusing on your own work, pay more attention to your relationship with the entire team.</p>
<p>Seung Bin Kim (김승빈)</p>	<p>01</p>	<p>Power distance</p>	<p>Korea is a society with a high power distance index. People easily accept differences in power and easily tolerate the exercise of power. It is said to be weaker than in the past, but the organization is still hierarchical and the boss is fearful. In public relations, differences in power extend and apply in private areas. Business organizations should have low power</p>	<p>Perhaps as long as the culture of lining up will continue for a long time in the future, "transfer of power" will inevitably occur to someone, but a solution must be found to mitigate the side effects. In countries with a high power distance index like Korea, it is necessary to continuously create measures</p>

			<p>distances. Communication cannot be active in situations where you are excessively in awe or fear of your boss. A supervisor must exercise his authority with certainty, but he must not exercise power unnecessarily beyond the regulations. Most innovative companies all have low power distances.</p>	<p>to lower the power distance index. The "power distance" is an important indicator that can determine whether an atmosphere is created to express disagreement with the boss in an appropriate place.</p>
<p>Dong Han Kim (김동한)</p>	01	<p>Collectivism vs Individualism</p>	<p>Community life is basic in Korea. Even in this culture, Koreans do not only talk about work with their co-workers, but also share their personal concerns and personal stories. And they are also friendly in private. However, in the case of the United States, there is an individualistic culture. Americans have their own private zone. So it will be difficult to approach them as comfortably as in Korea, and it will take time to build familiarity.</p>	<p>Koreans prefer to be friendly rather than awkward situations. Therefore, don't be nervous and first approach friendly and build up your familiarity through casual conversations. Also, I would like to advise you to greet people gladly when you meet them. Because greeting with pleasure can also leave a good impression.</p>
<p>Dawon Oh (오다원)</p>	02	<p>Masculinity vs. Femininity</p>	<p>Korea is a more feminine society than masculine. Therefore, Korean society members value quality of life more than</p>	<p>Focus on the process rather than achievement. Think of ways to increase the satisfaction of</p>

			<p>winning and succeeding.          But the US is a masculine society. In other words, it's a meritocratic society. So I might have to be harsher to me there.          And quality of life can be second.</p>	<p>workers in the process.</p>
<p>Seyeon Na          (나세연)</p>	<p>02</p>	<p>Uncertainty Avoidance</p>	<p>In the case of Korea, a culture with a high degree of avoidance of uncertainty, Korea tends to try to reduce uncertainty in social or organizational life and resist change in fear of failure. In the United States, on the other hand, a culture with low uncertainty avoidance, is not afraid of change and has a high tendency to overcome risks. They are also used to having enough rest time and working leisurely rather than worrying about the future or working fiercely to overcome it.</p>	<p>For people in cultures with low tendency to avoid uncertainty, they are used to working freely, taking a proper rest, rather than working in a mold. Therefore, rather than requiring formalized forms of work, it is necessary to support employees to work according to their situation and inclination through diversification of employee networks and liberalization of reporting formats. In addition, at the company level, it is recommended to use a time table platform that allows work logs to be shared by teams and employees in order to prevent mistakes from</p>

				occurring freely at the company level.
Ho Seok Lee (이호석)	01	Individualism vs. Collectivism	Korea still tends to look bad when it comes to individualism, but it will be difficult to adapt if you work in the United States where individualism is natural while accustomed to this culture.	In many cases, Korea still values the group rather than the individual. Think about your colleagues around you and get into the habit of asking for their opinions.
Yeon Seo Son (손연서)	02	Individualism vs. Collectivism	In Korea, when working with others, it is natural to help others if you have time. Also, people prefer to do it all together when they work. However, the United States tries to do personal work at the individual level. It's not natural to help each other at no cost, so when the people from two countries work together, they can conflict in this respect.	I think individualism also has a good side. Therefore, I think it is necessary to understand and consider each other's cultural differences rather than correcting one side for the other.
Seo Yeon Lee (이서연)	02	Individualism vs. Collectivism	I could see that there are differences in accepting quarantine guidelines in each country regarding Corona quarantine. And I could see that Korea is so strong in quarantine that it is said to be K-prevention. For this reason, it was questionable whether there was an impact of Korea's collectivist	I think there are advantages and disadvantages of individualism and collectivism respectively. I can't say what's better. However, I don't think we should look at the situation from one point of view. I think we should look at each situation from a

			culture.	more appropriate perspective.
Cho Yeoreum (조여름)	02	Individualism vs collectivism	In Korea, there are lots of activities learning cooperative spirituality. When you belong to a social group, in Korea, you cannot learn anything without the value of 'we'. However, in the USA, they learn something by encouraging independence.	In my opinion, we need time to understand each culture through cultural exchange.
Kim jisu (김지수)	01	Individualism vs collectivism	In Korea, there are many collectivism that Americans do not understand. However, experiencing a lot of collectivism and understanding and approaching it through challenges is a big challenge for individualists to grow further.	I think individualism also has many good points. I think individualism also has many good points. However, it is good to have a good understanding and consideration of collectivism and individualism.
Hyungjun Kim (김형준)	01	Individualism vs. Collectivism	In general, Korean company culture is very collective. For example, there is a company dinner culture or a team organization culture. Compared to Korea, where collective culture prevails, individualism is common in the United States. It looks small emotionally, but there is a big difference, so if Americans come to	At first, there will be some difficulties in adapting, so first of all, there will be a way to adapt by participating in a team program consisting of only foreigners in Korea.

			Korea, this will be difficult.	
Hyun kyu, PARK (박현규)	01	Individualism vs. Collectivism	In Korean society, it is often collective. Even when making decisions, individual decisions often arise from sympathetic phenomena. On the contrary, Americans will emphasize individual freedom by questioning different opinions.	There will be differences in decision making. However, I think individualism can break down stereotypes.
Luidwin Amaya	01	Long Term v.s Short Term Orientation	Growing up in the United States has its many liberties. In our society instant satisfaction is something that we're all used to. One thing that I would need to work on if I had the chance to work in a different country, especially in South Korea. Is to really focus on having patients and knowing that my hard work will pay off. Rather than just expecting it.	Showing or expressing entitlement will not serve you well in a different country, unlike in the United States.
Han seung hee(한승희)	02	Individualism vs. Collectivism	Korean culture tends to be vertical and collective. Rather than expressing individual opinions freely, it has the characteristic of keeping the set manual and not leaving.	I think the process of presenting and accepting opinions will be a little different. However, clear and accurate communication can also have a positive effect on collectivism. When discussing something in a common context, there will be no

				problem if you convey your opinion politely.
Park YeonSeon(박연선)	02	Individualism vs. Collectivism	In Korea, as in the same time as in the company, the meaning of belonging seems to be strong. I thought it was a way to achieve collective results through cooperation, but in the case of the United States, it seems that there is a great personal tendency. If an individual does the work together, there will be difficulties.	It would be helpful to help each other and have proper courtesy.
ZHANG WENJING (장문경)	01	individualism vs. collectivism	Koreans pay more attention to collective interests in the workplace, and the results of the entire department are more important than the outstanding results of individuals. On the contrary, Americans will be more prominent in their personal abilities in the workplace.  In this regard, the ideas of the employees of the two countries are very different, so it is challenging.	<ol style="list-style-type: none"> <li>1. Respect the culture of the two countries.</li> <li>2. Accurately understand the needs of the boss and the common goals of the team.</li> <li>3. Clearly express ideas and contribute to the team.</li> </ol>
Minho Kim (김민호)	01	Individualism vs. Collectivism	The individualistic fence of the United States tends to enter only a few special	Organizations in Korea, such as companies, tend to want individuals to

			<p>people or family members than the collectivist fence of Korean such as schools, military, acquaintances, companies, etc. It is easy to lead to the problem of being bystander. In the case of various types of crimes such as sporadic Korean and Asian assaults in the United States recently, or discrimination within the workplace, or various difficulties such as crises in daily life. I thought that these difficulties could be neglected.</p>	<p>devote their part to the organization. Some of them want you to spend all or more of your business hours. Sometimes there are organizations that want you to be committed to improving organizational collusion, such as group meals or group leisure activities outside of business hours.</p> <p>In this case, not only doing your job without problems, but also contributing to organizational activities to some extent creates a positive effect.</p>
<p>YoungChul Choi (최영철)</p>	<p>01</p>	<p>Individualism Vs Collectivism</p>	<p>Workers form the company today in South Korea has changed. The area where I live, has many IT companies. And, the companies have something in same common, the companies are consisted of multinational workers. I think this is the main challenging issue of managing multinational workers. Because, they have</p>	<p>To manage the company more effectively and efficiently,</p> <p>1. We need to understand each other cultures. People in same group tend to be they are very similar. But, people don't have the same idea and thinking. So, respecting individual idea is might be the good solution to</p>

			<p>different background of cultures such as Korean cultures are more likely to be collectivism and U.S cultures are more likely to be individualism.</p>	<p>companies which have strong background of collectivism.</p> <p>2. Individualism is not always great idea of solving problems. It is certain that people must listen to coworkers idea and respect idea. But, when we claim our idea without thinking others, it might be problem of managing company. From the case of Hawthorn experiment, we can infer that informal group is important in managing company. And, in the informal group there is strong fellowship between workers. And I think this is one example of good collectivism that individualism is not always good answer.</p>
Hwi Kim(김희)	01	Individualism Vs Collectivism	South Korea's traditionally homogenous	<ol style="list-style-type: none"> <li>1. Take some time with your colleagues i.e. Sharing</li> </ol>

			<p>society is rapidly changing with the influx of foreigners coming to live and work in the nation. But it takes time for the culture to change as an 'Individual society'. Also, I think Koreans tend to not consider 'individualism' as a good thing.</p>	<p>hobbies, To have meal together</p> <p>2. Actively participate in the team project</p>
Yejin Oh (오예진)		Long-term orientation	<p>When discussing a business, short-term profits are important, but the value of the business should be viewed from long-term orientation. However, some businesses need to be invested in the long run to make a profit. If Americans want a more certain and immediate reward, business meetings with them will be difficult.</p>	<p>1. If you do stocks, you already know the importance of long-term orientation. The same goes for life.</p> <p>2. Chasing short-term results is like a child looking at candy. The only way to take responsibility for me in the future is for me to prepare and invest. Because you are a foreigner in Korea, you have to take care of yourself.</p>
Deokgeun,	02	Collectivism	In Korea, unlike the	When you visit in

Lee		vs Individualism	U.S., elders often buy food when they go to restaurants with younger people.	Korea's restaurants, and elders buy you food, you can eat thankfully and buy it for juniors later you visit restaurants.
Léa BARUH	01	Masculinity vs Femininity	South Korea is considered to be a feminine society, which means caring for the quality of life, but it is one of the most hard-working countries in the world. The USA are known for being hard working as well, but it is driven by competition, achievement and success (for example, it is very difficult to enter an Ivy League University but once you are in, you can do pretty much anything). In the USA, one of the most important thing is to show you have succeeded by having a big house for example.	Work can become exhausting really quickly if you always think of it as a competition. Trying to make friends and having fun in your work is important as well.
Yubin Lee (이유빈)	01	Individualism vs Collectivism	According to some students' comments about individualism and collectivism based on data, Americans tend to focus on the 'I' aspect of things more compared with Koreans who focus on the 'we' aspect of things more. This results from the fact that Korea shows	I think both Collectivism and Individualism are advantages and disadvantages depending on the situations. It means that there are some situations or environments collectivism is more suitable, and

			collectivism more, and the United States shows individualism more.	also there are some situations or environments individualism is more suitable.
Matthias Olieslagers (Hanyang University)	02	Individualism vs Collectivism	As a European exchangee, I have realised in my first months in Korea that the Korean Society is way more targeted towards collectivism than Western societies. This can be challenging to get used to, because Western people tend to follow their own individual interest, while in Korea we have to make sure to follow a collective mindset and pay respect to everyone in the society.	My advice would be to make sure you stay respectful towards everyone in society and put your own personal interest aside in order to realise the best outcome for the group. For example, don't talk in the public transport. This is accepted in Western countries, but it is considered rude in Korea because it bothers other people. Also, make sure to give away your seat to people who need it more than you for example!
Min kyeong Sung (성민경)	02	Individualism Vs Collectivism	In the case of the United States, it emphasizes individual freedom. In addition, the personal tendency of 'I' is more pronounced than the collective tendency of 'We'. However, Korea can be seen as a collectivist by its elements because 'nepotism' is still prevalent in society. There is a tendency to make a lot of us by	In order to solve this problem, one should refrain from asking personal questions. Also, rather than finding one's identity through nepotism, one should find one's identity through unbiased interaction. It is important to learn from each other by creating

			<p>weighing blood ties, delay, and school ties, and individuals create their own identity by belonging to them. So we usually have intimacy by asking about the family clan or blood type in school, company, and society. So individualism seems to be a challenging task in our country.</p>	<p>opportunities for cultural exchange.</p>
<p>Jaeuk Bae (배재욱)</p>	<p>01</p>	<p>Individualism vs Collectivism</p>	<p>People in Korea have collective characteristics. They want to belong somewhere and like to be together. When it comes to eating, Koreans also like to share the food. On the other hand, People in the United States have individualism. They are reluctant to share and like to do it alone. I think it will be difficult that there is no such collective culture.</p>	<p>If you come to Korea, you can have a more comfortable mind. If you tell people around you what is necessary or uncomfortable, they will actively help you. Also, there is no need to be comfortable with the goodwill of the people around you. They are not helping you for the price.</p>
<p>Jinwoo Ahn (안진우)</p>	<p>01</p>	<p>Individualism vs Collectivism</p>	<p>Unlike Korea, the U.S. is a country where different races gathered and formed a society in the first place. That makes me feel generous to others, but on the contrary, I think discrimination will be very severe. This makes people</p>	<p>Koreans basically tend to do things very quickly. If American students come to Korea and live in Korea, mistakes can be made frequently or exhausting. But</p>

			<p>more likely to act, and if I go to the United States, I think I'll have to work hard to adapt to any organization. I don't really care if someone who doesn't care about me asks for help, and it's going to be even more difficult because it affects communication in other languages.</p>	<p>the advice I want to give is not to be shy and ask people for help. Koreans will be more comfortable to adapt because they tend to help in their own skills as much as possible if they can.</p>
<p>Kuen Yup Kim (김건엽)</p>	<p>01</p>	<p><i>Individualism vs. Collectivism</i></p>	<p>In Korea, people tend to follow group opinions. In other words, no matter how much an individual asserts his or her opinion, if there is a collective opinion, it is buried there. For example, if a group of people insisted that they would eat Korean alcohol, 'soju', the opinions of individual people who would eat beer or wine would be ignored.</p>	<p>I think the solution to this is that the mainstream 'collectivist' people consider and understand the non-mainstream 'individualist' people. This is because individualistic opinions are not easy to come true without such consideration.</p>
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Kangsuin	01	<i>Individualism vs. Collectivism</i>	In Korea, we tend to follow many opinions. Also, even if there is a minority opinion, if there is a group opinion, it follows his opinion. For example, if a group of people says they will drink coke, people's opinion that they will drink Sprite is ignored.	The solution to this is to make a small number of people present their opinions on the group in detail and try to change the opinions of the majority with their own opinions.
Kim Yeajee(김예지)	01	Masculinity vs Femininity	This is a problem that has been caused for a long time and it seems difficult to solve easily because of the customs of society.	When women and men choose jobs, they should have a wide perspective so that they are not limited to the dichotomous bounder of gender.
Eo hanjin(어한진)	02	<i>Individualism vs. Collectivism</i>	Affection is important in Korea. You have to be affectionate between people to feel that this person is respectful. Sometimes you have to be considerate and be able to be together even if you lose money and time. It is a challenge for individualists.	Empty your mind. Focus on emotional exchange rather than calculating.
Oh Seung Geon(오승건)	02	Individualism vs. Collectivism	There are cultural distances between the U.S and Korea. These are based on their traditional form of people's life. Both need to comprise their tendency.	Try to concentrate on individual goals and group's goals. And make a chain that can influence each other about results.

Jinwoo Noh (노진우)	01	Individualism versus Collectivism	Korean society is different from American society, but I think there is a similar aspect because it is being influenced to some extent. But I think it is a natural phenomenon in which people adapt to the intensification of competition caused by changes in the times and environment.	Think about it a little bit more from the other side and be generous.
Park Tae Woong(박태웅)	02	uncertainty avoidance	I think Korea has a high degree of "uncertainty avoidance." This is because the number of aspiring civil servants is increasing. Stability is being chosen to avoid uncertainty. If we pursue stability, the economic crisis will become entrenched.	The Korean government should, if possible, reduce the number of government officials and encourage investment such as venture businessmen.
Diana Villanueva	02	Uncertainty avoidance	The United States has a low score of 46. This shows that Americans will accept new ideas, innovative products and try new things whether it has to do with technology, food or business practices. They do not require too many rules and dont express emotions as much as other cultures scoring higher.	Americans must have clear and specific directions in order to do or try new things. They need to be provided with the pros and cons of every new situation.
Amanda Lemus	02	Individualism vs. Collectivism	The United States likes to maintain their distance, value	Establish a balance when Individualism and

