

ProfNet PlagiatService

-Prüfbericht-



für
Prof. Dr. Cornelia Scott

Münster, den 14.10.2018



ProfNet PlagiatService - Zusammenfassung

PlagiatService

Prüfbericht

13026

14.10.2018

2

• Autor	Prof. Dr. Cornelia Scott	
• Titel	The Influence of National Cult ...	
• Typ	Dissertation	
• Abgabetermin	31.12.2008	
• Hochschule		
• Fachbereich		
• Studiengang		
• Fachrichtung	Bankwesen	
• 1. Gutachter		
• 2. Gutachter		
• Prüfdatum	14.10.2018	
• Dateigröße	407.116	• Abbildungsverzeichnis <input type="checkbox"/>
• Seiten	233	• Abkürzungsverzeichnis <input type="checkbox"/>
• Absätze	781	• Anhang <input type="checkbox"/>
• Sätze	2.966	• Eidesstattliche Erklärung <input type="checkbox"/>
• Wörter	55.356	• Inhaltsverzeichnis <input checked="" type="checkbox"/>
• Zeichen	321.076	• Literaturverzeichnis <input checked="" type="checkbox"/>
• Abbildungen	0	• Quellenverzeichnis <input type="checkbox"/>
• Tabellen	0	• Stichwortverzeichnis <input type="checkbox"/>
• Fußnoten	242	• Sperrvermerk <input type="checkbox"/>
• Literatur	0	• Symbolverzeichnis <input type="checkbox"/>
• Wörter (netto)	52.289	• Tabellenverzeichnis <input type="checkbox"/>
		• Vorwort <input type="checkbox"/>

Analysetyp	Indizien
• Bauernopfer-Absatz	1
• Bauernopfer-Satz	132
• Bauernopfer-Wort	31
• Bauernopfer-Zitat	1
• Mischplagiat-eine Quelle	3
• Teilplagiat	6
• Zitat-Veränderung	8
• Zitierungsfehler	14
Anteil Fremdtexthe (netto): 7 % (3.843 von 52.289 Wörtern)	
• Phrase-allgemein	52
• Phrase-fachspezifisch	27
• Zitat-Fremdtext-ohne Quelle	34
• Zitat-Fremdtext-vollständig	8
• Zitat-im Text-ohne Quelle	139
• Zitat-im Text-vollständig	21
Anteil Fremdtexthe (brutto): 16 % (8.838 von 55.356 Wörtern)	

● 59% Gesamtplagiatswahrscheinlichkeit

Alle Ergebnisse dieses Reports werden von der Software automatisch berechnet, so dass alle Angaben jeweils den Stand der Software-Entwicklung wiedergeben.

ProfNet PlagiatService - Ergebnis Textanalyse (alle Analysen)

Kriterium	Dimension	Prüfdokument	Erstprüfer	Fachbereich	Hochschule	Fachrichtung	Hausarbeiten	Seminararbeiten	Bachelor Thesen	Diplomarbeiten	Master Thesen	Dissertationen	Habilitationen	alle
Dokumente	Anzahl	1	8	0	0	135	755	691	589	4390	441	28667	204	773203
Abbildungen	Anzahl (Durchschnitt)	0	19	0	0	20	2	2	8	8	5	6	4	2
Absätze	Anzahl (Durchschnitt)	781	1466	0	0	743	104	120	238	344	302	557	678	277
Fußnoten	Anzahl (Durchschnitt)	242	744	0	0	244	29	41	50	58	55	111	119	28
Literatur	Anzahl (Durchschnitt)	0	1	0	0	2	1	4	1	1	1	5	2	2
Sätze	Anzahl (Durchschnitt)	2966	6370	0	0	3033	454	504	997	1413	1293	2439	3367	901
Seiten	Anzahl (Durchschnitt)	233	390	0	0	219	30	31	71	100	90	164	174	55
Tabellen	Anzahl (Durchschnitt)	0	9	0	0	9	1	1	3	3	3	4	3	1
Wörter	Anzahl (Durchschnitt)	55356	104640	0	0	48693	7375	7735	15506	21979	21383	39259	52263	15094
Zeichen	Anzahl (Durchschnitt)	321076	743415	0	0	352380	48736	51501	106026	147302	137282	262034	356510	98497
Zitate	Anzahl (Durchschnitt)	324	580	0	0	256	66	61	92	149	149	228	316	92



Die statistischen Ergebnisse der Textanalyse des Prüfdokumentes werden mit den Ergebnissen aller analysieren Texte verglichen.

ProfNet PlagiatService - Ergebnis Textvergleich (alle Vergleiche)

Kriterium	Dimension	Prüfdokument	Erstprüfer	Fachbereich	Hochschule	Fachrichtung	Hausarbeiten	Seminararbeiten	Bachelor Thesen	Diplomarbeiten	Master Thesen	Dissertationen	Habilitationen	alle
Dokumente	Anzahl	1	8	0	0	112	110	53	558	4002	456	25740	189	54417
Mischpl.-eine	Anzahl (Durchschnitt)	3	25	0	0	3	1	4	1	1	1	1	1	2
Teilplagiat	Anzahl (Durchschnitt)	6	267	0	0	15	4	6	6	7	9	13	14	13
Mischpl.-mehrere	Anzahl (Durchschnitt)	0	59	0	0	3	1	1	2	2	3	3	3	4
Zitierungsfehler	Anzahl (Durchschnitt)	14	583	0	0	32	1	6	3	3	3	5	8	4
Bauernopfer	Anzahl (Durchschnitt)	1	110	0	0	11	1	0	2	3	3	5	3	4

● **59%** Gesamtplagiatswahrscheinlichkeit

Die Textvergleichsergebnisse des Prüfdokumentes werden mit allen analysierten Texten verglichen. Die Plagiatswahrscheinlichkeit wird grob vom Programm automatisch berechnet.

Textstelle (Prüfdokument) S. 61

Lang Band 2 Band 2 Cornelia Scott The Influence of National Culture on Stock Option Programmes as Motivators The Case of Managers in Germany Shaker Verlag Aachen 2008 Bibliographie information published by the Deutsche NationalbibliothekThe Deutsche Nationalbibliothek lists this publication in the Deutsche Nationalbibliografie; detailed bibliographic data are available in the Internet at <http://dnb.dnbd.de> Copyright Shaker Verlag 2008 All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, without the prior permission of the publishers. Printed in Germany. ISBN 978-3-8322-7495-5 ISSN 1613-1924 Shaker Verlag GmbH P.O. BOX 101818 D-52018 Aachen Phone: 0049/2407/9596-0 Telefax: 0049/2407/9596-9 Internet: www.shaker.de e-mail: info@shaker.de ForewordDuring my international travels I have observed that the world is a very different place and that the people

Textstelle (Originalquellen)

alk. paper) 1. Sociolinguistics. I. Ammon, Ulrich. II. Title: Soziolinguistik. III. Series: Handbücher zur Sprach- und Kommunikationswissenschaft ; Bd. 3.2. P40.S564 2005 306.44 dc22 2005024673 Bibliographic information published by Die Deutsche Bibliothek Die Deutsche Bibliothek lists this publication in the Deutsche Nationalbibliografie; detailed bibliographic data is available in the Internet at <http://dnb.ddb.de> . ISBN-13: 978-3-11-017148-8 ISBN-10: 3-11-017148-1 Copyright 2005 by Walter de Gruyter GmbH & Co. KG, D-10785 Berlin All rights reserved, including those of translation

promotor: Prof. dr. P. Verdonck Beoordelingscommissie: Prof. dr. R.Berger Prof. dr. H.J.Busscher Prof. dr. M. Hazekamp ISBN 90-423-0210-0 Voor Caroline en CasperVoor mijn ouders Copyright Shaker Publishing 2002All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, without the prior permission of the publishers. Printed in The Netherlands. ISBN 90-423-0210-0 Shaker Publishing BV St. Maartenslaan 26 6221 AX Maastricht Tel.: 043-3500424 Fax: 043-3255090 <http://www.shaker.nl> 3 Chapter 1 Introduction and aim of the thesis The mortality associated

- 1 Sociolinguistics Soziolinguistik, 2005, S.
- 2 In vivo evaluation of a phosphorylc..., 1960, S.

● 49% Einzelplagiatswahrscheinlichkeit

PlagiatService
Prüfbericht

13026

14.10.2018

5

Textstelle (Prüfdokument) S. 61

place and that the people that live on it are also very different. They act differently, believe in different Gods, show their emotions differently and appear to be motivated by different things. I firmly believe that a **part of this diversity can be explained by the** different believes, traditions, values etc., in other words by culture. Cultural diversity is evident in everyday life but also at a corporate level and influences the way that business is done in a variety of ways. It

Textstelle (Originalquellen)

is its high degree of ethnic and religious diversity, with over 30% born outside of Canada and almost 21% declaring that they belong to a visible minority (Floch, 2006b). **Part of this diversity can be explained by the** history of schooling in Quebec: more specifically, a Catholic predominantly French system that, until the 1970s, did not accept students who were non-Catholic (McAndrew, 2002) and a "Protestant"

- 3 The Vitality of the English-Speakin..., 2008, S. 68

● **9%** Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

6



ProfNet

Institut für Internet-Marketing

Textstelle (Prüfdokument) S. 61

to understand people and never stop learning was passed on to me by my beloved parents, Evi and Geoffrey Scott. Their generous support has allowed me to be the person I am. I thank you both kindly. I would also like to extend my thanks to the following people who have escorted me in one way or another in my life. Firstly thanks to my academic supervisors Prof. Dr. Hab. Janusz Teczke and Prof. Dr. Hab Anna Karwinska who not only gave

Textstelle (Originalquellen)

be very stimulating for all our discussions. Thank you for the great job you made for the preparation of our meeting and for your hospitality. I would also like to extend my thanks to the US Department of Energy and to its Office of Nuclear Energy, Science and Technology for their contribution to the organisation of this meeting and more

- 4 Partitioning and transmutation rese..., 2003, S. 23

● 9% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

7



ProfNet

Institut für Internet-Marketing

Textstelle (Prüfdokument) S. 1

the Study As far back as the ancient Greeks man was regarded as a social animal . If this is the case and numerous academics are of this opinion, then it arises the question in what ways do we need to consider the social nature of man in order to study business related questions? One aspect of this issue, the role of culture concerning a specific business related question is the focus of the following dissertation. Does culture influence economic results? At some vague level, most economists would probably agree that preferences and beliefs, the basis of the definition culture, are endogenous and hence likely to vary across environments. Whether culture plays a quantitatively important role in explaining economic outcomes, however is another question and I think that in this point economists would tend to be sceptical. This scepticism results largely from the absence of rigorous empirical work linking culture and economics. When faced with variation in economic outcomes, across countries or individuals, the traditional strategy has been to explain this variation with differences in policies, institutions, and technology. The distribution of agents, preferences and beliefs is taken as given and invariant to the environment in this case. In fact, up until about the end of the 1990's, the role of culture in explaining economic phenomena has been largely ignored by academics. At the end of the 1970's the noble prize winners Stigler and Gary even claimed that " economists who argue with cultural factors are just trying to cover up the failures of their analysis".¹ To explain variation in outcomes with differences in beliefs or preferences was regarded by many academics as unscientific. This attitude has however changed in the past decade and a new body of work has emerged that attempts

● 100% Einzelplagiatswahrscheinlichkeit

Textstelle (Originalquellen)

Robinson Crusoe on his island, most of us would agree with the ancient Greeks that man is a social animal. In what ways, however, if any, do we need to consider the social nature of man in order to study economic questions? This is the issue I (partially) address in this lecture by examining the role of culture in economics. A definition of culture is often too

evolution of culture as the intergenerational updating of beliefs in light of past experience.¹ Do we believe that culture matters to economic outcomes? I think that, at some vague level, most economists would probably agree that preferences and beliefs are endogenous and hence likely to vary across environments. Whether culture plays a quantitatively important role in explaining economic outcomes, however, is another question and here I think that, overall, economists would tend to be skeptical. This skepticism stems, in large part, from the absence of rigorous empirical work linking culture and economics. In fact, until fairly recently, the role of culture in explaining economic phenomena has been largely ignored by modern economics. When faced with variation in economic outcomes, across countries or individuals, the traditional strategy has been to explain this variation with differences in policies, institutions, and technology. In such an exercise, the

to be skeptical. This skepticism stems, in large part, from the absence of rigorous empirical work linking culture and economics. In fact, until fairly recently, the role of culture in explaining economic phenomena has been largely ignored by modern economics. When faced with variation in economic outcomes, across countries or individuals, the traditional strategy has been to explain this variation with differences in

an exercise, the distributions of agents preferences and beliefs are taken as given (except in a rational expectations sense) and invariant to the environment.

To seek to explain variation in outcomes with differences in beliefs or preferences is seen as unscientific.² And, in large part for good reason. There is no scientific rigor in invoking differ- ¹See Fernandez (2007). ²The Stigler-Becker (1977)

aggregate macro variables and calling the residual "culture" is equally

- 5 Women, Work, and Culture Raquel Fer..., 2007, S. 1

Textstelle (Prüfdokument) S. 1

to provide evidence on the effect of culture on economic outcomes. Culture and economics has become a booming area of research. Edmund Phelps, a noble prize winner is convinced that "the national culture is an important determining factor for the economic ' Stigler/Becker (1977), pp. 76. performance".² The evidence of the influence culture on economics is of varying quality and has been conducted with various methodologies, and on a diverse set of questions. It ranges from the relationship of trust with outcomes such as trade (Guiso, Sapienza and Zingales (2005)³ or trade union membership (Algan and Cahuc (2006a))⁴, to the relationship of culture to effort (Ichino and Maggi (2000)⁵, the links between religion and growth (Barro and McCleary (2003)⁶, Tabellini (2005)⁷, as well as historical work on culture and institutions (Greif (1994, 2005)⁸ or Jewish culture and occupational choice (Botticini and Eckstein (2005))⁹. The results of cultural economics are also relevant for economic policies because if the economic behaviour of people is influenced by culture then transferring reforms from one country to another may be difficult or even

2 cf. Source of quote/Handelsblatt, (2007), p. 19.

3 Gusio/Sapienza/Zingales (2006), pp. 23.

4 Algan/Cahuc (2006a), p 715.

5 Ichino/Maggi (2000), p. 1057.

6 Barro/McCleary (2003), p. 760.

7 Tabellini (2005), pp. 15.

8 Greif (1994), p. 912, Greif (2005), pp. 7.

9 Botticini/Eckstein (2005), p. 930.

Textstelle (Originalquellen)

unpersuasive. Over the last few years a new body of work has emerged that has attempted to provide evidence on the effect of culture on economic outcomes. This evidence is of varying quality, conducted with various methodologies, and on a diverse set of questions. It ranges from the relationship of trust with outcomes such as trade (Guiso, Sapienza and Zingales (2005)) or trade union membership (Algan and Cahuc (2006a)), to the relationship of culture to effort (Ichino and Maggi (2000)), the links between religion and growth (Barro and McLeary (2003), Tabellini (2005)), as well as historical work on culture and institutions (Greif (1994, 2005)) or Jewish culture and occupational choice (Botticini and Eckstein (2005)). I will not attempt to give a survey of this work here (see Fernandez (2006) for a partial review of this literature), but rather restrict the main focus

- 5 Women, Work, and Culture Raquel Fer..., 2007, S. 2

● **58%** Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

9

Textstelle (Prüfdokument) S. 8

Great Britain Germanv J - Chapter ⁴ : National Culture and Inter-cultural Management Research Definition of culture Objectives of inter-cultural management research Inter-cultural management models an overview ² . The Principal Agent Theory and the Shareholder Value Concept "The directors of such (joint-stock) companies, however, being the managers rather of other people's money than of their own, it cannot well be expected, that they should watch over it with the same anxious vigilance with which the partners in a private copartnery frequently watch over their own." ¹ The following chapter presents the theoretical framework which is necessary in order to understand SOPs. The basic idea of SOPs is to offer employees a remuneration scheme that encourages a long-term increase in the value of

4

² Jensen/Meckling (1976), p. 308.

Textstelle (Originalquellen)

im Dienstleistungsbereich nochmals höher. ¹³¹⁶ 2. Beurteilung von Managementbeteiligungen a) Theoretische Beurteilung (1) Grundlage: Die Agency-Theorie Bereits in seinem Werk "The Wealth of Nations" bemerkte Adam Smith: "[T]he directors of such [joint-stock] companies, however, being the managers rather of other people's money than of their own, it cannot well be expected, that they should watch over it with the same anxious vigilance with which the partners in a private copartnery frequently watch over their own." ¹³¹⁷ Im Jahre 1932 "erinnerten" sich Berle / Means an diese frühen Warnungen und lösten eine Debatte über die Trennung von Eigentum und Geschäftsführung in der Publikums-AG

- 6 Wertsteigernde Konzernstrukturen, 2002, S. 292

● 0% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

10

Textstelle (Prüfdokument) S. 8

developed shareholders, regarded as principals, have passed their control onto managers or agents as they may be described who have been specially appointed. Jensen/Meckling, the first to mention this problem define the **agency relationship**. "(...) as a contract under which one or more persons (the principal(s)) engage another person (the agent) to perform some services on their behalf which involves delegation some decision making authority to the agent."2 This division of labour may seem a good idea as long as the interests of the principals are conform with those of the agents, however this is not always the case and under certain circumstances a conflict

Textstelle (Originalquellen)

perspective from contract theory, then the corresponding definition by Jensen and Meckling (1976) seems most appropriate. According to this definition, one can reconstruct the **agency relationship** as a "(" contract under which one or more persons (the principal[s]) engage another person (the agent) to perform some service on their behalf which involves delegating some decision making authority to the agent." (308) At the same time, one sees in this definition the importance

- 7 a normative theory of the firm spec..., 2007, S. 6

● 1% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

11

Textstelle (Prüfdokument) S. 8

the principals are conform with those of the agents, however this is not always the case and under certain circumstances a conflict of interests between the two parties may develop. For example imagine the following case; **the objective is to increase the value of the company** however the management's motivation to support this idea may be low or non existent if they are totally excluded or only partially benefit from the increase in the value of the company. Other reasons that

Textstelle (Originalquellen)

investment decisions since governance determines the way and extent to which they can act in a company, thereby making it possible for them to influence it. **The objective is to increase the value of the company** since good practices of Economics and Management" October, 24-26th, 2007 School of Business and Economics of Ribeir o Preto - University of S o Paulo Ribeir o Preto S o Paulo Brazil corporate

- 8 in search of cooperative governance..., 2007, S. #P5#landscape

● 10% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

12

ProfNet

Institut für Internet-Marketing



Textstelle (Prüfdokument) S. 9

divided into two major groups, the costs arising from the supervision of the agents activities (e.g. corporate governance) and costs that arise because of the agents non-conform behaviour which has been described above.⁵ These costs will be discussed in more detail in the following section. Generally speaking the agency theory is concerned with answering the question how incentive and control systems may encourage managers, despite the possible conflict of interests to act in the interest of the shareholders⁶ and consequently

⁵ Jensen, M.C. (1978).

Textstelle (Originalquellen)

good initial guess for the subsequent iteration. The computational effort for the correction of the boundary condition will turn out to be nearly negligible, which will be discussed in more detail in the following section. Figure 5.12. A schematic of a HCl molecule. 5.3.4 Discretization and Convergence The actual discretization of the linearized equations in the fixed point iterations (5.2) and (5.3) is exactly as in

- 9 Fluid Density Approximation for an ..., 2007, S. 5

● 10% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

13



ProfNet

Institut für Internet-Marketing

Textstelle (Prüfdokument) S. 14

concept of shareholder value is presented in the following. 2.2 The Shareholder Value Theory Shareholder value is also known as value management. Regardless of how it is described its primary objective is that management should increase the value of the company.⁴⁹ In the case of publicly listed companies the company value is calculated by the share-price multiplied by the number of shares issued, consequently the objective means that the share-price should be as high as possible.⁵⁰ One measure that could support the objective of market value maximization is to link the management remuneration to the share-

⁴⁹ Rappaport (1995), p. 1 Unzeitig/Kothner (1995), Buhner (1994), Raster (1995), Bishoff(1994); the articles

Textstelle (Originalquellen)

with the potential for real innovation (in the Schumpeter sense), the return will typically fluctuate between zero (in the case of failure), and many times the value of the company (in the case of a great success). As the chance of a positive net profit is not very large, a positive expected profit is only possible if the potential profits in the

calculated. Rather than multiplying the 4 p.m. share price times the number of shares held at that time (what we call the Economic NAV), the calculation uses the 4 p.m. share price multiplied by the number of shares owned the prior day (the reported or Accounting NAV). If the fund does not buy or sell securities, then these two are the same. However,

- 10 Efficient regulation of dynamic tel..., 2005, S. 10
- 11 Live Prices and Stale Quantities: T..., 2006, S. 4

● 17% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

14

Textstelle (Prüfdokument) S. 17

option is (strongly) dependent on the share-price development of the share for which the beneficiary was given an option ("call"). Stock options give the management the opportunity to make an unlimited profit equal to **the difference between the actual share-price and the** exercise price as shown in the graph 3.2 below.⁹ Option value A O Graph 3.2: Unlimited Profit Potential of a Stock Option. Source: Achleitner/Wichels (2002), p. 10. The employer is burdened with the same degree of insecurity by the exercise of the

⁹ Patten (1977), p. 493.

Textstelle (Originalquellen)

McKinsey (2000) found that institutional investors are willing to pay more for the stocks of a "wellgoverned" company than for a "bad-governed" company, assuming equal financial performance. **The difference between the actual share price and the** possible "well-governed" share price can be interpreted as a discount for companies without shareholder orientation. Thus, the governance mechanism of "exit" creates a necessity for managers

- 12 Corporate Governance in Transition:..., 2001, S. 14

● **9%** Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

15



ProfNet

Institut für Internet-Marketing

Textstelle (Prüfdokument) S. 18

are explained: Thus in order to be able to compare the usage and acceptance of SOPs internationally it is essential to determine the type of SOP that is going to be analysed to ensure clarity, **as the focus of this dissertation is on the** German market, this section will provide a short over view of the predominant SOP forms in Germany. "Naked" Options ,0 cf. Portner/Bodefled (1995), p. 630. Convertible stock warrants (convertible bond and warrant package) Stock Appreciation Rights (virtual stock options).¹¹

¹¹ cf. Achleitner/Wollmert (2002), p. 30-31.

Textstelle (Originalquellen)

body of virtual team research has been reported within the academic literature (Manzevski and Chudoba 2000). An exhaustive review of this literature would be counterproductive however, **as the focus of this dissertation is on the** application of SCT, and specifically the concept of collective efficacy, to virtual teams. It is important, however, to establish why SCT, and more specifically collective

- 13 hellip : AN INVESTIGATION OF THE VI..., 2005, S. 14

● 9% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

16



ProfNet

Institut für Internet-Marketing

Textstelle (Prüfdokument) S. 21

value from the perspective of the existing shareholders. The second alternative in which the exercise price is defined during the course of the SOP provides the opportunity for additional incentives. For example the exercise price "cf. Wenger 1997), p. 64. can increase depending on the capital cost or minimum return so that the beneficiaries receive additional remuneration only in the case of consequent consistent increases in shareholder value.²⁴ In the case of real stock options, the shares to be allocated can be obtained through the increase in share capital or through the repurchase of shares. The repurchase of shares has only been permitted in Germany since the introduction of the KonTraG (Gesetz zur Kontrolle und Transparenz im Unternehmensbereich) and changes made to Par. 71 AktG were made.²⁵ In general practice the shares are raised almost exclusively through a provisory increase in share capital. The vesting period of the SOPs should reflect the long-term nature of the incentive system so as to reduce the differences in the time frame preference²⁶ between the management and the shareholders and to ensure that the management is not rewarded for short-term price developments. In this context the KonTraG stipulates a minimum vesting period of 2 years during which period the stock options are not excisable. At the same time it is possible to grant the management stock options periodically to provide continuous incentives and to avoid share-price manipulations towards the end of the vesting period.²⁷ Concerning the exercise rights restrictions can be implemented, e.g. once the managers resign from the company the stock options expire ("principle of the golden hand-cuff").²⁸ Restrictions concerning the immediate sale of shares after exercising the option are typical to link the management more through their own participation to the shareholder value principle. The Deutsche

24 cf. AcMeitner/Wichels (2002), p. 18.

26 The management prefers the short-term time frame where the effects of their efforts are more readily visible

27 cf. Achleitner/Wichels (2002), p. 19.

28 cf. Achleitner/Wichels (2002), p. 19.

Textstelle (Originalquellen)

period of five years (audit partner rotation). Nevertheless, many other countries have either preceded or followed this example. For example, Germany since 1998 has implemented via the KonTraG (Gesetz zur Kontrolle und Transparenz im Unternehmensbereich) a similar rule on mandatory audit partner rotation for the auditors of officially listed companies (amtlicher Handel) after a period of seven years (§ 319 Par. 3 No. 6 of the

- 14 Mandatory Auditor Rotation: A Means..., 2002, S. 2

PlagiatService

Prüfbericht

13026

14.10.2018

17



0%

Einzelplagiatswahrscheinlichkeit



ProfNet

Institut für Internet-Marketing

Textstelle (Prüfdokument) S. 23

beneficiaries are responsible for their decisions because by linking their own financial position to the shares of the company, positive and negative share-price developments have consequences on their private equity.³⁰ It should however be **considered that there is no direct relationship between the** performance and reward for each individual because the variable remuneration (stock option) is dependent on the capital market development which reflects the performance of the entire company. Thus there is the danger that the individual

Textstelle (Originalquellen)

victim has the right to sue the employer for the purpose of obtaining compensation for an occupational injury or occupational illness. Disadvantage model Beveridge is **considered that there is no direct relationship between the** public system of social insurance and labor conditions, the level of injuries the policyholder (employer) .³⁴ Employers who, spending heavily, take measures for the prevention of

- 15 SIMULATION AND EVALUATION OF PREPAR..., 1059, S. 33

● 9% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

18

Textstelle (Prüfdokument) S. 28

the ordinary market and with higher liquidity is less than by those companies registered on the free market. In fact in 2006 over 100 American companies were found to have been backdating their SOPs. For example Mr Kobi Alexander, the founder and former boss of Comverse Technology, a well-known US software firm was in the corporate headline in the summer of 2006. Mr Alexander is the highest-profile executive to be charged so far in the scandal surrounding the backdating of executive share options at over 100 American firms. When fraud charges were filed in August against Mr Alexander and two other former executives all three had resigned in May - it emerged that he was on the run, and had transferred US- Dollars 57 mil to his native Israel in what prosecutors called a "money-laundering scheme". Mr Alexander and his former colleagues are accused of backdating share options to value them at low points in Comverse's share-price. They benefited personally from this and also used such options to reward employees. They are also accused of running a secret slush fund of options allocated to fictitious employees, which could later be transferred to real ones. This may sound odd, but another company, Cablevision involved in backdating their SOPs, reportedly gave options retrospectively to an executive after his death. These options were not counted as a cost when calculating profits, as they should have been - hence the fraud allegations.⁵⁹ 3.5.2 Problem of Cost Calculation of SOPs The liquidity saving characteristic of SOPs does not express its profitability. The actual costs created by SOPs can only be calculate after the option rights have been exercised. As a

⁵⁹ The Economist, 7th October 2006, p. 70., Corporate Scandals - the Fugitive.

● 100% Einzelplagiatswahrscheinlichkeit

Textstelle (Originalquellen)

[...] Kobi Alexander, the founder and former boss of Comverse Technology, a software firm[...] Mr Alexander is the highest-profile executive to be charged so far in the scandal surrounding the backdating of executive share options at over 100 American firms. When fraud charges were filed in August against Mr Alexander and two other former executives all three had resigned in May it emerged that he was on the run, and had transferred \$57m to his native Israel in what prosecutors called a "money-laundering scheme". [...] Mr Alexander and his former colleagues are accused of backdating share options to value them at low points in Comverse's share price. They benefited personally from this and also used such options to reward employees. They are also accused of running a secret slush fund of options allocated to fictitious employees, which could later be transferred to real ones. (If that sounds odd, Cablevision, another firm caught up in the scandal, reportedly gave options retrospectively to an executive after his death.) These options were not counted as a cost when calculating profits, as they should have been hence the fraud allegations.

- 16 The fugitive, 2006, S. #P1#[...] Kobi

PlagiatService
Prüfbericht

13026

14.10.2018

19

Textstelle (Prüfdokument) S. 36

following I will attempt to give an overview of the usage of SOPs. 3.6.¹ The USA 1990's to 2001 - Option fever American corporations have used SOPs as an incentive system for over approximately 40 years and although a direct country comparison is not possible because of the lack of data available and the large amount of different SOPs on offer it can be said that SOPs are most widespread in America. In particular in the 1990s their popularity continued to grow at an incredible rate and

¹ Rappaport(1999), p. 7.

Textstelle (Originalquellen)

Wood Thrushes, its occurrence was previously reported by Bent (1949:113). Comparison of the duration of the flight-feather molt with other members of the subfamily Turdinae is not possible because of the lack of data. An exception is that reported by Cherry (1985) for Swainson's Thrushes (*Catharus ustulatus*). Based on calculation from recaptured individuals, he reported that this species required 32 d to

- 17 Premigratory Movements of a Long-Dd..., 1997, S. 84

● 9% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

20

Textstelle (Prüfdokument) S. 40

Total Options Outstanding (selected from US Top 250 companies) Source: Cook & Co (2003), Analysis of Executive Option Holdings Among the Top 250 The Development in Recent Years However, according to a survey carried out by Watson Wyatt based in 793 companies in the S&P composite 1500, a stock index that includes companies of various sizes in all sectors of the U.S. economy the total economic value of SOPs granted to all employees declined 71 percent between 2001 and 2005, from \$ 137 billion to \$ 40 billion. This includes a 32 percent decline from 2004 to 2005. The value of SOPs grants per company likewise plunged 33 percent, from \$ 43 million in 2004 to \$ 29 million in 2005, with the bulk of this reduction below the executive level. 2001 2002 2003 2004 2005 \$ 137 \$87 \$57 \$59 \$40 Table 3.4: Estimated Total Stock Option Grant Value for S&P Composite 1500 in Billions of Dollars. Source: Watsons Wyatt (2006). One of the most prominent examples for the cutback in options was Microsoft Corporation. In July 2003 Microsoft announced that it would stop offering SOPs and launch a new stock award programme that would

Textstelle (Originalquellen)

Worldwide, a leading global consulting firm. As a result, employees can expect decreased income from options in the future. In Watson Wyatt s survey of public data from 793 companies in the S&P Composite 1500, a stock index that includes companies of various sizes in all sectors of the U.S. economy, [Watson Wyatt] estimated that the total economic value (using the Black-Scholes formula) of stock options granted to all employees declined 71% between 2001 and 2005, from \$137 billion

formula) of stock options granted to all employees declined 71% between 2001 and 2005, from \$137 billion to \$40 billion. This includes a 32% decline from 2004 to 2005. The value of stock option grants per company likewise plunged 33 percent, from \$43 million in 2004 to \$29 million in 2005, with the bulk of this reduction below the executive level. Estimated Total Stock Option Grant Value for S&P Composite 1500 in billions of dollars 2001 2002 2003 2004 2005 On Broad-Based Capitalism , Rewards, Employee Ownership and Performance \$137 \$87 \$59 \$59 \$40. (") Despite the cutback in options, a majority of employees(56 percent) are still generally satisfied with their stock

- 18 Performance-Related CEO Remuneratio..., 2008, S. 35

● 13% Einzelplagiatswahrscheinlichkeit

PlagiatService
Prüfbericht

13026

14.10.2018

21

Textstelle (Prüfdokument) S. 40

would have to expense SOPs. Furthermore they could also avoid stricter governance requirements based on the Sabane Oxley Act⁷ introduced in 2002 as a consequence of a wave of accounting scandals around Enron and WorldCom. Despite this significant **cutback in options, a majority of employees (56 percent) are still generally satisfied with their SOPs⁸** and as a consequence a new type of incentive instrument that is basically very similar to the old SOP but with the advantage of not having to be accounted for as an expense - the restricted stock -

⁸ Watsons Wyatt's Work USA (2007), p. 15.

Textstelle (Originalquellen)

executive level. Estimated Total Stock Option Grant Value for S&P Composite 1500 in billions of dollars 2001 2002 2003 2004 2005 On Broad-Based Capitalism , Rewards, Employee Ownership and Performance \$137 \$87 \$59 \$59 \$40. (") Despite the **cutback in options, a majority of employees(56 percent) are still generally satisfied with their** stock option programs, according to Watson Wyatt s WorkUSA(R) 2006/2007 survey of 12,000 employees. (PR Newswire, 2006; emphasis added) From these snapshots it is apparent that there is more

- 18 Performance-Related CEO Remuneratio..., 2008, S. 36

● 4% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

22

ProfNet

Institut für Internet-Marketing



Textstelle (Prüfdokument) S. 43

the unapproved plans are very flexible but do not enjoy tax benefits (refer to graph and tables below). Currently there are three HMRC SOPs, namely the SAYE, CSOP, EMI, and the unapproved SOPs, the ESPs **will not be further discussed, because they are not** the focus of this analysis. Furthermore there are three kinds of degrees regarding employee ownership of the company. There are discretionary schemes; where as only selective employees (usually senior management) hold options of company shares.

Textstelle (Originalquellen)

shales. Higher Eromanga Basin strata include the Cadna-owie Formation, Bulldog Shale, Coorikiana Sandstone, Oodnatta Formation, Mackunda Formation, Winton Formation and Mount Howie Sandstone. These **will not be further discussed because they are not** relevant to this study. While these higher Eromanga Basin deposits consist of clastic marine sediments, the deposits of the overlying Tertiary Lake Eyre Basin are

- 19 Origin and Migration of Petroleum i..., 2005, S. 18

● **13%** Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

23

ProfNet

Institut für Internet-Marketing



Textstelle (Prüfdokument) S. 55

academia. The anthropologists Kluckhohn and Kroeber (1952) undertook an extensive literature literature research based on 164 definitions of the term culture from Anglo-Saxon countries and derived the following definition of culture, which has gained general recognition.1 "Culture consists in patterned ways of thinking, feeling and reacting, acquired and transmitted mainly by symbols, constituting the distinctive achievements of human groups, including their embodiments in artefacts; the essential core of cultures consists of traditional (i.e. historically derived and selected) ideas and especially their attached values."2 Trompenaars defines culture as "not what is visible on the surface. It is the shared way groups of people understand and interpret the world. It includes "all values, needs, attitudes and norms that influence people (humans)".3 Drawing similarities to the world of information technology Hofstede compares culture to the "software of the mind"4 and describes it as the "Collective programming of the mind that distinguishes the members of one group or category of people from another".5 Hofstede and Kluckhohn share their opinion concerning culture. Hofstede regards the mind as standing for thinking, feeling, and acting, with consequences for beliefs, attitudes, skills.6 Kluckhohn affirmed this and considers culture to include values, which

3 Trompenaars (1993), p. 3 .

5 Hofstede (2001), p. 9.

6 Hofstede (2001), p. 10.

● 12% Einzelplagiatswahrscheinlichkeit

Textstelle (Originalquellen)

as the allinclusive societal definition where culture is in effect everything, become analytically empty and operationally meaningless" (Throsby 2001: 3). Der Anthropologe Kluckhohn (1951: 86) schlägt folgende Definition vor: " Culture consists in patterned ways of thinking, feeling and reacting, acquired and transmitted mainly by symbols, constituting the distinctive achievements of human groups, including their embodiments in artefacts; the essential core of culture consists of traditional (i.e. historically derived and selected) ideas and especially their attached values". Hofstede (2001: 9) beschreibt Kultur als "the collective programming of the mind that

are learned by members of a social group including their embodiments in artefacts, and transferred from generation to generation by symbols. The essential core of culture consists of traditional (i.e. historically derived and selected) ideas and especially their attached values. Culture systems may, on the one hand, be considered as products of action, on the other as conditioning elements of future action. Culture is highly

where they are found physically, but what they mean to the people in each culture. As we will describe later, the essence of culture is not what is visible on the surface. It is the shared ways groups of people understand and interpret the world. So the fact that we can all listen to Walkmans and eat hamburgers tells us that

linked to advertising and to the appeals that are such an integral part of advertising. THEORETICAL BACKGROUND Persistent Cultural Systems Hofstede (2001) defines culture as "the collective programming of the mind that distinguishes the members of one group or category of people from another." Hofstede further maintains that culture is cumulative and is developed over long periods of time ranging anywhere from 500 to 5,000 years. The origins of culture stem

- 20 www.ssoar.info Kultur - konomie - E..., 2008, S. 136
- 21 Internal Service Systems and Cultur..., 2005, S.
- 22 Riding the Waves of Culture, 2. Aufl., 1998, S.
- 23 BRAND-SELF CONVERGENCE: A NETNOGRAP..., 2004, S. 172

PlagiatService
Prüfbericht

13026

14.10.2018

24

Textstelle (Prüfdokument) S. 56

onion" have been peeled off. The experience that ones eyes might begin to burn whilst peeling the onion is to a certain extent also applicable when encountering different cultures.⁸ Heroes, myths, rituals Graph 4.1. The "Onion Diagram ". Source: Hofstede (2001). Symbols The first and the most superficial layer of the onion represent words, gestures, pictures and objects that often include complex meanings that are recognized only by those who share this particular culture. Trompenaars regards these elements as artefacts, which is the "observable reality of the language, food, buildings, houses, monuments, agriculture, shrines, markets, fashions and art". New symbols can be easily developed or may be copied from other societies, as they are visible. Old symbols can be replaced. Heroes Heroes, the second layer of the onion may be present or past, real or fiction. They are highly respected in their culture and in the days of television, film and Internet, film and sports stars are also sometimes regarded as heroes, for example Tiger Woods and David Beckham. 10 Rituals The third layer of the onion, "are collective activities that are technically unnecessary to the achievement of desired ends, but that within a culture are considered socially essential". These activities generally take place regularly and are not always easily comprehensible for " Blom/Meier (2002), p. 40. " Trompenaars (1998), p. 21 . " Blom/Meier (2002), p. 42. 11 Hofstede (2001), p. 10. outsiders, for example Christmas celebrations, national public holidays and Carnival celebrations.¹² Values Values play a major role in the definition of culture and are therefore illustrated at the centre of the onion model.

¹² Blom/Meier (2002), p. 42.

Textstelle (Originalquellen)

meanings and valueorientations. An individual s first experience of a new culture is the less esoteric, more concrete factors. This level consists of explicit culture. Explicit culture is the observable reality of the language, food, buildings, houses, monuments, agriculture, shrines, markets, fashions and art. They are the symbols of a deeper level of culture. Prejudices mostly start on this symbolic and observable level. We should never forget that, as in

- 22 Riding the Waves of Culture, 2. Aufl., 1998, S.

PlagiatService

Prüfbericht

13026

14.10.2018

25



0%

Einzelplagiatswahrscheinlichkeit



ProfNet

Institut für Internet-Marketing

Textstelle (Prüfdokument) S. 57

major role in the definition of culture and are therefore illustrated at the centre of the onion model. They are defined as enduring beliefs that result in specific modes of conduct.¹³ A value system is regarded as a relatively permanent perceptual framework, which influences an individual's behaviour¹⁴ although it is societal. Values establish the standards by which the importance of everything in society is judged. Cultural values are the implicitly or explicitly shared, abstract ideas about what is good, right, and desirable in a society. The ways that societal organisations (e.g. the family, education, economic, political, religious systems) function, their goals and their modes of operation, express cultural value priorities.¹⁵ Needs are described as forces motivating a person to act in a certain way.¹⁶ Once the need is satisfied it no longer influences the behaviour of the individual. For example, thirst motivates an individual to find

¹³ Rokeach(1973),p. 10.

¹⁴ England (1978), p. 36.

¹⁵ Licht (2002), p. 5.

¹⁶ Maslow (1954), p. 20.

Textstelle (Originalquellen)

described as enduring beliefs that specific modes of conduct or ideal states of existence are socially preferable to their opposites (Rokeach 1973); a value system is seen as a relatively permanent perceptual framework which influences an individual's behavior (England 1978). Values establish the standards by which the importance of everything in society is judged.

Throughout their definitions, the important issue for international management appears to be the role of social values in behavior. In a general sense, values and norms

this view, values are trans-situational criteria or goals (for instance, security, wealth, justice), ordered by importance as guiding principles in life. Cultural values represent the implicitly or explicitly shared, abstract ideas about what is good, right, and desirable in a society¹⁷. These cultural values (freedom, prosperity, security) are the bases for the specific norms that tell people what is appropriate in various situations. The ways that societal institutions (the family, education, economic, political, religious systems) function, their goals and their modes of operation, express cultural value priorities¹⁸. Because cultural value priorities are shared, role incumbents in social institutions (leaders in governments, teachers in schools, executive officers in corporations) can draw upon them

- ²⁴ Cross-Cultural Communications, 1999, S.
- ²⁵ Culture, Law, and Finance: Cultural..., 2001, S. 7
- ²⁵ Culture, Law, and Finance: Cultural..., 2001, S. 8

PlagiatService

Prüfbericht

13026

14.10.2018

26



45% Einzelplagiatswahrscheinlichkeit



ProfNet

Institut für Internet-Marketing

Textstelle (Prüfdokument) S. 57

not allowed to eat everything because of their religious belief for example practicing Jews do not eat pork and Hindus do not eat beef. Attitudes Attitudes may result in a tendency to react favourably for unfavourably to objects or situations, based on beliefs about them. Attitudes are influenced by societal values. For example in a business environment the style in dress can provoke certain attitudes depending on the societal values. If wearing a suit and tie indicates a conservative business perspective and conservatism is valued, this would result in a favourable attitude to someone dressed in this manner. Elsewhere, where innovation in business is more highly valued, and wearing a Tshirt and jeans is seen as indicating an innovative attitude and this attire may be viewed

Textstelle (Originalquellen)

marriage partners. As with food, individual needs are put aside to observe these restrictions. Attitudes Attitudes are described as a tendency to respond favorably or unfavorably to objects or situations, based on beliefs about them. Societal values influence what we respond favorably to and what we view with disfavor. In a business setting dress can mean quite different things depending on

with disfavor. In a business setting dress can mean quite different things depending on what the society values, and how different types of dress are interpreted. If wearing a suit and tie indicates a conservative business perspective and conservatism is valued, this would result in a favorable attitude to someone in this attire. Elsewhere, if innovation in business was more highly valued, and wearing a brightly colored T-shirt and jeans was seen

- 24 Cross-Cultural Communications, 1999, S.

● 7% Einzelplagiatswahrscheinlichkeit

PlagiatService
Prüfbericht

13026

14.10.2018

27

Textstelle (Prüfdokument) S. 58

in business is more highly valued, and wearing a Tshirt and jeans is seen as indicating an innovative attitude and this attire may be viewed positively. Similarly, in some societies men with long hair are regarded negatively, while in others long hair represents virtue. Norms describe a particular pattern of behaviour in a particular situation. This behaviour is regarded as normal within a society. A typical German norm when greeting someone, regardless whether it is a long-term friend or the initial meeting of someone

Textstelle (Originalquellen)

shirt and jeans was seen as indicating an innovative perspective, this might be viewed positively. Similarly, in some societies males with long hair are seen negatively, while in others long hair represents virtue. Norms prescribe or proscribe specific behaviors in specific situations and result in standardized, distinctive ways of behaving. They are seen as normal (thus the word &8217;) and

- 24 Cross-Cultural Communications, 1999, S.

● 3% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

28

ProfNet

Institut für Internet-Marketing



Textstelle (Prüfdokument) S. 58

normally only shakes hands on the first meeting. Norms are thought to have originated from values but no longer clearly represent them. Thus the German norm of shaking hands is not regarded as a "societal value", it is simply the accepted way of behaving in the Germany. From the characteristics associated with culture outlined in the above one is able to conclude that culture is a multi-versatile term. Keller and Drepper have attempted to develop a systematic approach to culture and examined

Textstelle (Originalquellen)

values but they no longer clearly represent these. The US norm of eating with the fork in the right hand would not be described as a &8217;; it is simply the accepted way of behaving in the USA. 2.3 The Importance of Cultural Values for Managers in Global Companies Managers in international businesses need to understand and appreciate a variety of differences among nations.

- 24 Cross-Cultural Communications, 1999, S.

● 3% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

29

ProfNet

Institut für Internet-Marketing



Textstelle (Prüfdokument) S. 58

by Kluckhohn and Kroeber and have derived the following characteristics: 17 Humans create culture. Culture is a social phenomenon and therefore not individually orientated. It is a product of collective behaviour of society and the thoughts of individuals. **It means that it is possible to study and identify group pattern. Culture is transmitted via symbols. Culture influences our behaviour. Culture strives for internal consistence and integration. Culture can be learned - this does not mean that it is innate; people are socialised from childhood to learn the rules and norms of their culture. It also means that when one leaves one culture for another it is possible to learn the new culture. Culture is adaptable and changeable. The basic orientation and the creation of preferences - although a long-term process - can react to a changing environment. Keller, v. E. (1982), p. 114. Culture is compelling - this means that specific behaviour is determined by culture without individuals being aware of the influence of their culture; as such, it means that it is important to understand culture in order to understand behaviour. Culture is interrelated - This means that while various facets of culture can be understood in context of the whole; as such, it means that a culture needs to be studied as a complete entity. Culture provides orientation to people - this means that a particular group reacts in general in the same way to a given stimulus; as such, it means that understanding a culture can help in determining how group members might react in various situations. Keller summarizes that "culture" includes all behavioural norms, patterns of behaviour and expressions of behaviour that are shared by a collective group and that are learnt by the other members of this group and passed on**

● 35% Einzelplagiatswahrscheinlichkeit

Textstelle (Originalquellen)

shared this means that the focus is on those things that are shared by members of a particular group rather than on individual differences; as such, **it means that it is possible to study and identify group patterns.** (3) **Culture is compelling this means that specific behavior is determined by culture without individuals being aware of the influence of their culture; as such,**

of the relationship of cultural issues and international management (Punnett and Ricks 1992): (1) Culture is **learned this means that it is not innate; people are socialized from childhood to learn the rules and norms of their culture. It also means that when one goes to another culture, it is possible to learn the new culture.** (2) **Culture is shared this means that the focus is on those things that are shared by members of a particular group rather than on individual differences; as such,**

on individual differences; as such, it means that it is possible to study and identify group patterns. (3) **Culture is compelling this means that specific behavior is determined by culture without individuals being aware of the influence of their culture; as such, it means that it is important to understand culture in order to understand behavior.** (4) **Culture is interrelated this means that while various facets of culture can be examined in isolation, these should be understood in context of the whole; as such, it means that a culture needs to be studied as a complete entity.** (5) **Culture provides orientation to people this means that a particular group reacts in general in the same way to a given stimulus; as such, it means that understanding a culture can help in determining how group members might react in various situations.** Because culture is so fundamental to society, it influences people's behaviors in critical ways. Effective management depends, at least in part, on ensuring that people behave in ways that are appropriate for the organization.

- 24 Cross-Cultural Communications, 1999, S.

PlagiatService
Prüfbericht

13026

14.10.2018

30

Textstelle (Prüfdokument) S. 61

is however made up of several different sub-cultures. 4.3 Objectives of Inter-cultural Management Research Cross-cultural management analyses the influence of cultural factors on management factors. According to Adler, cross-cultural management research examines "The behaviour of people in organizations around the world and trains people to work in organizations with employee and client populations from several cultures. It describes organizational behaviour across countries and cultures, and (...) seeks to understand and improve the interaction of co-workers from different countries and cultures."²³ Comparative research focuses on revealing, identifying, classifying, measuring and interpreting the differences and similarities of phenomenon important for business studies.²⁴ According to Keller cross-cultural management research follows the following objectives:²⁵ 1) Descriptive Classification Objectives The

²³ Adler (1986), p. 4.



1% Einzelplagiatswahrscheinlichkeit

Textstelle (Originalquellen)

approach. Cross-cultural sociology mainly analyses the societal level, whereas cross-cultural psychology focuses on individuals and group behavior. Cross-cultural management studies the behavior of people in organizations around the world and trains people to work in organizations with employee and client populations from several cultures. It describes organizational behavior with countries and cultures; compares organizational behavior across countries and cultures; and, perhaps most importantly, seeks to understand and improve the interaction of co-workers, clients, suppliers, and alliance partners from different countries and cultures (Adler, 1991: 10-11). Until now CCM research has focused on the national, organizational and professional/occupational level.

- ²⁶ Prof. Dr. Martin Hilb, 2003, S. 68

PlagiatService

Prüfbericht

13026

14.10.2018

31



ProfNet

Institut für Internet-Marketing

Textstelle (Prüfdokument) S. 67

American, Romanic, Northern European, South-East Asian, Japanese and other developing countries. One point of criticism is that Haire/Ghiselli/Porter did not explicitly define the term culture in their research. 4.4.2 The Country Cluster Analysis **Examining clusters of countries that share similar values can be a useful approach for international managers.** Extensive cluster research was carried out by Ronen and Shenkar.⁴⁷ This was a synthesis of previous research and identified the following **eight clusters of countries** Cluster 1 - Anglo Australia Canada New Zealand UK USA Cluster 5 - Latin America Argentina Chile Columbia Mexico Peru Venezuela Cluster 2 Germanic Austria Germany Switzerland Cluster 6 Eastern Near Greece Turkey Iran Cluster 3 -

Textstelle (Originalquellen)

culture can help determine how group members might react in various situations. Seite(n): 305, Zeilen: 25-29 COUNTRY CLUSTERS In addition to the cultural models discussed so far, **examining clusters of countries that share similar values can be useful for international managers.** One of the most extensive studies resulting in country clusters was carried out by Ronen and Shenkar (1985). This was a synthesis of previous research and identified eight clusters of countries (see Exhibit 9.4). Seite(n): 300, Zeilen: Punkt 8 Where traditional feminine values predominate, strategic plans will take into account the environment, the quality of

- 27 Mark E. Mendenhall, Betty Jane Punn..., 1995, S. #P1#Autor

● 26% Einzelplagiatswahrscheinlichkeit

PlagiatService
Prüfbericht

13026

14.10.2018

32

Textstelle (Prüfdokument) S. 69

following five problem areas: Relationship to nature - subjugation, harmony and mastery Societies view themselves as inferior to nature and are not masters of their own destinies; and are not able to influence it. Societies, which view themselves as living in harmony with nature, believe that people must change their behaviour according to nature. Societies that view themselves as able to master nature think in terms of the supremacy of the human race, and think that they can manipulate nature for their own purposes. Time orientation -past, present and future Societies, which are orientated towards the past, look for answers in the past. How would their ancestors have solved the

Textstelle (Originalquellen)

and Mastery Societies that view themselves as subjugated to nature view life as essentially preordained; people are not masters of their own destinies [...]. Societies that view themselves as living in harmony with nature believe that people must alter their behavior to accommodate nature. Societies that view themselves as able to master nature think in terms of the supremacy of the human race and harnessing the forces of nature. Time Orientation: Past, Present, and Future Societies that are oriented toward the past look for solutions in the past: What

- 28 Betty Jane Punnett Titel Internatio..., 2004, S. 23

● 33% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

33



ProfNet

Institut für Internet-Marketing

Textstelle (Prüfdokument) S. 69

with? Societies, which are present-orientated, consider **the immediate effects of their actions**; **what** is the consequence **if I do** the following? Societies, which are future-orientated, **look to the long-term results of** events today; **what will happen to future generations if we do these things today?** Basic human nature - evil, good, mixed Societies, which **believe that** individuals are **primarily evil**, try to control behaviour by implementing specific **codes of conduct**. Individuals that do not comply with these rules will be punished. **Societies that believe that**

Textstelle (Originalquellen)

the immediate effects of their actions: What will happen if I do this? Societies that are future-oriented **look to the longterm results of** today's events: **What will happen to future generations if we do these things today?** Basic Human Nature: Evil or Good, Changeable **Societies that believe that** people are **primarily evil** focus on controlling the behavior of people through specified **codes of conduct** and sanctions

- 28 Betty Jane Punnett Titel Internatio..., 2004, S. 23

● **16%** Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

34



ProfNet

Institut für Internet-Marketing

Textstelle (Prüfdokument) S. 69

primarily evil, try to control behaviour by implementing specific **codes of conduct**. Individuals that do not comply with these rules will be punished. **Societies that believe that people are essentially good** show **trust and** generally **rely on verbal agreements**. **Societies that see people as** mixed probably also see people as **changeable and** would **focus on means to** control behaviour, **encourage desired** behaviour and discourage undesirable behaviour. 48Punnett(1999),p. 57. Activity orientation - being, containing and controlling, doing Societies, which are primarily "being",

Textstelle (Originalquellen)

controlling the behavior of people through specified **codes of conduct** and sanctions for wrongdoing. **Societies that believe that people are essentially good** exhibit **trust and rely on verbal agreements**. **Societies that see people as changeable and** capable of both good and evil **focus on means to** modify behavior, **encourage desired** behavior, and discourage behaviors that are not desirable. Seite(n): 24,

- 28 Betty Jane Punnett Titel Internatio..., 2004, S. 23

● 9% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

35

ProfNet

Institut für Internet-Marketing



Textstelle (Prüfdokument) S. 70

primarily "being", are emotional and the individuals act spontaneously according to their mood. Those, which are "doing" orientated, are constantly striving to achieve. The people are ambitious and enjoy accomplish difficult tasks. Societies that are containing and controlling focus on moderation and orderliness. People try to achieve a balance in life and in society. Human relationships - individual, lineal, co-lineal Societies, which are primarily individual, believe that people should be independent and are responsible for their own actions. Those that are lineal are family orientated and accept hierarchies. Those that are co-lineal are group-orientated and emphasize group interactions and actions. The dimensions may have the following implications for management. 1. In a society that believes humans are subjugated by nature, planning is less effective because the future is preordained. 2. In a society that is present-orientated, rewards should be linked to present performance. 3. Societies that believe in the basic goodness of humans will generally work with the participative management approach 4. In a society that is primarily being-orientated, decisions are likely

● 49% Einzelplagiatswahrscheinlichkeit

Textstelle (Originalquellen)

time. Those that are "doing"-oriented are constantly striving to achieve; people are driven by a need to accomplish difficult tasks. Those that are concerned with containing and controlling focus on moderation and orderliness; people seek to achieve a balance in life and in society. Human Relationships: Individualistic, Lineal, Co-Lineal Societies that are primarily individualistic believe that individuals should be independent and take responsibility for their own actions, Those that are lineal are concerned with the family line and the power structure that underlies a hierarchy. Those that are co-lineal are group-oriented and emphasize group interactions and actions. Those that are co-lineal are group-oriented and emphasize group interactions and actions. Seite(n): 25, Zeilen: 19-30 The following suggestions illustrate how these orientations may be related to management. 1. In a society that believes humans are subjugated by nature, planning would be futile, because the future is preordained. 2. In a society that is present-oriented, rewards would be closely tied to current performance. 3. In a society that believes in the basic goodness of human beings, participative management is likely to

- 28 Betty Jane Punnett Titel Internatio..., 2004, S. 23
- 28 Betty Jane Punnett Titel Internatio..., 2004, S. #P3#family

PlagiatService

Prüfbericht

13026

14.10.2018

36

Textstelle (Prüfdokument) S. 78

task, and will be decided on those who can accomplish the task best, e.g. men or women. Management in masculine countries should emphasize the hierarchy, competition and job motivation and challenges. In feminine societies management will consider **the environment, the quality of working life, and concern for the less fortunate**. For example profitability and market share will be defined within this context. Operational decisions will consider work satisfaction and the **development of a congenial and nurturing work environment**. Work is generally regarded as **suitable for either sex, with more consideration given to assigning work according to individual abilities and preferences**. Decision-making responsibility will depend on ability and will be shared between the sexes. Male values of achievement, money and performance will rank equally with female values of nurturing, quality of life and caring for the less fortunate. **Uncertainty Avoidance** explains "the extent to which people within a culture are made nervous by situations that they consider to be unstructured, unclear or unpredictable and (...) try to avoid such situations".⁵⁷ Avoiding uncertainty is generally a basic human desire but members of culture belonging to high uncertainty avoidance will **try to** develop a structure in which certain situations can be clearly interpreted and predicted.⁵⁸ Creating laws and codes

57 Hofstede (1984), p. 30.

58 Hofstede (1993), p. 136.

Textstelle (Originalquellen)

of their traditional decision making roles, each sex will tend to emulate the other. Where traditional feminine values predominate, strategic plans will take into account **the environment, the quality of working life, and concern for the less fortunate**. Profitability and market share, **for example**, will be defined within this context. Operational decisions will focus on satisfaction with work and development of a congenial and

feminine values predominate, strategic plans will take into account the environment, the quality of working life, and concern for the less fortunate. Factors such as **profitability and market share will be defined within this context**. Operational decisions will focus on satisfaction with work and **development of a congenial and nurturing work environment**. [...] Work will be seen as generally **suitable for either sex with more**

and nurturing work environment. Task accomplishment will be within this framework. Work will be seen as generally suitable for either sex, with more concern for **assigning work according to individual abilities and preferences**. **Decision-making will be shared between the sexes**. Decision making **responsibility will depend on ability and preferences** rather than sex. **Male values of achievement, money and performance will rank equally with female values of nurturing, quality of life and caring for the less fortunate**. Table 4 Different communication features according to MAS High MAS Low MAS Man is dominant Man and woman are equal Respect authority and showing self-confident

varies between one culture and another. "All societies are unequal, but some are more unequal than others" (Hofstede, 1986, p. 136). 3. **Uncertainty avoidance** as a characteristic of a culture defines **the extent to which people within a culture are made nervous by situations** they perceive as unstructured, unclear, or unpredictable, situations which they therefore **try to** avoid by maintaining strict codes of behavior and a belief in absolute truths.

- 24 Cross-Cultural Communications, 1999, S.
- 27 Mark E. Mendenhall, Betty Jane Punn..., 1995, S. #P1#Autor
- 24 Cross-Cultural Communications, 1999, S.
- 29 Brown, Douglas: Principles of langu..., 2000, S. 181

PlagiatService
Prüfbericht

13026

14.10.2018

37

● 60% Einzelplagiatswahrscheinlichkeit

Textstelle (Prüfdokument) S. 80

and the effective formal control, which is characterised by a definite striving for **uncertainty avoidance**. The consequences for management are that generally low **uncertainty avoidance** indicates the necessity for few written rules, regulations, standardisation and specialisation. **Planning is flexible and relatively short-term**. **Uncertainty is seen as inevitable, and therefore the organization must be able to change direction quickly**. Planning is accepted as providing guidance but not constraints. Formal planning is most likely to take place at top level and be, at least partially, based on a subjective evaluation of opportunities. Personal preferences are likely to be evident in strategic directions. A certain degree of risk taking will be encouraged. Individuals are likely to accept the risk of individual decision-making, and the need for making decisions quickly is emphasized. In contrast to this high uncertainty avoidance implies a need for a high standardisation and job security (job description, determining objectives). Furthermore **the advice of experts is likely to be important in formulating plans and making decisions**. Planning provides security and is well accepted. Plans are likely to be detailed and complex, including priorities and contingencies. Strategic planning is as longterm as it is practical. Checks and balances ensure that performance is at the planned level, and allow for correction before a major departure occurs. Decisions are made carefully and slowly. If responsibility is shared, then group consensus is important for the planning process. In the case that a powerful individual make the decisions, then these are imparted to subordinates as absolutes. Disagreement is discouraged. Power Distance Hofstede describes the power distance as "the extent to which the less powerful person in a society accepts inequality in power and considers it as normal".⁶⁰ Society with a high power distance index regard power as a fundamental fact and accept the unequal distribution of power between members of society. In businesses one encounters an authoritarian or fatherly leadership style as well as a

● 100% Einzelplagiatswahrscheinlichkeit

Textstelle (Originalquellen)

if a powerful individual makes the decisions, then these are imparted to subordinates as absolutes. In any case, disagreement is discouraged. Where **uncertainty avoidance is low, planning is flexible and relatively short-term**. **Uncertainty is seen as inevitable, and therefore the organization must be able to change direction quickly**. Planning is accepted as providing guidance but not constraints. Formal planning is most likely to take place at top levels and be, at least partially, based on a subjective evaluation of opportunities. Personal preferences are likely to be evident in strategic directions. A certain amount of risk taking will be encouraged. Individuals are likely to accept the risk of individual decision-making, and the need for making quick decisions will be stressed. Table 2 Different communication features according to UAI High UAI Low UAI Usually feel worried in communication Feel little pressure in

can be avoided by having group members share responsibility for planning and decisions, or, alternatively, by having one person in a position of power take responsibility. **The advice of experts is likely to be important in formulating plans and making decisions**. Planning provides security and is well accepted. Plans are likely to be detailed and complex, incorporating priorities and contingencies. Specific plans provide direction and little ambiguity. Strategic planning is as long-term as it is practical. Checks and balances ensure that performance is at the planned level, and allow for correction before a major departure occurs. Decisions are reached slowly. If responsibility is shared, then group agreement is important to the planning process, if a powerful individual makes the decisions, then these are imparted to subordinates as absolutes. In any case, disagreement is discouraged. Where uncertainty avoidance is low, planning is flexible and relatively short-term. Uncertainty is seen as inevitable, and therefore

- 24 Cross-Cultural Communications, 1999, S.

PlagiatService
Prüfbericht

13026

14.10.2018

38

Textstelle (Prüfdokument) S. 82

Columbia 67 Italy 50 Israel 13 El Salvador 66 Argentina 49 Austria 11 South Africa 49 Table 4.7: Power Distance. Source: Hofstede (2001a), p. 87. The consequences of this dimension for corporate organisations means that cultures with a high power distance accept strong hierarchies and a powerful management. **Planning and decision-making is done at the top. Input is accepted from those in powerful positions, but is not expected from those at lower levels. Long-term plans are treated confidentially. Operational decisions are made on a daily basis by superiors, and work assigned to subordinates. All decisions are referred to the superior, and subordinates are discouraged from taking the initiative and making decisions. Subordinates accept assigned work and carry out tasks as instructed. Those in positions of power are respected; those in inferior positions expect that more powerful individuals will take the responsibility for decision-making.** Consequently, status, qualification and payment differences are accepted in the type of a cultural environment. However, cultures with a low **power distance** have a tendency to avoid differences in status. The working environment

Textstelle (Originalquellen)

form Dislike regulations Very respect the opinions of authority and expert Less respect the opinions of authority and expert 2.5.3 PDI&8217;s role in International Management and Communication Where power distance is high, **planning and decision-making is done at the top. Input is accepted from those in powerful positions, but no input is expected from those at lower levels. Long-term plans are kept secret.** Superiors make operational decisions on a daily basis, and assigned work to subordinates. All decisions are referred to the superior, and subordinates are discouraged

the top. Input is accepted from those in power, but no input is expected from those at lower levels. Long-term plans are kept secret. **Operational decisions are made on a daily basis by superiors, and work is assigned to subordinates.** All decisions are referred to the superior, and subordinates are discouraged from taking the initiative and making decisions. Subordinates accept assigned work

no input is expected from those at lower levels. Long-term plans are kept secret. Superiors make operational decisions on a daily basis, and assigned work to subordinates. **All decisions are referred to the superior, and subordinates are discouraged from taking the initiative and making decisions. Subordinates accept assigned work and carry out tasks as instructed. Those in positions of power are respected; those in inferior positions expect that more powerful individuals will take responsibility for decision-making.** Where power distance is low, everyone is seen as being capable of contributing to the planning process, and input from a variety

- 24 Cross-Cultural Communications, 1999, S.
- 27 Mark E. Mendenhall, Betty Jane Punn..., 1995, S. #P2#will
- 24 Cross-Cultural Communications, 1999, S.

● 88% Einzelplagiatswahrscheinlichkeit

PlagiatService
Prüfbericht

13026

14.10.2018

39

Textstelle (Prüfdokument) S. 82

are accepted in the type of a cultural environment. However, cultures with a low power distance have a tendency to avoid differences in status. The working environment favours a consultative manner that limits the dependency of employees to superiors. **Everyone is seen as being capable of contributing to the planning process, and input from a variety of organizational levels is sought in developing strategic plans. Decision-making in general is participative, and long-term plans are likely to be shared among organizational members. Operational decisions incorporate the views of those who must carry them out. The people involved in particular tasks are expected to make the routine decisions necessary to complete the task, and decisions are only referred to the superior when they involve unusual circumstances. Power differences exist, but are minimized, and friendly relationships between superiors and subordinates are normal.** Low Dominance High Dominance Anti-authoritative education, decision-making in consensus with employees, strong control viewed negatively by employees. Management content with participate managers, little fear of employees disagreeing with managers. Authoritative education, autocratic or

● 100% Einzelplagiatswahrscheinlichkeit

Textstelle (Originalquellen)

positions of power are respected; those in inferior positions expect that more powerful individuals will take responsibility for decision-making. Where power distance is low, **everyone is seen as being capable of contributing to the planning process, and input from a variety of organizational levels is sought in developing strategic plans. Decision-making in general is participative, and long-term plans are likely to be shared among organizational members. Operational decisions incorporate the views of those who must carry them out. The people involved in particular tasks are expected to make the routine decisions necessary to complete the task, and decisions are only referred to the superior when they involve unusual circumstances. Power differences exist, but are minimized, and friendly relationships between superiors and subordinates are normal.** Table 3 Different communication features according to PDI High PDI Low PDI Communication needs to be conducted orderly, abstain from reporting bypass the immediate leadership Not

- 24 Cross-Cultural Communications, 1999, S.

PlagiatService

Prüfbericht

13026

14.10.2018

40

ProfNet

Institut für Internet-Marketing



Textstelle (Prüfdokument) S. 85

Hofstede (1993), pp. 188, Weidmann (1995), p. 50. 83 Schmid (1996), pp. 256 for extensive criticism. 4.4.5 Schwartz's Value Survey The psychologist Shalom Schwartz⁶⁶ carried out an empirical study in the form of a questionnaire to discover the basic values of individuals in different countries. The study can be regarded as a crucial further development and extension of previous approaches to comparative inter-cultural research with respect to methodology and theory. Schwartz Value Survey (SVS) contains 57 items, which represent 10 value types on an individual level and 7 value orientation on the cultural level. The survey involved more than 60 000 individuals in 64 nations on all continents. Conservatism The person is viewed as embedded in a collectivity, finding meaning in life largely through social relationships and identifying with the group. A cultural emphasis on maintenance of the status quo, propriety, and restraint of actions or inclinations that might disrupt the solidarity group or the traditional order, (social order, respect for tradition, family security, wisdom) Intellectual Autonomy The person is an autonomous, bounded entity and finds meaning in his/her own uniqueness, seeking to express own internal attributes (preferences, traits, feelings) and is encouraged to do so. Intellectual autonomy has a cultural emphasis on the desirability of individuals independently pursuing their own ideas and intellectual directions (curiosity, broadmindedness, creativity) Affective autonomy The person is an autonomous, bounded entity and finds meaning in his/her own uniqueness, seeking to express own internal attributes (preferences, traits, feelings) and is encouraged to do so. Affective autonomy promotes and protects the individual's independent pursuit of own affectively positive experience (pleasure, exciting life, varied life). Hierarchy A hierarchical, differential allocation of fixed roles and of resources is the legitimate, desirable way to regulate Schwartz (1992), p. 100.

● 100% Einzelplagiatswahrscheinlichkeit

Textstelle (Originalquellen)

The work of Schwartz and his more than 50 collaborators (references) represents one of the most important contributions in the area of current intercultural research. It can be regarded as a crucial further development and extension of previous approaches to comparative intercultural research with respect to the methodology and theory. The Schwartz Value Survey (SVS), contains 57 Items which represent 10 value types on a individual level and 7 value orientations on the cultural level. In order to avoid a cultural (ethnocentric) bias, values of all world-religions and items from culturalspecific respect to the methodology and theory. The Schwartz Value Survey (SVS), contains 57 Items [sic] which represent 10 value types on a [sic] individual level and 7 value orientations on the cultural level. [...] The survey involved more than 60000 individuals in 64 nations on all continents Website The process of German reunification with all its "rough edges" has exemplified the potential problem areas that arise when people with different cultural origins

Conservatism The person is viewed as embedded in a collectivity, finding meaning in life largely through social relationships and identifying with the group. A cultural emphasis on maintenance of the status quo, propriety, and restraint of actions or inclinations that might disrupt the solidarity group or the traditional order. (social order, respect for tradition, family security, wisdom). Intellectual Autonomy The person is an autonomous, bounded entity and finds meaning in his / her own uniqueness, seeking to express own internal attributes (preferences, traits, feelings) and is encouraged to do so. Intellectual Autonomy has a cultural emphasis on the desirability of individuals independently pursuing their own ideas and intellectual directions (curiosity, broadmindedness, creativity). Affective Autonomy The person is an autonomous, bounded entity and finds meaning in his / her own uniqueness, seeking to express own internal attributes (preferences, traits, feelings) and is encouraged to do so. Affective Autonomy promote and protect the individual's independent pursuit of own affectively positive experience (pleasure, exciting life, varied life). Hierarchy A hierarchical, differential allocation of fixed roles and of resources is the legitimate, desirable way to regulate interdependencies. People are socialised to comply with the obligations and rules and sanctioned

- 30 Schwartz Value Survey -- Background, 2007, S. #P1#Schwartz
- 32 Seven Cultural Orientations and Val..., 2007, S. #P1#Seven

PlagiatService
Prüfbericht

13026

14.10.2018

41

Textstelle (Prüfdokument) S. 86

interdependencies. People are socialised to comply with the obligations and rules and sanctioned if they do not. A cultural emphasis on the legitimacy of an unequal distribution of power, roles and resources (social power, authority, humility, wealth). Egalitarianism Individuals are portrayed as moral equals, who share basic interests and who are socialized to transcend selfish interests, cooperate voluntarily with others, and show concern for everyone's welfare (equality, social justice, freedom, responsibility, honesty). People are socialized to as autonomous rather than interdependent because autonomous persons have no natural commitment to others (equality, social justice, freedom, responsibility, honesty). Mastery Groups and individuals should master, control and change the social and natural environment through assertive action in order to further personal or group interests. A cultural emphasis on getting ahead through active self-assertion (ambition, success, daring, competence). Harmony The world is accepted as it is. Groups and individuals should fit harmoniously into the natural and social world, avoiding change and self-ascertain to modify them (unity with nature, protecting the environment, world of beauty). Table 4.10: Categories of Value According to Schwartz. Source: Schwartz, S. H: (1999) pp. 23. 4.4.6 Trompenaar's and Hampden-Turners' Cultural Factors Along with Hofstede, Trompenaars is also frequently quoted in inter-cultural management literature.⁶⁷ Similar to Hofstede, Trompenaars also attempted to

Textstelle (Originalquellen)

if they do not. A cultural emphasis on the legitimacy of an unequal roles and resources (social power, authority, humility, wealth). Hierarchy A hierarchical, differential allocation of fixed roles and of resources is the legitimate, desirable way to regulate interdependencies. People are socialised to comply with the obligations and rules and sanctioned if they do not. A cultural emphasis on the legitimacy of an unequal distribution of power, roles and resources (social power, authority, humility, wealth). Egalitarianism Individuals are portrayed as moral equals, who share basic interests and who are socialized to transcend selfish interests, cooperate voluntarily with others, and show concern for everyone's welfare (equality, social justice, freedom, responsibility, honesty). People are socialized to as autonomous rather than interdependent because autonomous persons have no natural commitment to others (equality, social justice, freedom, responsibility, honesty). Mastery Groups and individuals should master, control, and change the social and natural environment through assertive action in order to further personal or group interests. A cultural emphasis on getting ahead through active self-assertion (ambition, success, daring, competence). Harmony The world is accepted as it is. Groups and individuals should fit harmoniously into the natural and social world, avoiding change and self-assertion to modify them. (unity with nature, protecting the environment, world of beauty). [Following: Schwartz, S.H. (1999): A Theory of Cultural Values and Some Implications for Work, in: Applied Psychology: An International Review, 1999, 48 (1), 23-47 Smith, P.B., Schwartz, S.H.: Values (1997), in: Berry, M.H., et al. (eds.):

- 32 Seven Cultural Orientations and Val..., 2007, S. #P1#Seven
- 32 Seven Cultural Orientations and Val..., 2007, S. #P2#as

PlagiatService

Prüfbericht

13026

14.10.2018

42

● 100% Einzelplagiatswahrscheinlichkeit

Textstelle (Prüfdokument) S. 86

Factors Along with Hofstede, Trompenaars is also frequently quoted in inter-cultural management literature.⁶⁷ Similar to Hofstede, Trompenaars also attempted to separate culture with the help of dimensions and to analyse its implications for management. His research database is made up of 15 years of training program material, and 3068 companies, with subsidiaries in 50 different countries." In order to gather comparable samples, a minimum of 100 people with Hoeckin (1994), pp. 40, Schmid (1996), p. 246. E.g. AKZO, AMD, AT&T, Baan, Software, Elf Aquitaine, SGS/Thomson, CRA, Glaxo, Heineken, ICI, Applied Materials, Mars, Motorola, Philips, Royal Dutch Airlines KLM; the Royal Dutch/Shell Group, Sematech, TRW, Van Leer, Volvo and Novartis to name a few. similar backgrounds and occupations were taken in each of the countries in which the companies operated. Approximately 75 percent of the participants were in the management (managers in operations, marketing, sales and so on), while the remaining 25 percent were general administrative staff (typists, stenographers, secretaries). The database is permanently being up-dated and expanded and presently includes approximately 30 000 participants. Trompenaars study concluded with the following 7 dimensions that enable an extensive classification of culture and by which cultural differences and similarities can be explained: Universalism versus Particularism This first dimension describes the forms of relating to other people. The Universalist complies with standards that are universally agreed to by the culture in which the individual lives. "What is good and right can be defined and always applies."⁶⁹ For example, crossing the street when the light is red in a very rule-based society e.g. Switzerland or Germany. Even if

● 100% Einzelplagiatswahrscheinlichkeit

Textstelle (Originalquellen)

Zuletzt bearbeitet: 2012-04-07 10:05:29 KybotBauernOpfer, Cs, Fragment, Gesichtet, SMWFragment, Schutzlevel sysop, Trompenaars 1998 Typus BauernOpfer Bearbeiter Graf Isolan, Hindemith Gesichtet Untersuchte Arbeit: Seite: 86, Zeilen: 26-28, 102-104 Quelle: Trompenaars 1998Seite(n): 1, Zeilen: 25-33 His research database is made up of 15 years of training program material, and 30[FN 68] companies, with subsidiaries in 50 different countries. In order to gather comparable samples, a minimum of 100 people with [similar backgrounds and occupations were taken in each of the countries in which the companies operated.] [FN 68: E.g. AKZO, AMD, AT&T, Baan, Software, Elf Aquitaine, SGS/

Volvo and Novartis to name a few.] Apart from the training program material, 30 companies, with departments spanning 50 different countries. have contributed to the research. These include AKZO, AMD, AT&T, Baan Software, Elf Aquitaine, SGS/Thomson, CRA, Glaxo, Heineken, ICI, Applied Materials, Mars, Motorola, Philips, Royal Dutch Airlines KLM; the Royal Dutch/Shell Group, Sematech, TRW, Van Leer, Volvo and Novartis, to name a few. In order to gather comparable samples, a minimum of 100 people with similar backgrounds and occupations were taken in each of the countries in which the companies operate d. Anmerkungen Even though quotation marks are used for some part, the rest is also an exact copy of the original, which has been distributed between the main text and the footnote. By the way: what's the use of this list of firms, if the aim is to give a summary of Trompenaars' results.
 And on another note:

bearbeitet: 2012-04-07 10:05:33 KybotCs, Fragment, Gesichtet, SMWFragment, Schutzlevel sysop, Trompenaars 1998, Verschleierung Typus Verschleierung Bearbeiter Graf Isolan, Hindemith, WiseWoman Gesichtet Untersuchte Arbeit: Seite: 87, Zeilen: 8-12 Quelle: Trompenaars 1998Seite(n): 31, Zeilen: 12, 15, 16-18, 24-27 Universalism versus Particularism This first dimension describes the forms of relating to other people. The Universalist complies with standards that are universally agreed to by the culture in which the individual lives. What is good and right can be defined and always applies. [FN 69] For example, crossing the street when the light is red in a very rule-based society e.g.

- 33 Vroniplag, 1998, S.

PlagiatService
Prüfbericht

13026

14.10.2018

43

Textstelle (Prüfdokument) S. 87

Trompenaars (1998), p. 8. there is no traffic, you will still be frowned at. Particularist cultures pay far more attention to the relationships and unique circumstances. "X is my dear friend, so obviously I would not lie to him or steal from him. It would hurt us both to show less than kindness to one another".
.70 Trompenaars found the North Americans and most north Europeans are almost totally universalist in their approach. While South Korea, Nepal and Venezuela represent particularist cultures. Universalist Particularist 1. Focus is more on rules than 1. Focus is more on relationships than on relationships. rules 2. Legal contracts are readily drawn up 2. Legal contracts are readily modified 3. A trustworthy person is the one who 3. A trustworthy person is the one honours their word or contract who honours changing mutualities 4. There is only one truth or reality, that 4. There are several perspectives on which has been agreed to. reality relative to each participant 5. A deal is a deal 5. Relationships evolve 6. Decisions made on the spot by 6. Decisions referred back by delegate to representatives. Organisations Table: 4.11: Universalism versus Particularism. Source : Trompenaars (1993), p. 45. Individualism versus Communitarianism This dimension is concerned with if people see

Textstelle (Originalquellen)

Switzerland or Germany. Even if [there is no traffic, you will still be frowned at.] [FN 69: Trompenaars (1998), p. 8.] The universal versus the particular [...] This first dimension defines how we judge other
Fragment, Gesichtet, SMWFragment, Schutzlevel sysop, Trompenaars 1998
Typus BauernOpfer Bearbeiter Graf Isolan, Hindemith, WiseWoman Gesichtet
Untersuchte Arbeit:Seite: 88, Zeilen: 1-3 Quelle: Trompenaars 1998Seite(n): 8 and 31, Zeilen: p. 31, 26-27; p. 8, 34-35; p.31, 21-23 [Even if] there is no traffic, you will still be frowned at. Particularist cultures pay far more attention to the relationships and unique circumstances. X is my dear friend, so obviously I would not lie to him or steal from him. It would hurt us both to show less than kindness to one another .[FN 70] [FN 70: Trompenaars (1998), p. 31.] [p. 31]
Even if there is no traffic, you will still be frowned at. [p. 8]
In particularist cultures far greater attention is given

bearbeitet: 2012-04-06 19:47:08 KybotCs, Fragment, Gesichtet, SMWFragment, Schutzlevel sysop, Trompenaars 1998, Verdächtig Typus Verdächtig Bearbeiter Graf Isolan, WiseWoman, Hindemith Gesichtet Untersuchte Arbeit: Seite: 88, Zeilen: 4-5 Quelle: Trompenaars 1998Seite(n): 34, Zeilen: 21-22
Trompenaars found the North Americans and most north Europeans are almost totally universalist in their approach. North Americans and most north Europeans emerge as almost totally universalist in their approach to the problem. Anmerkungen It's just one sentence, but it shows

business in universalist and ³ particularist cultures ³ Recognising the differences ³ Universalist Particularist ¹ 1 Focus is more on rules than ¹ relationships. ¹ 1 Focus is more on relationships ¹ than on rules. ² 2 Legal contracts are readily ² drawn up. ² 2 Legal contracts are readily ² modified. ² 3 A trustworthy person is the one ² who honours their word or ² contract. ² 3 A trustworthy person is the one ² who honours changing ² mutualities. ⁴ 4 There is only one truth or ⁴ reality, that which has been ⁴ agreed to. ⁴ 4 There are several perspectives ⁴ on reality relative to each ⁴ participant. ⁴ 5 A deal is a deal. ⁵ Relationships evolve. ² 2 Do not take personal, "get to ² know you" attitudes as small ² talk. ² 3 Carefully prepare the legal ² ground with a lawyer if in ² doubt. ²

- 33 Vroniplag, 1998, S.
- 34 Fons Trompenaars Riding the Waves o..., 1998, S. 1

● 78% Einzelplagiatswahrscheinlichkeit

PlagiatService
Prüfbericht

13026

14.10.2018

44

Textstelle (Prüfdokument) S. 88

themselves primarily as individuals or primarily as part of a group. " Furthermore, is it more important to focus on individuals so that they can contribute to the community as and if they wish, or is it more important to consider the community first since that is shared by many individuals?"⁷¹ Parsons and Shils, describe individualism as "a prime orientation to the self" and communitarianism as "a prime orientation to common goals and objectives". Trompenaars discovered that the Romanians, Nigerians and Canadians were the highest scoring individualists, closely followed by the Americans, Czechs and Danish. France, China and India were some of the countries with the 10 Trompenaars (1998), p. 31. lowest score,

71 Trompenaars (1998), p. 9.

72 Parsons/Shils (1951), pp 20.

Textstelle (Originalquellen)

3 Carefully consider the

is that friendship has special obligations and hence may come first. Less attention is given to abstract societal codes. **Individualism versus communitarianism**. Do people regard themselves primarily as individuals or primarily as part of a group? Furthermore, is it more important to focus on individuals so that they can contribute to the community as and if they wish, or is it more important to consider the community first since that is shared by many individuals? Neutral versus emotional. Should the nature of our interactions be objective and detached, or is expressing emotion acceptable? In North America and north-west Europe

the differences, or do we place ahead of this some shared concept of the public and collective good? Individualism has been described (Parsons and Shils¹) as a prime orientation to the self, and communitarianism as a prime orientation to common goals and objectives. Just as for our first dimension, cultures do typically vary in putting one or the other of these approaches first in their thinking processes, although

- 34 Fons Trompenaars Riding the Waves o..., 1998, S.
- 22 Riding the Waves of Culture, 2. Aufl., 1998, S.

PlagiatService

Prüfbericht

13026

14.10.2018

45

● 25% Einzelplagiatswahrscheinlichkeit

Textstelle (Prüfdokument) S. 89

closely followed by the Americans, Czechs and Danish. France, China and India were some of the countries with the 10 Trompenaars (1998), p. 31. lowest score, showing a communitarian characteristic. Furthermore Trompenaars also discovered that there was a correlation with religion. Whereas Calvinists had contracts or covenants with God and with one another for which they were personally responsible, Roman Catholics approach God as a community of the faithful. Thus research has found that Catholics score higher on group choices and Protestants significantly lower. Hofstede's research also confirms this. Individualism 1. More frequent use of 'I' form. 2. Decisions made on the spot by representatives. 3. People ideally achieve alone and assume personal 4. Vacation taken in pairs, even alone. Communitariansim 1. More frequent use of "We" form. 2. Decisions referred back by delegate to Organisations 3. People ideally achieve in groups which assume joint responsibility. 4. Vacations in organized groups or with e Extended family. Table 4.12: Individualism versus Communitariansim. Source: Trompenaars (1993), p 61. Neutral versus Emotional This dimension explains how people go about with their emotions. In emotional cultures showing ones feelings e.g. smiling, laughing, grimacing, scowling and gesturing is socially acceptable, whether in corporate or private life. However, neutral cultures do not exhibit their feelings, but keep them carefully controlled and subdued.⁷⁴ Trompenaars set the question in a workshop how the participants would behave if they were upset about something at work. According to Trompenaar's findings it is least acceptable to show ones emotions in Ethiopia and Japan. Within Europe there is however a considerable variance, Austria is the most neutral (59 percent) and Spain, Italy and France (19 percent, 33 percent, 30 percent) the most emotional. 73

● 100% Einzelplagiatswahrscheinlichkeit

Textstelle (Originalquellen)

Zuletzt bearbeitet: 2012-04-06 19:47:10 KybotCs, Fragment, Gesichtet, SMWFragment, Schutzlevel sysop, Trompenaars 1998, Verschleierung Typus Verschleierung Bearbeiter Graf Isolan, Hindemith Gesichtet Untersuchte Arbeit:Seite: 89, Zeilen: 2-6 Quelle: Trompenaars 1998Seite(n): 50, Zeilen: 3-5, 6-9 Whereas Calvinists had contracts or covenants with God and with one another for which they were personally responsible, Roman Catholics approach God as a community of the faithful. Thus research has found that Catholics score higher on group choices and Protestants significantly lower. Hofstede s research also confirms this. Calvinists had contracts or covenants with God and with one another for which they were personally responsible. [...] Roman Catholics have always approached God as a community

integrated, before a new phase of competition begins. THE GROUP AND THE INDIVIDUAL 67 Practical tips for doing business in individualist and communitarian cultures Recognising the differences Individualism More frequent use of I form. 1 Decisions made on the spot by 2 representatives. People ideally achieve alone and 3 assume personal responsibility. 4 Vacations taken in pairs, even alone. Communitarianism 1 More frequent use of We form. 2 Decisions referred back by delegate to organisation. 3 People ideally achieve in groups which assume joint responsibility. 4 Vacations in organised groups or with extended family. Tips for doing business with: Individualists (for communitarians) Prepare for quick decisions and 1 sudden offers not referred to HQ.

Fragment 089 18Zuletzt bearbeitet: 2012-04-07 10:05:41 KybotCs, Fragment, SMWFragment, Schutzlevel, Trompenaars 1998, Verdächtig, Z uSichten Typus Verdächtig Bearbeiter Graf Isolan, Hindemith Gesichtet Untersuchte Arbeit: Seite: 89, Zeilen: 18-21 Quelle: Trompenaars 1998Seite(n): 70, Zeilen: 9-12, 22-23, 25-26, 27-29 In emotional cultures showing ones feelings e.g. smiling, laughing, grimacing, scowling and gesturing is socially acceptable, whether in corporate or private life. However, neutral cultures do not exhibit their feelings, but keep them carefully controlled and subdued.[FN 74] Trompenaars set the question in a workshop how the participants would behave if they were upset about something at work. According to Trompenaar s findings it is least

- 33 Vroniplag, 1998, S.
- 22 Riding the Waves of Culture, 2. Aufl., 1998, S.
- 33 Vroniplag, 1998, S.

PlagiatService
Prüfbericht

13026

14.10.2018

46

Textstelle (Prüfdokument) S. 89

Trompenaars (1998), p. 51. Neutral 1. Do not reveal what they are thinking or feeling 2. May (accidentally) reveal tension in face or posture. 3. Emotions often dammed up will occasionally explode. 4. Cool and self-possessed conduct is admired. 5. Physical contact, gesturing or strong facial expressions often taboo. 6. Statements often read out in monotone. Table 4.13: Neutrality versus Emotion. Source: Trompenaars (1993), p. 70. Affective 1. Reveal thoughts and feelings verbally and non-verbally. 2. Transparency and expressiveness release tension. 3. Emotions flow easily, effusively, Vehemently and without inhibition 4. Heated, vital, animated expressions Admired. 5. Touching, gesturing and strong facial Expressions common. 6. Statements declaimed fluently and dramatically. Specific versus Diffuse The fourth dimension analyses to what degree individuals get involved in areas of life with other people. Do people strive for a specific relationship, for example segregate out the task relationship and insolate this from other dealings, or is the culture more diffusely orientated and every level of life space and every level of personality tend to permeate all others. This relationship can be illustrated using the following example "An American company was trying to get a contract with a South American customer. They made an impressive but "down-to-the-point" presentation, which emphasized the good product and low price, they had on offer. Its competitor, a Swedish company however used a different strategy. They spent five days with their customer and spoke about everything but the product. Finally on the last day the product, which was less competitive and higher priced than the American counter product was introduced. The result: the diffuse strategy of the Swedish company got them the contract.

● 100% Einzelplagiatswahrscheinlichkeit

Textstelle (Originalquellen)

acceptable to show ones emotions in Ethiopia and Japan. Within Europe there is however a considerable variance, Austria is the most neutral (59 percent) and Spain, Italy and France (19 percent, 33 percent, 30 percent) the most emotional. [FN 74: Trompenaars (1998), p. 70.] Members of cultures which are affectively neutral do not telegraph their feelings but keep them carefully controlled and subdued. In contrast. In cultures

of departure in order to stabilise future emotional interactions. FEELINGS AND RELATIONSHIPS 79 Practical tips for doing business in neutral and affective cultures Recognising the differences Neutral Do not reveal what they are 1 thinking or feeling. May (accidentally) reveal 2 tension in face and posture. Emotions often dammed up will 3 occasionally explode. 4 5 Cool and self-possessed conduct is admired. Physical contact, gesturing or strong facial expressions often taboo. Statements often read out in monotone. Affective 1 Reveal thoughts and feelings verbally and non-verbally. 2 Transparency and expressiveness release tensions. 3 Emotions flow easily, effusively, vehemently and without inhibition. 4 Heated, vital, animated expressions admired. 5 Touching, gesturing and strong facial expressions common. 6 Statements declaimed fluently and dramatically. 6 Tips for doing business with: Neutrals (for affectives) Ask for time-outs from meetings 1 and negotiations where you can patch each other up and rest

Zuletzt bearbeitet: 2012-04-07 10:05:43 KybotCs, Fragment, Gesichtet, SMWFFragment, Schutzlevel sysop, Trompenaars 1998, Verschleierung Typus Verschleierung Bearbeiter Graf Isolan, Hindemith Gesichtet Untersuchte Arbeit:Seite: 90, Zeilen: 16-20 Quelle: Trompenaars 1998Seite(n): 83, Zeilen: 7, 3-4, 8-11 Specific versus Diffuse The fourth dimension analyses to what degree individuals get involved in areas of life with other people. Do people strive for a specific relationship, for example segregate out the task relationship and insolate this from other dealings, or is the culture more diffusely orientated and every level of life space and every level of personality tend to permeate all others. [1. 7]
Specific versus diffuse cultures [1. 3-4]
Closely related to whether we show emotions in dealing with other people is the degree to which we engage

- 33 Vroniplag, 1998, S.
- 22 Riding the Waves of Culture, 2. Aufl., 1998, S.
- 33 Vroniplag, 1998, S.

PlagiatService
Prüfbericht

13026

14.10.2018

47

Textstelle (Prüfdokument) S. 90

The Swedish company had learned that to do business in particular countries and share life space with them. Although this may be time consuming it paid off eventually."75 Table: 4.14: Specificity versus Diffuseness. Source: Trompenaars (1993), p. 89. Achievement versus Ascription This cultural dimension explains how status and power are regarded in different societies. In so-called "ascription orientated" societies the status of an individual is attributed to birth, kinship, gender or age, but also to connections (who you know) and your educational record (which University did you graduate from). Achievement orientated means that the individual is regarded on what he/she has accomplished, thus the question would be "what did you study".76 Trompenaars measured the difference between achieved and ascribed status by presenting the following dilemma to respondents and graphing the results: a) "The most important thing in life is to think and act in a manner that best suits the way you really are, even if you don't get things done. b) The respect a person gets is highly dependent on their family background". This statement describes a sense of self worth, which is independent of what society around you believes one "ought" to achieve. Those individuals disagreeing with the statement give priority to achievement or "getting things done". Those who disagree give priority to an authentic sense of being. Achievement is about what you have done. Ascription is about who 15 Trompenaars (1998), pp. 70. " Trompenaars (1998), p. 10. Specificity Diffuseness 1. Direct, to the point, purposeful in relating. 2. Precise, blunt, definitive and transparent. 3. Principles and consistent moral stands independent of the person being addressed. 1. Indirect, circuitous, seemingly "aimless" forms of relating. 2. Evasive, tactful, ambiguous, Even opaque. 3. Highly situational morality depending upon the person and context encountered.

● 56% Einzelplagiatswahrscheinlichkeit

Textstelle (Originalquellen)

the last day the product was introduced. Though somewhat less attractive and slightly higher priced, the diffuse involvement of the Swedish company got the order. The Swedish company had learned that to do business in particular countries involves more than overwhelming the customer with technical details and fancy slides. Achievement versus ascription. Achievement means that you are judged on what you have

KybotCs, Fragment, SMWFragment, Schutzlevel, Trompenaars 1998, Verdächtig, ZuSichten Typus Verdächtig Bearbeiter Graf Isolan, Hindemith Gesichtet Untersuchte Arbeit:Seite: 91, Zeilen: 13, 14-19 Quelle: Trompenaars 1998Seite(n): 9-10, Zeilen: p. 9, 33-38(?) - p.10, 1-2 Achievement versus Ascription [...] In so-called ascription orientated societies the status of an individual is attributed to birth, kinship, gender or age, but also to connections (who you know) and your educational record (which University did you graduate from). Achievement orientated means that the individual is regarded on what he/she has accomplished, thus the question would be what did you study. [FN 76] [FN 76: Trompenaars (1998), p. 10.] Achievement versus ascription. Achievement means that you are judged on what you have recently accomplished and on your record. Ascription means that

achieving versus ascribing orientations in different cultures, we used the following statements, inviting participants to mark them on a five-point scale (1 = strongly agree, 5 = strongly disagree). A The most important thing in life is to think and act in the ways that best suit the way you really are, even if you do not get things done. B The respect a person gets is highly dependent on their family background. Figures 8.1 and 8.2 show the percentage of participants who disagree with each of these statements. The countries in Figure 8.1 where only a minority disagree with getting things

diffuse responsibility starting from a specific standpoint of profitability or shareholder value. Practical tips for doing business in specific and diffuse cultures Recognising the differences Specificity Direct, to the point, purposeful 1 in relating. Precise, blunt, definitive and 2 transparent. Principles and consistent moral 3 stands independent of the person being addressed.

- 22 Riding the Waves of Culture, 2. Aufl., 1998, S.
- 33 Vroniplag, 1998, S.
- 22 Riding the Waves of Culture, 2. Aufl., 1998, S.

PlagiatService
Prüfbericht

13026

14.10.2018

48



Textstelle (Prüfdokument) S. 91

you are. The results concluded that in English-speaking and Scandinavian countries a majority is in favour of getting things done, which shows an achieving culture. Ascriptive cultures are for example the Czech Republic, Argentina and Uruguay. Furthermore Trompenaars also analysed the influence of region and discovered that there was a positive a correlation between Protestantism and achievement orientation whereas Catholics, Buddhists and Hindu cultures were more ascriptively orientated. However, Trompenaars denounced the hypothesis that either orientation belongs to a "higher" level of economic development.⁷⁷ Achievement-oriented Ascription-oriented 1. Use of titles only when relevant 1. Extensive use of titles, especially to the competence you bring to the task. when these clarify your status Table: 4.15: Achievement versus Ascription. Source: Trompenaars, (1993), p. 105. Attitudes to Time Trompenaar also examined the way that societies look at time.

Textstelle (Originalquellen)

Diffuseness 1 Indirect, circuitous, seemingly aimless forms of relating. 2 Evasive, tactful, ambiguous, even opaque. 3 Highly situational morality depending upon the person and context encountered. Tips for doing business with: Specific-oriented (for diffuse individuals) Study the objectives, principles 1 and numerical targets of the specific organisation with which you

Zuletzt bearbeitet: 2012-04-06 19:47:18 KybotCs, Fragment, KeinPlagiat, SMWFragment, Schutzlevel, Trompenaars 1998, ZuSichten Typus KeinPlagiat Bearbeiter Graf Isolan, WiseWoman, Hindemith Gesichtet Untersuchte Arbeit: Seite: 92, Zeilen: 1-2 Quelle: Trompenaars 1998Seite(n): 94, Zeilen: 35-37 The results concluded that in English-speaking and Scandinavian countries a majority is in favour of getting things done, which shows an achieving culture. [...] because there are in fact only three societies - America, Canada and Norway - where there is a majority in favour of getting things done [...] Anmerkungen Here she

Fragment 092 04Zuletzt bearbeitet: 2012-04-06 19:47:20 KybotCs, Fragment, SMWFragment, Schutzlevel, Trompenaars 1998, Verdächtig, ZuSichten Typus Verdächtig Bearbeiter Graf Isolan, Hindemith Gesichtet Untersuchte Arbeit: Seite: 92, Zeilen: 4-6 Quelle: Trompenaars 1998Seite(n): 95, Zeilen: 6-8

Furthermore Trompenaars also analysed the influence of region and discovered that there was a positive a correlation between Protestantism and achievement orientation whereas Catholics, Buddhists and Hindu cultures were more ascriptively orientated. Both figures show that there is a correlation between Protestantism and achievement orientation, with Catholic, Buddhist and Hindu cultures scoring considerably more ascriptively. Anmerkungen Mostly word-

of self-worth. Answers 1 and 4 respectively reject achieved and ascribed status.

118 Practical tips for doing business in ascription- and achievement-oriented cultures Recognising the differences Achievement-oriented Ascription-oriented 1 Use of titles only when relevant to the competence you bring to the task. 1 Extensive use of titles, especially when these clarify your status in the organisation. 2 Respect for superior in

Zuletzt bearbeitet: 2012-04-06 19:47:22 KybotCs, Fragment, Gesichtet,

- 22 Riding the Waves of Culture, 2. Aufl., 1998, S.
- 33 Vroniplag, 1998, S.
- 34 Fons Trompenaars Riding the Waves o..., 1998, S.

PlagiatService

Prüfbericht

13026

14.10.2018

49



0%

Einzelplagiatswahrscheinlichkeit

Textstelle (Prüfdokument) S. 92

In particular Trompenaars examined how time is regarded and if it has its own consequences. The group was divided into two sub-groups, sequential, which regards time as a series of passing events and synchronic, where past, present and future are all interrelated so that ideas about the future and memories of the past both shape present actions. In cultures, which share the sequential time factor, past, present and future follow linear to one another and every divergence from this result in insecurity for the individual. These cultures are generally not accustomed to Trompenaars (1998), p. 110. 2. Respect for superior in hierarchy is based on how effectively his or her job is performed and how adequate their knowledge. 3. Most senior managers are of varying age and gender and have shown proficiency in specific jobs. in the organisation. 2. Respect for superior in hierarchy is seen as a measure of your commitment to the organisation and its mission. 3. Most senior managers are male, middle-aged and qualified by their background. doing more jobs simultaneously and thus plan their day precisely and try to be punctual, e.g. waiting in line in Britain. In synchronic cultures however, people may do various activities at the same time. Trompenaars compares them to a "juggler with six balls in the air with each being caught and thrown in rhythm".⁷⁸ They also tend to schedule very tightly and see punctuality more relaxed. Past¹.



0%

Einzelplagiatswahrscheinlichkeit

Textstelle (Originalquellen)

SMWFragment, Schutzlevel sysop, Trompenaars 1998, Verschleierung Typus Verschleierung Bearbeiter Graf Isolan, Hindemith Gesichtet Untersuchte Arbeit:Seite: 92, Zeilen: 23-27 Quelle: Trompenaars 1998Seite(n): 107, Zeilen: 12-16 In particular Trompenaars examined how time is regarded and if it has its own consequences. The group was divided into two sub-groups, sequential, which regards time as a series of passing events and synchronic, where past, present and future are all interrelated so that ideas about the future and memories of the past both shape present actions. How we think of time has its own consequences. Especially important is whether our view of time is sequential, a series of passing events, or whether

in ascription- and achievement-oriented cultures Recognising the differences Achievement-oriented Use of titles only when relevant 1 to the competence you bring to the task. Respect for superior in 2 hierarchy is based on how effectively his or her job is performed and how adequate their knowledge. Most senior managers are of 3 varying age and gender and have shown proficiency in specific jobs. Tips for doing business with: Achievement-oriented (for ascriptives) Make sure your negotiation 1 team has enough data, technical advisers

need 4 of your counterparts to do better or do more than is expected.

Ascription-oriented 1 Extensive use of titles, especially when these clarify your status in the organisation. 2 Respect for superior in hierarchy is seen as a measure of your commitment to the organisation and its mission. 3 Most senior managers are male, middle-aged and qualified by their background. Ascription-oriented (for achievers) 1 Make sure your negotiation team has enough older, senior and formal position-holders to impress the other company that you consider

they were not about to let some wise guy change it. The synchronic method, however, requires that people track various activities in parallel, rather like a juggler with six balls in the air with each being caught and thrown in rhythm.

It is not easy for cultures which are not used to it. Edward T. Hall, the American anthropologist,³ described what we call synchronic as polychronic,

- 33 Vroniplag, 1998, S.
- 22 Riding the Waves of Culture, 2. Aufl., 1998, S.

PlagiatService

Prüfbericht

13026

14.10.2018

50

ProfNet

Institut für Internet-Marketing



Textstelle (Prüfdokument) S. 93

Talk about history, origin of family, business and nation. 2. Motivated to recreate a golden age. 3. Show respect for ancestors, predecessors, and older people. 4. Everything viewed in the context of of tradition or history. Present 1. Activities and enjoyments of the moments are most Important (not manana). 2. Plans not objected to, but rarely executed. 3. Show intense interest in present relationships, "here and now". 4. Everything viewed in terms of its contemporary impact and style. Future London they are worn by bikers and other athletes who do not want to be "polluted" by the environment (inner-directed)".⁷⁹ The empirical research carried out by Trompenaars come to the following conclusion concerning how we relate to nature. In response to the following questions: a) **What happens to me is my own doing.** b) **Sometimes I feel that I do not have enough control over the directions my life is taking.** The USA and the French score highest and can be classified as **almost completely internalised** (82 percent and 76 percent respectively).

● 23% Einzelplagiatswahrscheinlichkeit

Textstelle (Originalquellen)

putting
time for doing business past, present, future Past- and present-oriented culture
Future oriented culture Differences Tips for business Differences Tips for
business Past Present Talk about history, origin of family, business and nation.
Motivated to recreate a golden age. Activities and enjoyment of the moment
are most important. Plans not objected to, but Emphasise the history, tradition
and rich cultural heritage of those you deal with as evidence of their great
potential. Much talk of prospects, potentials, aspirations,
its people in the future. Discover what core 73 Show respect for ancestors,
predecessors and older people. Everything viewed in the context of tradition or
history. rarely executed. Show intense interest in present relationships, "here
and now". Everything viewed in terms of its contemporary impact and style.
Discover whether internal relationships will sanction the kind of changes you
seek to encourage. Agree future meetings in principle but do not fix deadlines
for
told that when people have colds or a virus, they wear them so they will not
pollute or infect other people by breathing on them. In London they are worn
by bikers and other athletes who do not want to be polluted by the
environment. AN INTRODUCTION TO CULTURE 11 Structure of the book
This book will describe why there is no one best way of managing , and how
some of
to appear more personally related, however, we get a different result. Figure 10.
2 shows the percentage of respondents who chose A when asked to choose
between the following. A **What happens to me is my own doing.** B **Sometimes
I feel that I do not have enough control over the directions my life is taking.** On
this basis a number of countries appear **almost completely internalised**; in the
USA, for instance, 82% of managers believe they control their own destinies,
as do 76%

Zuletzt bearbeitet: 2012-04-06 19:47:25 KybotCs, Fragment, Gesichtet,
KomplettPlagiat, SMWFragment, Schutzlevel sysop, Trompenaars 1998 Typus

- 21 Internal Service Systems and Cultur..., 2005, S.
- 22 Riding the Waves of Culture, 2. Aufl., 1998, S.

PlagiatService
Prüfbericht
13026
14.10.2018
51

Textstelle (Prüfdokument) S. 94

Most European countries score high, in fact, though not the Russians, on whom 45 years of Communism may have had some effect. Similarly the Chinese now rank much lower than the Japanese, although in Japan as in Singapore managers are far less likely to believe in internal control than they are in North America or Europe. Internal control 1. Often dominating attitude bordering on aggressiveness towards environment. 2. Conflict and resistance means that you have convictions. 3. Focus is on self, function, own group and own organization. 4. Discomfort when environment seems "out of control" or changeable. External control 1. Often flexible attitude, willing to compromise and keep the peace. 2. Harmony and responsiveness, that is, sensibility. 3. Focus is on "other", that is customer, partner, colleague. 4. Comfort with waves, shifts, cycles if these are "natural". Table: 4.17: Attitude to Nature. Source: Trompenaars (1993), p. 136. 4.4.7 The World Values Survey (WVS) At the beginning of the 1980's a European Value Systems Study Group was created, its members came from the association of social scientists from numerous countries⁸⁰ and it aimed to find out about the cultural values of the members of society and

74 Trompenaars (1998), p. 70.

1. Much talk of prospects,

● 100% Einzelplagiatswahrscheinlichkeit

Textstelle (Originalquellen)

Komplettplagiat Bearbeiter Graf Isolan, Hindemith Gesichtet Untersuchte Arbeit: Seite: 94, Zeilen: 9-12 Quelle: Trompenaars 1998 Seite(n): 126, Zeilen: 29-34 Most European countries score high, in fact, though not the Russians, on whom 45 years of Communism may have had some effect. Similarly the Chinese now rank much lower than the Japanese, although in Japan as in Singapore managers are far less likely to believe in internal control than they are in North America or Europe. Most European countries score high, in fact, though not the east Germans, on whom 45 years of communism may have had some effect. Similarly the Chinese

and outer-directed orientations to develop. HOW WE RELATE TO NATURE 155 Practical tips for doing business in internal- and external-oriented cultures Recognising the differences Internal control 1 Often dominating attitude bordering on aggressiveness towards environment. 2 Conflict and resistance means that you have convictions. 3 Focus is on self, function, own group and own organisation. 4 Discomfort when environment seems out of control or changeable. External control 1 Often flexible attitude, willing to compromise and keep the peace. 2 3 4 Harmony and responsiveness, that is, sensibility. Focus is on other, that is customer, partner, colleague. Comfort with waves, shifts, cycles if these are natural. Tips for doing business with: Internally controlled (for externals) 1 Playing hard ball is legitimate to test the resilience of an opponent. 2 It is most important

- 33 Vroni plag, 1998, S.
- 22 Riding the Waves of Culture, 2. Aufl., 1998, S.

PlagiatService

Prüfbericht

13026

14.10.2018

52

Textstelle (Prüfdokument) S. 97

was to balance the interests of the diverse groups of society. The solution: the social market model. Many experts regard this economic system as the major reason for Germany's economic miracle (Wirtschaftswunder),¹ which made it the third largest economy in the world after the USA and Japan. The social market economy seeks a middle path between socialism and capitalism. It aims "to combine the principle of freedom in the market place (subject to legal regulations that exclude, for example, cartelisation in the markets for goods and services) by raising consumer opportunities, motivating providers to achieve innovations and technical progress, and distributing income and profit according to individual achievement."² Where necessary it modifies the outcome of the market process by redistribute and social security measures³ and as Müller-Armack, one of the founders of the social market economy emphasized, this should happen within a social

² Müller-Armack (1956), p. 243.

³ Randak (1985), p. 48.

Textstelle (Originalquellen)

in the global economy of the twenty-first century has been China's emergence as one of the world's largest economies. China is predicted to become the third largest economy in the world after the USA and Japan by 2008, and was the world's largest recipient of foreign direct investment in 2004 \$65 billion dollars (Economist, 2004). This ties in with its phenomenal 10 per cent per year

the pursuit of social goals. Social Contract, Social Policy, and the Implementation Dilemma The ambiguity of the social market economy derives from the very intention "to combine the principle of freedom in the market place with that of social balance" (Müller-Armack 1956, 243, my translation). Evidently the objective is to allow free competition in the markets (subject to legal regulations that

Germany" - Economy Herausgeber Federal Foreign Office Ort Berlin Jahr 2004 1 (Internetversion), Zeilen: 62-64 This was fundamentally supposed to enable the free play of forces on the market by raising consumer opportunities, motivating providers to achieve innovations and technical progress, and distributing income and profit according to individual achievement. Over a long period, a social system has emerged in Germany which internationally is considered exemplary - it hedges against risks incurred from unemployment, disability or a person's inability

- 35 Communitarian Capitalism and the So..., 2004, S.
- 36 Germany's Social Market Economy, 2002, S. 367
- 37 Peter Hintereeder (Ed.): An overview..., 2004, S. #P1#Autor

PlagiatService

Prüfbericht

13026

14.10.2018

53



13% Einzelplagiatswahrscheinlichkeit



ProfNet

Institut für Internet-Marketing

Textstelle (Prüfdokument) S. 98

mentioned above, the social market concept is often described as the "third way"
Individual Principle Social Principle Social Market Economy Graph 5.1: The
Social Market Economy as the Third Way. Source: Randak (1985) p. 48. The
social market economy aims to maintain a balance between a high rate of
economic growth, low inflation and low levels of unemployment, good
working conditions, social welfare and public services, by the state intervening
where necessary.⁴ Furthermore the state should try to improve the situation of
the underprivileged and solve market imperfections. It is part of the social
market economy philosophy that companies are responsible

⁴ Randak, (1985), p. 30.

Textstelle (Originalquellen)

achieving positive results with its mixed economy approach a clearly market-
based economy combined with social as well as environmental protection. In
this model, the state aims to maintain a balance between a high rate of
economic growth, low inflation, low levels of unemployment, good working
conditions, social welfare, and public services. While basically respecting the
free market, the social market economy is opposed to both central planning and
laissez-faire capitalism. Due to the increasing pressure

- 38 Social Market Economy 2.0 An Apprai..., 2008, S. 339

● 16% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

54

Textstelle (Prüfdokument) S. 98

responsible not only to shareholders, but also to other stakeholders, such as employees, customers, suppliers and local communities. The tripartite exists between labour unions, employer organisations (the **social partners**) and the state in which they **strike agreements on issues like price levels; wage increases, tax rates and pension entitlements** also play an important role in this concept. **Collective bargaining** based on consensus **is often done on a national level not between one corporation and one union, but national** employer organisations **and national trade unions**. Another element of the Germany economic model is the focus of bank financing, which allows companies to concentrate on long-term objectives and insulates them from short-term fluctuations

● **29%** Einzelplagiatswahrscheinlichkeit

Textstelle (Originalquellen)

employers' organizations are part of a system of institutionalized deliberation, together with government **and the** trade unions. In tri-partite bargaining the so-called **social partners strike agreements on issues like price levels, wage increases, tax rates and pension entitlements**. In these countries **collective bargaining is often done on a national level not between one corporation and one union, but national** employers' organizations **and national trade unions**. Chamber of Commerce List of employer associations Retrieved from "https://en.wikipedia.org/w/index.php?title=Employers%27_organization&oldid=65773231" This version of the page has been

- 39 Employers' organization, 2006, S. #P1#Employers'

PlagiatService

Prüfbericht

13026

14.10.2018

55

ProfNet

Institut für Internet-Marketing



Textstelle (Prüfdokument) S. 98

national trade unions. Another element of the Germany economic model is the focus of bank financing, which allows companies to concentrate on long-term objectives and insulates them from short-term fluctuations in share-prices.⁵ **Walter Eucken, a Professor of Economics at the University of Freiburg and a liberal in the European sense** is regarded as the academic mastermind behind the social market model, which was created in 1947.⁶ The Minister of Economic Affairs and later also Federal Chancellor for a couple of years, Ludwig Erhard (1897-1977) takes the political and

6) Contract freedom is essential because individual decisions in de-centrally controlled

Textstelle (Originalquellen)

by Germany's great first minister of economic affairs, Ludwig Erhard (1897-1977). In some respects, this merger was the offspring of ordoliberalism, whose most prominent advocate was **Walter Eucken, a professor of economics at the University of Freiburg and a liberal in the European sense**. (Unfortunately, his influential manifesto [Eucken 1952], which anticipated many ideas of public-choice theory and constitutional political economy [Vanberg 1998], has not been translated into English.) In

- 36 Germany's Social Market Economy, 2002, S. 366

● 11% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

56

Textstelle (Prüfdokument) S. 99

academic mastermind behind the social market model, which was created in 1947.⁶ The Minister of Economic Affairs and later also Federal Chancellor for a couple of years, Ludwig Erhard (1897-1977) takes the political and historical credit for implementing the concept of the social market economy in the actual economic system of West Germany.⁷ Eucken developed the following seven basic requirements for the competitive system of Germany that need to be fulfilled to ensure that the market is able to achieve the social

- 6) Contract freedom is essential because individual decisions in de-centrally controlled
- 7) An economic policy that displays continuity so that the dynamic competitive process

Textstelle (Originalquellen)

institutional orientation of economic policy in the Post-War developmental model of the German economy, implicitly also informing the dispute on the constitutional status of the concept of the social market economy in the European Union. A reconsideration of these intellectual traditions may underline the prospects as well as the limits of related policy efforts. Literature Backhaus, J. (1993/1994), "Gustav Schmoller and

- 40 Governance and Public Policy, 2007, S. 107

● 6% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

57

Textstelle (Prüfdokument) S. 100

complete liability, which should prevent owners from shifting the consequences out of wrong decisions onto others. Competition Growth policy Prosperity for alt Economic stabilization policy Social security Social insurance Welfare policy Control of economic power "Start equity - Performance equity -Needs equity Monetary stability Graph 5.2 : Principles of the Social Market Economy. Source: Randak (1985) p. 53. However, to define the term "social" in the social market economy is challenging and has caused great debate to this present date. Originally it was understood by the ordo-liberals that a social economy did not mean income programmes.⁹ They believed that instead of income subsidy programmes, a social market economy should be one in which workers are given the chance to accumulate capital, which would give them the means for improving their social status in the social structure. They presented two methods for achieving this goal: 1) To subsidize savings, for example, with incentives programmes for savings governmental intervention when the market fails to succeed, for example the call for intervention when BenQ-Siemens filed for insolvency in 2006.¹⁰ 5.2 Germany' s Social Objectives and Social Policy Social policy can be defined

2) To increase the access to higher education

¹⁰ BenQ was previously part of the Siemens Group and sold to a Taiwanese company in 2005 only shortly

Textstelle (Originalquellen)

word "social". For those who are interested in understanding the truths and the untruths about the social market economy, see my dissertation, 1995. It was generally understood by the ordo-liberals that a social economy did not mean Rentengeld, Wohngeld, Kindergeld or Socialhilfe, Mutterschutz, i.e. income subsidy programs. The ordo-liberals agreed that instead of income subsidy programs, a social market economy should be one in which workers are given the chance to accumulate capital, which would give them the means for improving their social status in the social structure. There were two methods for achieving this goal: (1) to subsidize savings, for example, with incentives programs for savings; (2) to increase the access to higher education; The first method was unsuccessful. Since the recession of 1967, there was occurred a secular decline in

- 41 What is social about the German Soc..., 2002, S.

PlagiatService

Prüfbericht

13026

14.10.2018

58

● 53% Einzelplagiatswahrscheinlichkeit

Textstelle (Prüfdokument) S. 101

in Germany, which is internationally considered exemplary.¹² The major objectives are social equality, security and progress.¹³ Germany has tried to realise these objectives in the past by hedging against risks incurred from unemployment, disability or a person's inability to work in his/her chosen profession, accident, illness, age and other social conditions. A special characteristic of the German system is the cooperation of employers and employees, which is expressed in the equal financing of contributions to pensions, medical and long-term care and unemployment insurance. Another form of consensus is the social partnership of unions and employer associations, which is subject to the institutionalised settlement of conflicts as outlined in the collective labour law. Article 9 of the German Basic Law guarantees

¹² Backer (1990), p. 330.

¹³ Thieme (1991) p. 48.

Textstelle (Originalquellen)

individual achievement. Over a long period, a social system has emerged in Germany which internationally is considered exemplary - it hedges against risks incurred from unemployment, disability or a person's inability to work in his/her chosen profession, accident, illness, age and other social conditions. A special feature of the German system is the cooperation of employers and employees, expressed in the equal financing of contributions to pensions, medical and long-term care

industry and the trade unions, play a considerable role in determining work regulations. A special feature of the German system is the cooperation of employers and employees, expressed in the equal financing of contributions to pensions, medical and long-term care and unemployment insurance.

- 37 Peter Hintereder (Ed.): An overview..., 2004, S. #P1#Autor

● 34% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

59

Textstelle (Prüfdokument) S. 101

of unions and employer associations, which is subject to the institutionalised settlement of conflicts as outlined in the collective labour law. Article 9 of the German Basic Law guarantees autonomy in negotiating wages, i.e., the right of employees and employers to bear the responsibility themselves for deciding on working conditions in contracts resulting from collective bargaining. The law covering collective bargaining and the Industrial Democracy Act, both of which were influenced in their wording by industry and the trade unions, play a considerable role in determining work regulations. However, in recent years Germany's social policy has been confronted with serious problems. [The primary reason for these problems is the demographic development in Germany combined with the effects of the re-unification of Germany.

Textstelle (Originalquellen)

settlement of conflicts as outlined in the collective labor law. The German Basic Law guarantees, in article 9, autonomy in negotiating wages, i.e., the right of employees and employers to bear the responsibility themselves for deciding on working conditions in contracts resulting from collective bargaining. The law covering collective bargaining and the Industrial Democracy Act, both of which were influenced in their wording by industry and the trade unions, play a considerable role in determining work regulations. A special feature of the German system is the cooperation of employers and employees, expressed in the equal financing of contributions to pensions, medical and

- 37 Peter Hintereder (Ed.): An overview..., 2004, S. #P1#Autor

● 46% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

60



ProfNet

Institut für Internet-Marketing

Textstelle (Prüfdokument) S. 101

live to be 76.21 (males) years and 81.78 years (females) respectively.¹⁴ In addition to this many employees have used the opportunity of taking early retirement.¹⁵ However **on the** other hand, fewer children are being born; in fact **as we have seen in the previous chapter** the birth rate in ' E.g. Rentengeld, Wohngeld, Kindergeld, Sozialhilfe. Germany is one **of the** lowest in Europe. Consequently, there are less people paying into the social system and too many receiving benefits from it, which have resulted

¹⁴ Statistisches Bundesamt Deutschland, <http://www.destatis.de/basisd/bevoe/bevoelab3.rjhD> (15.02.07).

Textstelle (Originalquellen)

These methods will be presented in the following. Further, we will derive our new method based **on the** YBG-hierarchy. Chapter 4 Approximation of Solvent Densities **As we have seen in the previous chapter, the knowledge of the** solvent density around the solute is sufficient to compute the potential of mean force in the case of pair potentials. The solvent

- 9 Fluid Density Approximation for an ..., 2007, S. 4

● 9% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

61



ProfNet

Institut für Internet-Marketing

Textstelle (Prüfdokument) S. 102

Thatcherism (UK), is the most significant reform measure and was introduced by Schroder's socialist Government on the 14th March 2003 with the intention of modernising the German social system and labour market. The three main pillars focus on the economy, the system of social security, and Germany's position on the world market. The most important reforms to date are presented in the following sections. 5.2.1 The Hartz Reform The Hartz concept was a result of the Hartz commission (Official name: Commission for Modern Service on the Labour Market), headed by

Textstelle (Originalquellen)

Chancellor Gerhard Schröder gave a speech before the German Bundestag outlining the proposed plans for reform. He pointed out three main areas which the agenda would focus on: the economy, the system of social security, and Germany's position on the world market. The steps to be taken include tax cuts (such as a 25% reduction in the basic rate of income tax) as well as big cuts in the cost

- 42 Agenda 2010, 2007, S. 2010

● 17% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

62

ProfNet

Institut für Internet-Marketing



Textstelle (Prüfdokument) S. 102

then Volkswagen's personnel director. The Reform that aims at reforming the German labour market, took place in four parts, Hartz I-UI took place between January 2003 and 2004; the final part Hartz IV came into effect from January 2005. The effect on labour costs was magnified by the way the country finances its welfare state: through a payroll tax with matching contributions from individuals and employers. Unemployment and early-retirement programmes pushed up these contributions, and the cost of labour with them. In recent years Germany has continuously been losing full-time jobs and 15 E. g. at the age of 57. with it their attendant social-security contributions. Contributions now add up to over 40 percent of gross income, compared with 27.6 % in 1970. Furthermore, the cost of unification was also to a large extent piled on the social security systems. Concept Measures Hartz 1 The establishment of "Staff Service Agencies" (Personal-Service-Agenturen) Support for vocational further education from the Job Agency (Arbeitsagentur) Subsistence payments by the Job Agency Hartz II New types of employment, "Minijob" and "Midijob", with lower or gradually rising taxes and insurance payments to make the labour market more flexible A grant for entrepreneurs, known as the "Ich-Company" Hartz m Aimed at restructuring and reforming the Job Centre, changing its name from the Bundesanstalt für Arbeit (BA) or Arbeitsamt (Federal Employment Agency) to the Bundesagentur für Arbeit or Agentur für Arbeit (Federal Labour Agency). The BA originally had more than 90 000 employees and was a combination of an insurance company and

● 99% Einzelplagiatswahrscheinlichkeit

Textstelle (Originalquellen)

sectors. At the same time, wages at the lower end of the scale tended to rise disproportionately fast, making unskilled labour increasingly unattractive to employ. The effect on labour costs was magnified by the way the country finances its welfare state: through a payroll tax with matching contributions from individuals and employers. Unemployment and early-retirement programmes pushed up these contributions, and the cost of labour with them. No wonder that the country keeps losing full-time jobs and their attendant social-security contributions. Contributions now add up to over 40% of gross income, compared with 27.6% in 1970. Unification aggravated this vicious circle. Much of the cost of integrating the former East Germany was piled on to

at making new types of jobs easier to create, and covered, for example: (Hartz I) The foundation of "Staff Services agencies" (Personal-Service-Agenturen or PSAs) Support for vocational further education from the Job Agency (Arbeitsagentur) Subsistence payments by the Job Agency (Hartz II) The news types of employment, "Minijob" and "Midijob", with lower or gradually rising taxes and insurance payments A grant for entrepreneurs, known as the "Ich-AG" (Me, Inc.) A rise in the number of job centres Contents Hartz I, II and III Hartz concept - Wikipedia
<https://en.wikipedia.org/w/index.php?title=Hartz&conceptoldid=224754689> Hartz III came into effect on 1 January 2004. It aimed at restructuring and reforming the Job Centre, changing its name from the Bundesanstalt für Arbeit or Arbeitsamt (Federal Labour Institution) to the Bundesagentur für Arbeit or Agentur für Arbeit (Federal Labour Agency). The Hartz IV reform was voted in

- 43 Squaring the circle, 2006, S. #P2#cubicles.#A#
- 44 Hartz concept, 2008, S.
- 44 Hartz concept, 2008, S. 1

PlagiatService
Prüfbericht
13026
14.10.2018
63

Textstelle (Prüfdokument) S. 103

than 90 000 employees and was a combination of an insurance company and employ agency. In 2001, at its peak, it spent over twofifths of its budget of 52 billion Euros on so-called "active labour-market policies", which included all kinds of training schemes and job creation programmes. Hartz rv Brought together unemployment benefits and social security benefits. Prior to 2005, depending on the claimant's age and work history, 12 to 32 months of full employment pay (60 - 67 percent of the previous net salary) were followed by

Textstelle (Originalquellen)

army of outsiders. In 2001, at its peak, it spent over two-fifths of its budget of 52 billion on so-called "active labourmarket policies", code for all kinds of training schemes and job-creation programmes. The scattercash approach The shocking fact is not that so much money was spent, but that most of it was wasted. The measures rarely helped

- 43 Squaring the circle, 2006, S. #P3#will

● 9% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

64



ProfNet

Institut für Internet-Marketing

Textstelle (Prüfdokument) S. 103

depending on the claimant's age and work history, 12 to 32 months of full employment pay (60 - 67 percent of the previous net salary) were followed by unemployment benefits (Arbeitslosenhilfe), 53 to 57 percent of the last net salary. Since January 2005 full unemployment pay (renamed to Arbeitslosengeld) has been restricted to 12 months in general and 18 months for over 55 years old. This is followed by Arbeitslosengeld II which is much lower and only granted if the claimant fulfils the requirements which are calculated according to the Bedarfsgemeinschaft, which is difficult to translate but means that

Textstelle (Originalquellen)

full unemployment pay (60 to 67% of the previous net salary) were followed by Arbeitslosenhilfe (unemployment benefits, 53 to 57% of the last net salary). Since 2005, reception of the full unemployment pay (renamed to Arbeitslosengeld I) has been restricted to 12 months in general and 18 months for over-55-year-olds. This is now followed by the (usually much lower) Arbeitslosengeld II if the claimant fits the requirements (see next paragraph).
Whether or not a claimant

- 44 Hartz concept, 2008, S. 1

● 17% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

65

ProfNet

Institut für Internet-Marketing



Textstelle (Prüfdokument) S. 104

of husband/wife: only when these reserves are used up will a claimant get money from the state. Limitations: A **single person in West Germany gets 345 Euros/month (331 Euro in the East) plus health insurance, rent und utilities paid for, which makes it attractive for jobless young people, for instance, to move out of their parents' home.** Consequences: The government believes this will mean that half a million claimants (out of 2.1 million at the beginning) will no longer be eligible for any benefits at all. Table 5.1: An Overview of the Hartz Reforms. Source:

Textstelle (Originalquellen)

speaking means the household in which the jobless person lives. A **single person in west Germany gets 345 a month(331 in the east) plus health insurance, rent and utilities paid for, which makes it attractive for jobless young people, for instance, to move out of their parents' home.** Policymakers had expected 2.6m Bedarfsgemeinschaften, but are now faced with as many as 3.7m. Yet for all the expense, reorganising an employment agency and introducing a new benefit

- 43 Squaring the circle, 2006, S. #P5#clients.#A#

● **20%** Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

66

ProfNet

Institut für Internet-Marketing



Textstelle (Prüfdokument) S. 104

no longer be eligible for any benefits at all. Table 5.1: An Overview of the Hartz Reforms. Source: Own Compilation. 5.2.2. Health Care Reform (Gesundheitsreform) The German health care system is unique in **that in essence it has two separate health care systems - the private and public systems**. In particular the public health care system has been suffering financial losses over the last couple of years because of extended services and demographic changes. Consequently the German politicians have had to find solutions to

Textstelle (Originalquellen)

of their clients will thus be more appealing to the public. Lack of enthusiasm Germany is the only country in the world **that, in essence, has two separate health care systems -- the private and public systems**. The reform will make it more difficult for people to be eligible for private insurance. They will only be allowed to switch from a public to a

- 45 Bundestag Passes Controversial Heal..., 2007, S. #P2#<https://www.dw.com/en/bundestag-passes-controversial-health-care-over>

● **11%** Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

67

ProfNet

Institut für Internet-Marketing



Textstelle (Prüfdokument) S. 104

contract between the CDU and SPD signed on the 11* November 2005, the coalition partners agreed to the reform of the health insurance system during their time in government. However, a compromise would have to be found because the CDU and its Bavarian sister party the CSU originally wanted to cap employer contributions whereas the SPD wanted a broader segment of society to be required to contribute to the system of solidarity that covers nearly 90 percent of Germany's residents. After nearly a year of long discussions the coalition government presented their health care reform in October 2006, which had the original aim of keeping the public health insurance contribution stable or possibly even reducing it. It

Textstelle (Originalquellen)

leadership weakness, still the effects of the party's finance scandal, personal as well as factional disputes in the question of the next peak candidate between the CDU and its Bavarian sister party, the CSU, and controversies over electoral programs. So it seems that the CDU's largest chance to come back to power is not their own programmatic and strategic

Lowest common denominator Angela Merkel's CDU and its Bavarian sister party, the CSU, initially wanted to cap employers' contributions, which the Social Democrats opposed. Instead, the SPD wanted a broader segment of society to be required to contribute to the system of solidarity that covers nearly 90 percent of Germany's residents. The party demanded that civil servants, high earners and the self-employed also contribute to the public health insurance companies. Unlike the rest of society, those

- 46 class gs ctg2 von msh-paris.frmsh-p..., 2002, S. 14
- 45 Bundestag Passes Controversial Heal..., 2007, S. #P1#Many

● 33% Einzelplagiatswahrscheinlichkeit

PlagiatService
Prüfbericht

13026

14.10.2018

68

Textstelle (Prüfdokument) S. 104

government presented their health care reform in October 2006, which had the **original aim** of keeping the public health insurance contribution stable or possibly even reducing it. It was hoped that this would reduce the nonlabour **wage costs, which contribute to the high price of German workers** and therefore help make German labour internationally more competitive. However, the **public health insurance companies** have increased **their premiums during the long** period of discussions and **both employers and employees** are now **forced to pay**

Textstelle (Originalquellen)

Feb. 16, and is also expected to approve it. The law will come into effect on April 1. The reform's **original aim** was to cut non-labor **wage costs, which contribute to the high price of German workers**. However, **public health insurance companies** raised **their premiums during the long** months of discussion before the reform passed. **Both employers and employees** were **forced to**

- 45 Bundestag Passes Controversial Heal..., 2007, S. #P1#Many

● 11% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

69

ProfNet

Institut für Internet-Marketing



Textstelle (Prüfdokument) S. 104

the reform are to improve the health care service and efficiency through more transparency, increased competition and reduced administration and giving the insured more choice. As Dr. [Merkel declared](#) in July 2006 at the press conference: "The measures aim to improve the quality of providers, increase the choice and decision-making chances of the people insured, and altogether ensure a clearer picture of economy, transparency, competition and the financial viability of the health care system."¹⁶ [w.dw-world.de/dw/article/\(\).2144.23.i5651.00.html#27.02.07](#)). Indeed it is estimated that the reform will lead to a reduction for the public health insurances in 2007 of 1.1 to 1.2 billion Euros and in 2008 a further reduction of 1.5 billion Euros. But at the same time it is also expected that the costs will increase because the services provided are to be extended.¹⁷ On the 16th February 2007 the long-debated reform was passed in the upper house of parliament and should be

¹⁷ [ww.dw-world.de/dw/article/o.02353119.00](#) (27.02.07).

Textstelle (Originalquellen)

rejected Schmidt's plan. In the end, the governing coalition of conservatives and Social Democrats agreed on the lowest common denominator. Still, [Merkel declared](#) it a breakthrough. "The measures aim to improve the quality of providers, increase the choice and decision-making chances of the people insured, and altogether ensure a clearer picture of economy, transparency, competition and the financial viability of the health care system," she said in July, when the coalition partners announced the compromise they had agreed upon. The heart of the reform is the so-called "health

- 47 Bundestag Passes Controversial Heal..., 2007, S.

● 0% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

70



ProfNet

Institut für Internet-Marketing

Textstelle (Prüfdokument) S. 105

are the major points of the reform. As the Health Minister Ms Schimdt stated in the lower house, "in future for the first time in German social history, healthcare will be provided to all Germans".¹⁹ The heart of the reform is the so-called "health fund". From 2009, all contributions to the public health insurance companies as well as state subsidies are supposed to be paid into this new fund. The companies will levy a standard premium for everyone, and if the money they are allocated from the health fund does not cover their costs, they will use their funds efficiently and not demand more money of their clients. Insurers who use their funds efficiently and do not demand more money off their clients will thus be more appealing to the public. 5.2 J German Society's Reactions to the Agenda 2010 The Agenda 2010, in particular the Hartz TV Law, is regarded by many politicians, trade unions, media and population alike as the largest cut into the German system of social security since World War n. Market liberals and conservatives e.g. members of the FDP and CDU party generally welcomed the introduction of the Agenda 2010 but there was much displeasure in Schroder's own Social Democratic Party (SPD). After Schröder threatened to resign if the changes were blocked since they were so vital to his government, he received an inner-party 80 percent vote of approval as well as a 90 percent approval from his coalition partner, the Greens. However there followed a large exodus (approximately 100 000) of socialist party members, in a reaction to the declared reforms. The German Trade Union

Textstelle (Originalquellen)

competition and the financial viability of the health care system," she said in July, when the coalition partners announced the compromise they had agreed upon. The heart of the reform is the so-called "health fund." From 2009, all contributions to the public health insurance companies as well as state subsidies are supposed to be paid into this new fund. The companies will levy a standard premium for everyone, and if the money they are allocated from the health fund doesn't cover their costs, they will be able to charge the people they insure a supplement. Insurers who use their funds efficiently and don't demand more money of their clients will thus be more appealing to the public. Lack of enthusiasm Germany is the only country in the world that, in essence, has two separate health care systems -- the private and public systems.

to the changes Consequences See also External links Politicians, industrial leaders, trade unions, media and population alike justifiably consider the Agenda 2010, especially the Hartz IV law, as the largest cut into the German system of social security since World War II. While industrial leaders and both the conservative and market-liberal parliamentary parties such as the CDU and the FDP greeted Agenda 2010 as it implemented their

their long-time demands, there was some upheaval in Schröder's own social democratic party. After Schröder threatened to resign (with no obvious successor as Chancellor) if the changes were blocked since they were so vital to his government, he received an inner-party 80% vote of approval as well as a 90% approval from his coalition partner, the Greens. (Schröder had won the 2002 federal election with, among other things, the promise

- 45 Bundestag Passes Controversial Heal..., 2007, S. #P2#httpswwwdwcomenbundestagpassescontroversialhealthcareover
- 42 Agenda 2010, 2007, S. 2010

PlagiatService
Prüfbericht

13026

14.10.2018

71

● 99% Einzelplagiatswahrscheinlichkeit

Textstelle (Prüfdokument) S. 106

the socialist members of parliament. Despite the change in government in the election in 2005, the Agenda 2010 is still being implemented and one may conclude that it can be seen to live up to Schröder's expectations. Average real wages were cut in 2004 in the second straight year and continue to fall and industrial profits of listed companies have been soaring to new record levels. However, unfortunately these companies are not hiring new workers from the ranks of the unemployed, but are continuing to shed workers in order to boost profits further, and invest them in low-wage countries. In 2006 economic growth was at 2.5 percent, the last time the GDP was this high was in 2000.²² The export motor can explain the growth, in particular to India and China. But the GDP is

22 aw.dw-world.de/dw/article/02144.2335651.00.html. (27.02.07).

Textstelle (Originalquellen)

displayed by the governing centre-left political parties and the more conservative opposition alike. So far, the Agenda 2010 has lived up to Schröder's expectations: while average real wages were cut in 2004 in the second straight year and continue to fall, industrial profits of listed companies have been soaring to new record levels. Unfortunately, those companies are not only failing to hire new workers from the ranks of the unemployed, but they are also continuing to shed workers in order to boost profits further, and invest them in low-wage countries. While overall economic growth remained feeble at 1.6% in 2004, Germany's unemployment figure reached a new record high of over 5.2 million in February 2005 (although it

- 42 Agenda 2010, 2007, S. 100

● **50%** Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

72

ProfNet

Institut für Internet-Marketing



Textstelle (Prüfdokument) S. 107

GDP) -1.3 -0.8 -0.7 -0.5 -0.3 -0.1 Current-account balance (% of GDP) 3.5 3.1 2.9 2.8 2.6 2.5 Short-term interest rate (avg; %) 3.1⁴ .0 4.1 4.1 4.1 4.1 Exchange rate US\$:Euro 1.26 1.34 1.36 1.29 1.27 1.26 Exchange rate US\$:Euro (year-end) 1.32 1.40 1.32 1.28 1.27 1.26 Table 5.2: Key Indicators, Economic Data. Source: www.Economist.com, 27.02.2006. However, despite this positive economic development, **economic inequality in Germany has risen to unprecedented levels in the past years, with 13.5 percent of Germans or 11 million (2004) officially living below the poverty line. 1 in 7 children and 1 in 5 young people are said to live in poverty. The number of homeless people is expected to increase dramatically because of Hartz IV and it is feared that inequality will grow strongly. The gap between rich and poor continues to increase** and this combined with the fundamental thought of a social market economy and the unique history of Germany (the division of Germany) have rekindled the discussion about how social the market economy should be and how

4 zones and Berlin into 4 sectors. The Americans, the British and the French administrated the

● **50%** Einzelplagiatswahrscheinlichkeit

Textstelle (Originalquellen)

now almost negligible, is sure to rise. (It is estimated that about 300,000 Germans have no health insurance at all because they can't pay the premiums.) **Economic inequality in Germany has risen to unprecedented levels in the past years, with 13.5% of Germans or 11 million (2004 figure) officially living below the poverty line. (1 in 7 children and 1 in 5 young people are said to live in poverty.)** Due to the Agenda 2010, especially the Hartz IV law, the **number of poor Germans and the number of homeless people is expected to rise further, and it is feared that inequality will grow strongly.** Renate Schmidt from the German government re-defined in February 2005 that "poverty is not only depending on money". (Updated 2006: The percentage of poor Germans has can be considered middle income. As well, while all five have recovered significantly from the calamitous effects of the regional financial crisis of the late 1990s, **the gap between rich and poor continues to increase.** Overall, this does not mean that the poor are becoming poorer, but rather that the rich are making greater gains: By and large ", increases in

- 42 Agenda 2010, 2007, S. 2007
- 48 Access and equity in SE Asian highe..., 2008, S. 11

PlagiatService
Prüfbericht

13026

14.10.2018

73

Textstelle (Prüfdokument) S. 109

country.²⁷ Indeed at a national level this point can be clearly confirmed when looking at the number of single households. Germans generally prefer to live alone. Indeed a micro-census carried out in 1995 showed that Germany was **one of the countries with the highest number of** single households (see table 3 below).²⁸ This trend has continued and in 2005 there were more than 39 million private households, with the average household number falling further to 2.12 persons per household. 2010 2025 0% 10% 20% 30% 40% 50% Graph 5.4: Willingness to Job Change (2001). Source:

27 See Chapter 4.

1995 IS BS FS IS BS FS

Textstelle (Originalquellen)

some disconcerting inconsistencies emerge, as concerns the behaviour of the politicians in charge and of the populations in the occupied or allied countries: for instance, **one of the countries with the highest number of** deported Jews was Holland,¹⁴⁰ where the occupation was relatively bland. Generally speaking, most of the satellite 314 Aufsätze / Articles countries handed over their foreign Jews to

- 49 class gs ctg2 von tu-dresden.detu-d..., 2006, S.

● **3%** Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

74



ProfNet

Institut für Internet-Marketing

Textstelle (Prüfdokument) S. 109

business policy to encourage the initiative of the employees. This idea is indeed practiced and popular in many German companies in which the model of "Betriebliche Vorschlagswesen" translated as **employee suggestion systems** is used. This term refers to a variety of efforts businesses make to encourage and utilize input from their employees in the hope of improving the product quality and achieving cost reduction, workplace efficiency, customer relationship management or working conditions. These efforts take on various forms from simply placing suggestion boxes in common areas to introducing formal programmes headed by committees to review ideas and rewards for those that are adopted.¹² The activities can result in a win-win situation where the employees are more involved in the business process and the employer's profit from improved efficiency and cost reduction. Germany's individualistic approach may also perhaps be explained by its economic status and religious orientation. Hofstede discovered that developed countries, defined by using GDP generally tend to be individualistic. Trompenaars' analysed the influence religion could have on determining whether a country is individualistic or not and found that protestant or Calvinist countries had contracts or covenants with God and with one another for which they were personally responsible whereas Roman Catholics have always approached God as a community of the faithful. Germany was originally a strongly protestant orientated society and this along with the other factors mentioned above result in Germany being an individualistically orientated country. Catholic Church; 26,2 Free Church/Specral CorrmjnHies; 1,5 Ordothox/Oriental / Churches; 1,2 - B u d d h i s m 0, 2 New Religions/ Esoterem 1,0 Undusirrr, 0,11 Jew rsh Cormunr ies ; 0,11 Islam 3,4 FToteslanl Church; Graph 5.5: Religious 25,8 Communities in Germany. J p S M i f o Wifnmd "formationsdienst e. V.. '2 hnp://business.enotes.coiTi/small-business-encyclopedia/employees-su!;gestiori-systems. Masculinity versus Femininity According to Hofstede, Germany scored relatively high on the masculinity index (MAS-index 66). Germans can therefore be expected to attach "more importance to ego and goals such as career and money".³³ The importance of masculinity in German society is evident when one analyses the role of women in society. The whole concept of family policy has been severely neglected by governments in the past and only

Textstelle (Originalquellen)

Company Histories Part 2 Leading American Businesses Forum Home Encyclopedia of Small Business Di-Eq **Employee Suggestion Systems** EMPLOYEE SUGGESTION SYSTEMS (adsbygoogle = window.adsbygoogle | []).push(()); The term &x0022; refers to a variety of efforts businesses make to solicit and utilize input from their employees in hopes of achieving cost savings or improving product quality, workplace efficiency, customer service, or working conditions. These efforts range from simply placing suggestion boxes in common areas to implementing formal programs with committees to review ideas and rewards for those that are adopted. The ideas generated can range from simple quality of work life improvements, like putting a refrigerator in the coffee room, to larger streamlining issues that can save

Zuletzt bearbeitet: 2012-04-06 19:48:05 KybotCs, Fragment, Gesichtet, SMWFragment, Schutzlevel sysop, Trompenaars 1998, Verschleierung Typus Verschleierung Bearbeiter Graf Isolan, Hindemith Gesichtet Untersuchte Arbeit:Seite: 111, Zeilen: 17-19 Quelle: Trompenaars 1998Seite(n): 50, Zeilen: 3-5, 6-7 [...] Calvinist countries had contracts or covenants with God and with one another for which they were personally responsible whereas Roman Catholics have always approached God as a community of the faithful. Calvinists had contracts or covenants with God and with one another for which they were personally responsible. [...] Roman Catholics have always approached God as a community

- 50 EMPLOYEE SUGGESTION SYSTEMS, 2007, S.
- 33 Vroniplag, 1998, S.

● 0% Einzelplagiatswahrscheinlichkeit

PlagiatService
Prüfbericht
13026
14.10.2018
75

Textstelle (Prüfdokument) S. 118

idea of a low power distance at a corporate level is the model of co-determination, which has substantially shaped the country's economic and social face in the past decades.⁵⁶ In fact, it has been said that **worker participation in company affairs is one of the mainstays of the social order of the Federal Republic** of Germany. It is based on the idea that democracy cannot be confined to government but must apply to all sectors of society.⁵⁷ The Model of Co-determination is applicable to both the production and industrial level and its extent is dependent on

Textstelle (Originalquellen)

the Labor Court. The employer must await the court's decision. In such proceedings a justified complaint by the works council considerably strengthens the employee's position. Codetermination **Worker participation in company affairs is one of the mainstays of the social order of the Federal Republic**. It is based on the conviction that democratic legitimation cannot be confined to government but must apply in all sectors of society. The workforce in

- 51 Pollklas, Stefan: Interest Groups i..., 1998, S. #P8#senior

● 5% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

76

ProfNet

Institut für Internet-Marketing



Textstelle (Prüfdokument) S. 118

its extent is dependent on the type and size of the business. Modern co-determination was initially established in the coal and steel industries with over 1000 employees in 1951 with the Iron and Steel Co-determination Act of 1951 (Montan-Mitbestimmungsgesetz). This law was implemented when the German government was facing threats of severe strikes by the two unions in the iron and steel industries. It obliges the supervisory boards of companies (Aufsichtsräte) to be made up equally of representatives of the employers and the workers side, plus one neutral member. Concessions were made to the unions in turn for political support on their part for the federal economic, foreign, and defence policies. A consensus, which plays such an important role in German society, between management and workers was therefore established. " Hofstede (2001), pp. 79. In 1972 and 1976 the laws were extended to include all large companies, increasing the influence that

Textstelle (Originalquellen)

type, there are various forms of codetermination. Modern codetermination was first established in the coal and steel industries in 1951 with the Iron and Steel Codetermination Act of 1951 (Montan- Mitbestimmungsgesetz). This law was implemented when German government was facing threats of severe strikes by the two unions in the iron and steel industries. Concessions were made to the unions in turn for political support on their part for the federal economic, foreign, and defense policies. The Montan-Mitbestimmungsgesetz, influence on management issues, affects large enterprises in the iron and steel industries with more than 1,000 employees. It obliges the supervisory boards of companies (Aufsichtsräte) to be made up equally of representatives of the employers' and the workers' side, plus one neutral member. The laws were extended in 1972 and 1976 to all large corporations, increasing the rights of workers to influence in plant management and job structuring. The general Codetermination Act of 1976 affects all corporations with more than 2,000 employees. Although the basic provision regarding the composition of the supervisory

- 51 Pollklas, Stefan: Interest Groups i..., 1998, S. #P5#Workers

● 17% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

77

ProfNet

Institut für Internet-Marketing



Textstelle (Prüfdokument) S. 119

laws were extended to include all large companies, increasing the influence that workers have on internal management matters and in particular employment structural questions. The general Co-determination Act of 1976 is applicable to all companies with more than 2 000 employees. Although the basic provision regarding the make-up of the supervisory boards remains equal to that of the Iron and Steel Co-determination Act, details limit the influence of labour in this law. First, one of the representatives of the workers' side has to be an employee of the management level, who does not necessarily represent the interests of the employed. Furthermore, the chairperson of the supervisory board cannot be nominated without consent of the employer. The chair can cast the decisive vote in tied situations in the board. Workers representation for small and medium-sized companies is regulated in the Works Constitution Act of 1972 (Betriebsverfassungsgesetz). In joint stock companies with up to Long-term Orientation As previously explained in Chapter 4, long-term orientation 2 000 employees, and in any other type of companies with 500 - 2 000 employees, the share

Textstelle (Originalquellen)

to all large corporations, increasing the rights of workers to influence in plant management and job structuring. The general Codetermination Act of 1976 affects all corporations with more than 2,000 employees. Although the basic provision regarding the composition of the supervisory boards remains equal to that of the Iron and Steel Codetermination Act, decisive details restrict the influence of labor in this law. First, one of the representatives of the workers' side has to be an employee of the management level, who does not necessarily represent the interests of the employed. Furthermore, the chairperson of the supervisory board cannot be nominated without consent of the employer. The chair can cast the decisive vote in tied situations in the board. The Works Constitution Act of 1972 (Betriebsverfassungsgesetz) regulates workers' representation in small and medium-sized companies. In joint stock companies with up to 2,000 employees, and in

- 51 Pollklas, Stefan: Interest Groups i..., 1998, S. #P6#member.#A#

● 81% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

78

Textstelle (Prüfdokument) S. 120

future and will guarantee them a constant benefit in the future, in particular thriftiness and perseverance. According to Hofstede, Germany is classified as a country with **low long-term orientation** (long-term orientation index 31). This indicates that **the country does not reinforce the concept of long-term, traditional orientation and in this culture, change can occur more rapidly as long-term traditions and commitments do not become impediments to change.** At a national level the point concerning patience where long-term goals are concerned is evident in Mr Schroder, the former Chancellors political reform programme Agenda 2010. As previously mentioned this Reform programme was started in 2003 with a

Textstelle (Originalquellen)

result of today's hard work. However, business may take longer to develop in this society, particularly for an "outsider". A **Low Long-Term Orientation** ranking indicates **the country does not reinforce the concept of long-term, traditional orientation. In this culture, change can occur more rapidly as long-term traditions and commitments do not become impediments to change.** Smotherman and Kooros (2001 Comparing Hofstede s and Trompenaars Dimensions Carrying out a meta-analysis of data from the two studies: Hofstede, G. (2001. Culture s consequences: Comparing values, behaviors, institutions,

- 52 Learning styles of students in and ..., 2005, S. 32
- 52 Learning styles of students in and ..., 2005, S. 33

● **32%** Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

79

ProfNet

Institut für Internet-Marketing



Textstelle (Prüfdokument) S. 122

research object is a manager in Germany because of the observation that although this country is economically well developed SOPs are relatively unpopular. One of the main problems when analysing **culture and its effects on business outcomes is to isolate its influence from those due to purely economic variables** for example the economic position, capital markets, investment etc. The new literature, referred to in Chapter 1 has tried to solve this problem in different ways. For example Botticini and Eckstein (2005)¹¹³ have used case studies. Another

Textstelle (Originalquellen)

hours in 1990 from <http://laborstailo.org> Switzerland average is from 1987.² ² The Epidemiological Approach ² The main problem faced in any analysis of **culture and its effects on economic outcomes is to isolate its influence from those due to purely economic ² variables** (prices, income, etc.). As discussed previously, a cross-country ² analysis of, say, female LFP, that attempted to control for some macroeconomic differences and associated the coefficient

- 5 Women, Work, and Culture Raquel Fer..., 2007, S. #P39#Worked

● 13% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

80

ProfNet

Institut für Internet-Marketing



Textstelle (Prüfdokument) S. 122

Chapter 1 has tried to solve this problem in different ways. For example Botticini and Eckstein (2005)¹ have used case studies. Another approach is to use attitudinal surveys to explain cross-country outcomes. However, the problem here is that variation in how individuals across countries answer these survey questions may reflect as much economic factors as they do cultural differences.² In my research strategy I have chosen to use the so-called epidemiological approach, which attempts to isolate the effect of culture from other factors, by using a specific characteristic. I have adapted this concept to my research objective and divided the statistical sample size into German and non-German nationals (American and British). The idea is relatively straightforward: the non-German

² cf. Fernandez (2006) p.4.

Textstelle (Originalquellen)

Botticini² and Eckstein (2005)) are one direction. Using answers to attitudinal surveys² to explain cross-country outcomes is another approach. In that case, however, the problem is that variation in how individuals across countries answer² these survey questions may reflect as much economic factors as they do cultural differences. Thus, this approach has required the use of instruments² for culture which are difficult to obtain and has met with variable success.^{7 2} The research presented

Section 5 discusses some future avenues for empirical and theoretical research on culture and concludes. examining immigrants (or, better yet, descendants of immigrants) to a coun-try to isolate the effect of culture from other factors, thus exploiting the differential portability of culture relative to markets and institutions. The basic idea is simple: the descendants of immigrants to, say, the US,

- 5 Women, Work, and Culture Raquel Fer..., 2007, S. #P39#Worked
- 5 Women, Work, and Culture Raquel Fer..., 2007, S. 5

● 24% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

81

ProfNet

Institut für Internet-Marketing



Textstelle (Prüfdokument) S. 122

using a specific characteristic. I have adapted this concept to my research objective and divided the statistical sample size into German and non-German nationals (American and British). The **idea is** relatively straightforward: the non-German managers **share by construction the same markets and institutions they do not** however share **the same culture**, i.e. **preferences and beliefs**. Hence by **studying work outcomes** of German and non-German managers, **we may be able to pick up differences in cultural** heritage which could help to explain why SOPs are less popular in Germany than in Anglo-Saxon countries **while maintaining constant economic and institutional factors**. The following table gives an overview of the major areas

Textstelle (Originalquellen)

thus exploiting the differential portability of culture relative to markets and institutions. The basic **idea is** simple: the descendants of immigrants to, say, the US, **share by construction the same markets and institutions**. **They do not** necessarily share, however, **the same culture**. In particular, they may have, to some extent, inherited their parents' culture, i.e., their **preferences and beliefs**. Hence by **studying**

parents' culture, i.e., their preferences and beliefs. Hence by **studying work outcomes** for women born in one country but whose parents were born in a different country, **we may be able to pick up differences in cultural heritages while maintaining constant economic and institutional factors**. The epidemiological strategy has its own set of problems. Immigrants may be subject to many shocks (language,

- 5 Women, Work, and Culture Raquel Fer..., 2007, S. 5

● 21% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

82

ProfNet

Institut für Internet-Marketing



Textstelle (Prüfdokument) S. 124

its fundamental importance I would like to present an overview of the various types of empirical research strategies in order to derive the appropriate method so as to achieve the research objective that I have previously mentioned. **It should be noted at this point that the following** explanations only serve as an introduction to this area of research For a more detailed explanation I recommend consulting the relevant literature.⁴ 6.2.1 Qualitative and Quantitative Research Strategies According to literature one can differentiate between qualitative and quantitative

4 cf. Schafer (1995), Bortz/Doring (1995); Lamneck (1993a), 1993b), Roth (1989).

Textstelle (Originalquellen)

this respect. Finally, I suggest to discuss in this context our state of knowledge about the issues addressed and the need for improvement of our knowledge. **It should be noted at this point that the following** thoughts owe very much to the communication with colleagues versatile in various sectors of education who co-operated under the auspices of the International Academy

- 53 The changing climate of Australian ..., 1999, S. 38

● 7% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

83



ProfNet

Institut für Internet-Marketing

Textstelle (Prüfdokument) S. 131

acquiring data, its problems and procedures cf. Ardelt/Ardelt (1989) 19 Here and below text means a data source to be analysed, which can also be the result of a transcribed interview. !0 cf. Bortz / Döring (1995), p.306 ff. " cf. Glaser/ Strauss (1967,1998), Strauss (1987,1994). **Step 1 Step 2 Step 3 Step 4 Step 5 Step 6 Step 7 Step 8 Step 9 Step 10** Critique of text and sources Data management Short description of case Selection of cases for finer analysis Categories system Coding Characteristics of individual cases Comparison of individual cases Summary of individual cases Presenting results. Critics

Textstelle (Originalquellen)

for the target scale, not contained in ? 18: end while 19: Solve all problem instances corresponding to the remaining components in ?. Step 0 Step 1 Step 2 Step 3 Step 4 Step 5 **Step 6 Step 7 Step 8 Step 9 Step 10 Step 11 Step 12 Step 13 Step 14 Step 15** Line 14 Line 9 Line 9 Fig. 7.16: Several steps of Algorithm 5 with $K = 4$ (from bottom to top). The optimization method was applied three times; both cases that are defined

- 54 Aggregation in Map Generalization b..., 2008, S. 7

● **10%** Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

84



ProfNet

Institut für Internet-Marketing

Textstelle (Prüfdokument) S. 136

for external validity makes way for internal and consensual validity. 6.3 An Analysis of the Influence of National Culture on SOPs as Motivators. The Case of Managers in Germany 6.3.1 A Description of the Method of Empirical Analysis The results of the empirical analysis are based on a questionnaire that I developed and carried out from February 2005 until December 2006. In total I undertook 60 interviews, 40 on German managers and 10 on American and British managers respectively who were working in Germany at the time. As previously mentioned

Textstelle (Originalquellen)

the scale of the MAS as the intensive use of management accounting could be viewed as a restriction of his entrepreneurial autonomy. 4. Empirical Analysis 4.¹. Data Set The results of the empirical analysis are based on a written survey conducted between June to August 2004. Information about all functions and parts of the companies was subject of this survey. One part of the

- 55 Does Managerial Accounting Follow E..., 2005, S. 6

● 3% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

85



ProfNet

Institut für Internet-Marketing

Textstelle (Prüfdokument) S. 137

in the area of market research and in particular in developing questionnaires. Based on their feedback minor changes were made to the questionnaire, the final version is presented in the appendix.³² The final version of **the questionnaire is divided into the following three sections**; General questions on SOPs, Questions on the influence of culture on SOPs, Questions concerning the interview candidate. The candidates were contacted directly either by phone or e-mail. Once they agreed to participate in the questionnaire a

32 cf. Appendix

Textstelle (Originalquellen)

market priorities of the business units, the strategy s translation into manufacturing objectives, the manufacturing practices, and the areas of current and future manufacturing improvement activities. **The questionnaire is divided into the following three sections: A.** Description, strategy and performance of the business unit. This section explores strategies, markets, primary modes of competition and cost structure data of the business unit. **B.**

- 56 Patricia Ord ez de Pablos Miltiadis..., 2008, S. 43

● **3%** Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

86



ProfNet

Institut für Internet-Marketing

Textstelle (Prüfdokument) S. 139

sometimes allowed the share-price to fall shortly before the option is determined so as to increase the profit. The American and British managers show a better average and advanced knowledge of SOPs than German managers. **This might be explained by the fact that more** of them have first-hand experience with SOPs than their German colleagues. The comments they made also include less negative comments than their counterparts. To ensure that the candidates had a uniform understanding of SOPs a working

Textstelle (Originalquellen)

the scenarios considered here the contrast approach seems better suited than the SIC, both for estimation of the dose-response profile and the target dose. **This might be explained by the fact that more** information about possible shapes is used within the contrast approach. Another observation for the model-based approaches is that model averaging works equally or better

- 57 class gs ctg2 von tu-dortmund.detu-..., 2006, S. 81

● **3%** Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

87



ProfNet

Institut für Internet-Marketing

Textstelle (Prüfdokument) S. 139

SWOT analysis to present the results and adapted it slightly to include the strengths and weaknesses and the external environmental factors, which the companies are not able to influence. **It is interesting to note that in the case of German managers the list of weaknesses is much longer than the list of strengths.** This could possibly be an expression of the general attitude of German managers, which is regarded, as relatively cautious and sometimes

Textstelle (Originalquellen)

made above concerning the choice of transmission scan duration for a 20 ° cm phantom can be extended to F D G and fluorodopa studies. **It is interesting to note⁹ that in the case of** the F D G study, image noise is made up mainly of transmission noise. ⁹ Image noise in the fluorodopa image on the other hand, is largely the result

- 58 NOISE PROPAGATION IN QUANTITATIVE, 1985, S. #P93#no. 1, pp. 125-133, 1982.#A# 47. M. M.

● 1% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

88

ProfNet

Institut für Internet-Marketing



Textstelle (Prüfdokument) S. 141

and medium sized companies SOPs may be far too much (administrative) work. The German stock market has been in a relatively bad state since 2002, this could influence the acceptance and incentive character of SOPs. The share-price **price does not reflect the true value of the** company. a special manner without having to discuss the remuneration structure generally. The share-price quoted is not transparent. Focused only on external factors, internal factors e.g. employee satisfaction are not considered. Risky because profit dependent on

Textstelle (Originalquellen)

producer welfare. It assumes there are no market distortions, which is rare in actual markets because of taxes, subsidies, monopolies, etc., implying that the market **price does not reflect the true value of the** ecosystem good. The method is applicable to those goods that are traded in the market. Other than using those goods that are affected directly by

- 59 Bee Pollinators and Economic Import..., 2007, S. 72

● 3% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

89

ProfNet

Institut für Internet-Marketing



Textstelle (Prüfdokument) S. 154

Countries Countries Ranking IdV quoted Quoted Quoted according according according according To to German to to Hofstede managers American managers British managers Australia 5 3 n.a. n.a. Austria 1 18 55 Canada 4 2 n.a. n.a. China 1 n.a. n.a. Finland 1 17 63 France 1 10/11 71 Great Britain 8 5 3 89 Hungary 1 n.a. n.a. Ireland 1 12 70 Japan 4 22/23 46 Latin 1 n.a. n.a. America Netherlands 10 5 3 4/5 80 New Zealand 1 1 Norway 2 13 69 Philippines 1 32 32 South Africa 1 3 n.a. n.a. Sweden 13 2 2 10/11 71 Switzerland 2 14 68 USA 15 6 1 91 Table 6.6: Countries that are Regarded as Team Players. Source: Own Compilation. As the country comparison of my study focuses on Anglo-Saxon countries I would like to concentrate on the USA and Great Britain. German

Textstelle (Originalquellen)

GRADUATE STUDY, *MANAGEMENT EDUCATION, *MARKETING, PROFESSIONAL ASSOCIATIONS, *SURVEYS, TECHNICAL EDUCATION, UNIVERSITIES Identifiers-Argentina, Australia, Canada, Denmark, Finland, France, Great Britain, Greece, Ireland, Italy, Japan, Netherlands, New Zealand, Norway, Philippines, South Africa, Sweden, Switzerland, United Arab Republic, United States, West Germany The International Marketing Federation (IMF), supported by the Marketing Science Institute, has surveyed IMF member countries and a representative

- 60 International Study of Marketing Ed..., 1967, S.

● 9% Einzelplagiatswahrscheinlichkeit

PlagiatService
Prüfbericht

13026

14.10.2018

90

ProfNet

Institut für Internet-Marketing



Textstelle (Prüfdokument) S. 174

German managers support the idea of PFP. Shareholder value does not play a significant role in the lives of German managers. German managers believe that SOPs could help solve the PAP problem but because shareholder value **does not appear to play a major role in the** corporate lives of German managers one may derive that this are not a relevant problem for German managers. Results on the influence of national culture on SOPs: Germans are envious and consensus orientated. German managers do

Textstelle (Originalquellen)

nucleus accumbens shell by AMPA reduced PPI in a dopamine-independent way (Wan and Swerdlow, 1996). However, stimulation of ionotropic glutamate receptors in the nucleus accumbens shell **does not appear to play a major role in the** disruption of PPI by ventral hippocampal NMDA, since a further investigation found this disruption not affected by infusion of CNQX, an antagonist of ionotropic glutamate receptors,

- 61 Behavioral functions of the rat ven..., 2008, S. 117

● 3% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

91

ProfNet

Institut für Internet-Marketing



Textstelle (Prüfdokument) S. 176

influence the quality of the results. Non-German managers may be subject to shocks (language, discrimination), which could make them deviate from their traditional behaviour. Furthermore, culture is socially constructed: to be replicated, the behaviour may require the incentives provided by larger social body such as their corporate environment. Furthermore, expatriates working abroad may not necessarily be a representative sample of their homecountry's population. Finally, as time passes the non-German managers will assimilate to the German culture and the force of

Textstelle (Originalquellen)

language, discrimination, greater uncertainty, etc.) which could cause them to deviate from their traditional behavior. Culture, furthermore, is socially constructed: to be replicated, the behavior may require the incentives provided by a larger social body such as a neighborhood, school, or ethnic network. Furthermore, immigrants are unlikely to be a representative sample of their home-country's population. Their beliefs, preferences, and unobserved differences in

- 5 Women, Work, and Culture Raquel Fer..., 2007, S. 5

● 3% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

92

ProfNet

Institut für Internet-Marketing



Textstelle (Prüfdokument) S. 177

of research in the economic academic field and a new body of work has emerged that attempts to provide evidence on the effect of national culture on economic outcomes. As a consequence it has generally become accepted that it may be difficult or even impossible to transfer economic measures from one country to another. Within the area of the internationalisation of remuneration the question arises if SOPs as an incentive system can be directly transferred from one country/culture to another

Textstelle (Originalquellen)

leaves the essential properties of (qt) unaltered, even though when we drive T ?
?, the random walk will dominate the behavior of qt. The practical implication is that it may be difficult or even impossible to distinguish between a persistent but stationary process and a unit root process with any nite sample. So even though the AR(1) plus the very small random walk

- 62 International macroeconomics and fi..., 2004, S. 50

● 3% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

93

Textstelle (Prüfdokument) S. 179

World War to create a balance of economic power and is based on the idea of consensus. One special characteristic, which is a result of this model, is the cooperation of employers and employees which is expressed in the equal financing of contributions to pensions, medical and long-term care and unemployment insurance and the Model of Co-determination which influences the way decisions are made in certain companies. Germany's economy has suffered from the demographic development and the investments necessary because of German reunification and has experienced a

Textstelle (Originalquellen)

industry and the trade unions, play a considerable role in determining work regulations. A special feature of the German system is the cooperation of employers and employees, expressed in the equal financing of contributions to pensions, medical and long-term care and unemployment insurance.

- 37 Peter Hintereder (Ed.): An overview..., 2004, S. #P1#Autor

● 5% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

94



ProfNet

Institut für Internet-Marketing

Textstelle (Prüfdokument) S. 195

weiteren Fragen aber bitte die hier unter 3. zitierte Definition zu Grunde.) 3. Definition SOP: Mit der Gewährung von Aktienoptionen (SOP) verpflichtet sich der Arbeitgeber als Anbieter die Aktien für **eine bestimmte** Zeit einseitig¹ dem Begünstigten (Arbeitnehmer) **Aktien des eigenen Unternehmens zu einem vorher vereinbarten Preis** (Basispreis) zu verkaufen. Die Inanspruchnahme des Arbeitnehmers hängt von der Kursentwicklung der Aktien ab, für die der Arbeitgeber dem Berechtigten eine Option zum Kauf dieser Aktien ("Call") zugeteilt hat. Aktienoptionen eröffnen der Führungskraft die Möglichkeit,

¹ Die Verpflichtung ist einseitig, weil Aktienoptionen als Bestandteil der Vergütung unentgeltlich gewährt

Textstelle (Originalquellen)

vereinfachte Darstellung) Arbeit Personal Organisation Vorlesung Betriebliche Anreizpolitik WS 2006/07 Aktien-Options-Pläne I ? Merkmale ? Möglichkeit für Begünstigte (z.B. Manager) innerhalb einer vorgegebenen Ausübungsfrist **eine bestimmte** Anzahl von **Aktien des eigenen Unternehmens zu einem vorher vereinbarten Preis** (Ausübungspreis) zu erwerben. ? Parameter 1. Kreis der Begünstigten: alle? 2. Ausübung nur in bestimmten Perioden: Gefahr Insidergeschäfte! 3. Mindestwartezeiten: meistens 6 Monate - 3 Jahre 4. Wandlungsrecht x% 5. Rechte der Altaktionäre (HV, Bezugsrecht):

- 63 Vorlesung Betriebliche Anreizpoliti..., 2006, S. #P71#Darstellung

● 9% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

95

Textstelle (Prüfdokument) S. 203

Unternehmen? 31. Seit wann sind Sie für Ihr Unternehmen tätig? Seit Jahren im Unternehmen tätig und seit Jahren auf der derzeitigen Position. 32. Könnten Sie sich vorstellen, den Rest Ihres Lebens für Ihren jetzigen Arbeitgeber zu arbeiten? O Ja O Nein Wenn Sie die Frage mit "Nein" beantwortet haben, wie lange könnten Sie sich vorstellen, noch für ihren jetzigen Arbeitgeber zu arbeiten? Unter 1 Jahr O 1- 2 Jahre O 2- 4 Jahre O 5-10 Jahre O 10-15 Jahre O Über 15 Jahre O 33. Sind Sie an der Zusendung einer Ergebniszusammenfassung dieser Studie interessiert? O Ja O Nein Falls Sie Ja ankreuzen, geht Ihnen die Studie sofort nach Fertigstellung zu. [http /www.cia.gov/cia/publication factbook/geos/uk.html](http://www.cia.gov/cia/publication/factbook/geos/uk.html). CIA factbook,

Textstelle (Originalquellen)

Konsums aufgetreten sind? 1 (2 (3 (4 (126) Haben Sie in den letzten 12 Monaten Drogen, wie z.B. Cannabis ("Haschisch"), Amphetamine (z.B. "Speed"), Halluzinogene (z.B. "LSD"), Opiate (z.B. "Heroin") oder Medikamente wie Schlafoder Beruhigungsmittel konsumiert? Ja Nein (1 (5 Wenn Sie die Frage 126 mit "Nein" beantwortet haben, ist der Fragebogen r f Sie En nd r hie ür zu de u wi danken Ihnen für das Ausfüllen der Fragen. Wenn Sie die Frage 126 mit "Ja" nt

- 64 Die Komorbidität psychischer Störun..., 2006, S. 10

● 10% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

96

ProfNet

Institut für Internet-Marketing



Textstelle (Prüfdokument) S. 3

14 [The Price Waterhouse Cranfield Project on International Strategic Human Resource Management \(1990\)](#),

Textstelle (Originalquellen)

and personnel policies are running counter to the conditions needed for successful implementation of equal opportunities policies. This paper will draw on the findings of [the Price Waterhouse Cranfield Project on International Strategic Human Resource Management](#), based on responses of 5,500 employers from ten European countries: Denmark, France, Germany, Italy, the Netherlands, Norway, Spain, Sweden, Switzerland and the UK. After briefly charting

- 65 SWP 16/93 EQUAL OPPORTUNITIES POLIC..., 1993, S. 2

● 11% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

97

Textstelle (Prüfdokument) S. 42

9 Abowd, John and David Kaplan, 1999, Executive compensation: six questions that need answering. Journal of Economic Perspectives, Volume 13, 145-168. quoted from Employee Oplions in the EU. page 7, 2003 europa.en.int. conimenierpiisc/entrcpreneursltip'support measures slock pplionsuk.pdl. bmployee Stock

Textstelle (Originalquellen)

Data for the State of Washington" in J. Haltiwanger et al. eds., The Creation and Analysis of Employer-Employee Matched Data, (Amsterdam: North Holland, 1999), forthcoming. [AKA99] Abowd, John M. and David Kaplan, "Executive Compensation: Six Questions That Need Answering," Journal of Economic Perspectives (1999): forthcoming. [AKR99a] Abowd, John M. and Francis Kramarz, "Econometric Analysis of Linked Employer- Employee Data," Labour Economics (February 1999): forthcoming. [AKR99b] Abowd, John M. and Francis

as part of their ESO² plans, that effect on available free cash flow in the future is taken into account.² 4³ 3 Enterprise Directorate General, European Commission, "Employee Stock Options: The Legal and³ Administrative Environment for Employee Stock Options in the EU," Final Report of the Expert Group, June³ 2003, pp. 21-22.³ 6⁴ 4 Lynn Rees, "The Value-Relevance of Stock-Based Employee Compensation Disclosures," Journal of Applied⁴

- 66 Design and conceptual issues in rea..., 2001, S. 14
- 67 Expensing Employee Stock Options, 2005, S. #P45#June 1,

PlagiatService

Prüfbericht

13026

14.10.2018

98

● 0% Einzelplagiatswahrscheinlichkeit



ProfNet

Institut für Internet-Marketing

Textstelle (Prüfdokument) S. 93

and should control nature by imposing their will upon it and the "outer-directed" that believe¹ they are inferior to nature and must follow its rules. This attitude is illustrated clearly in the¹ following example by Trompenaars:¹ "Another obvious example is the use of face masks that are worn over the nose and mouth. In Tokyo you see many people wearing them, especially in winter. When you¹ inquire why, you are told that when people have colds or a virus, they wear them so¹ hat will not "pollute" or infect other people by breathing on them (outer-directed). In

- 1 .Much talk of prospects,
- 1 .Much talk of prospects,
- 1 .Much talk of prospects,
- 1 .Much talk of prospects,
- 1 .Much talk of prospects,

● 45% Einzelplagiatswahrscheinlichkeit

Textstelle (Originalquellen)

Controlling nature, or letting it take its course Societies which conduct business have developed two major orientations towards nature. They either believe that they can and should control nature by imposing their will upon it, as in the ancient biblical injunction multiply and subdue the earth ; or they believe that man is part of nature and must go along with

harmony with it. Contrast that to the way most westerners think about using the device. I can listen to music without being disturbed by other people. Another obvious example is the use of face masks that are worn over the nose and mouth. In Tokyo you see many people wearing them, especially in winter. When you inquire why, you are told that when people have colds or a virus, they wear them so they will not pollute or infect other people by breathing on them. In London they are worn by bikers and other athletes who do not want to be polluted by the environment. AN INTRODUCTION TO CULTURE 11
Structure

- 22 Riding the Waves of Culture, 2. Aufl., 1998, S.

PlagiatService

Prüfbericht

13026

14.10.2018

99

Textstelle (Prüfdokument) S. 100

Today, the social ethos of the social market economy continues to be widely regarded as

Textstelle (Originalquellen)

might have been the only way to ensure majority support for free markets in the young German democracy. As time went by, however, conditions changed. Today, the social ethos of the social market economy continues to be widely regarded as legitimate. Moreover, many Germans not least, the German Constitutional Court still believe that active pursuit of that social ethos is compatible with reaping the benefits

- 36 Germany's Social Market Economy, 2002, S. 366

● 15% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

100

ProfNet

Institut für Internet-Marketing



Textstelle (Prüfdokument) S. 100

risks of life, including the consequences of too fierce competition in free markets and as a ² consequence, government actions are not viewed as attenuating either the individual freedom

2) To increase the access to higher education

Textstelle (Originalquellen)

of that social ethos is compatible with reaping the benefits of free markets. Thus, the government is held responsible for providing protection against the pitfalls of life, including the consequences of too fierce competition in free markets, and the consequent government actions are not viewed as attenuating either the individual freedom to participate in markets or the efficiency of those markets. Yet, in practice, interest groups have learned to exploit the vague notion of the "social"

- 36 Germany's Social Market Economy, 2002, S. 366

● **30%** Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

101



ProfNet

Institut für Internet-Marketing

Textstelle (Prüfdokument) S. 114

2006. ⁴⁴ 44 Guiseppe, N./Stefano, S./Boylaud, O.: [OECD 2000, Summary Indicators of Product Market Regulation with](#)

44 Guiseppe, N./Stefano, S./Boylaud, O.: OECD 2000, Summary Indicators of Product Market Regulation with

Textstelle (Originalquellen)

in: International Journal of Industrial Organization 16(1998)3, S. 353-376
Mabert, V.A./Schmenner, R.W. (1997): Assessing the Roller Coaster of Downsizing, in: Business Horizons 40(1997)4, S. 45-53
Mazeaud, A. (2002): Droit du travail, 3. Aufl., Paris 2002
Nicoletti, G./Scarpetta, S./Boylaud, O. (2000): [OECD Summary Indicators of Product Market Regulation with an Extension to Employment Protection Legislation](#), Paris 2000
OECD (2002): Employment Outlook 2002, Paris 2002
OECD (1999): Employment Outlook 1999, Paris 1999
OECD (1995a): Employment Benefits and Wages France, Paris 1995
OECD (1995b): Employment Benefits

- 68 Die Kosten der Personalfreistellung..., 2003, S. 74

● 9% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

102

ProfNet

Institut für Internet-Marketing



Textstelle (Prüfdokument) S. 119

of workers' representatives on the supervisory boards is one third. In smaller companies,² employees do not have any extended influence on management. However, they can form workers' councils (Betriebsräte) that have a say in social and personnel matters in companies² with five or more employees. The law commits workers' councils to cooperate with

2 000 employees, and in any other type of companies with 500 - 2 000 employees, the share

2 000 employees, and in any other type of companies with 500 - 2 000 employees, the share

Textstelle (Originalquellen)

in small and medium-sized companies. In joint stock companies with up to 2,000 employees, and in any other type of enterprise with 500 - 2,000 employees, the share of workers' representatives on the supervisory boards is one third. In smaller corporations, employees do not have any extended influence on management. However, they can form workers' councils (Betriebsräte) in any enterprise with more than five employees. These councils have a voice in social and personnel matters. The law commits workers' councils to cooperate with companies rather than seeking confrontation. It explicitly forbids exertion of pressure on companies. The Works Constitution Act ensures representation of both unionized and non-union workers, but because of high levels of unionization in Germany, union members

- 51 Pollklas, Stefan: Interest Groups i..., 1998, S. #P6#member.#A#

● 46% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

103

ProfNet

Institut für Internet-Marketing



Textstelle (Prüfdokument) S. 119

orporate hierarchy is regarded as being capable of contributing to the planning process. Decision-making is participative, and long-term plans are likely to be shared among organizational members. Operational decisions consider the views of those who must carry them out. The people involved in particular tasks are expected to make the routine decisions necessary to complete the task, and decisions are only referred to the superior when they

2 000 employees, and in any other type of companies with 500 - 2 000 employees, the share

Textstelle (Originalquellen)

are respected; those in inferior positions expect that more powerful individuals will take responsibility for decision-making. Where power distance is low, everyone is seen as being capable of contributing to the planning process, and input from a variety of organizational levels is sought in developing strategic plans. Decision-making in general is participative, and long-term plans are likely to be shared among organizational members. Operational decisions incorporate the views of those who must carry them out. The people involved in particular tasks are expected to make the routine decisions necessary to complete the task, and decisions are only referred to the superior when they involve unusual circumstances. Power differences exist, but are minimized, and friendly relationships between superiors and subordinates are normal. Table 3 Different communication features according to PDI

- 24 Cross-Cultural Communications, 1999, S.

● 60% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

104

Textstelle (Prüfdokument) S. 151

they are granted SOPs. These differing attitudes could possibly be explained by the fact that

Textstelle (Originalquellen)

when chitosan-hydroxyapatite materials are added to currently available bone cement [19]. The material instability and the high degree of prosthesis dislocation observed in this study could possibly be explained by the fact that these composite materials expand in humidity and contract in aridity. As surgical interventions implicate accumulation of fluids such as blood and exudate to a certain degree,

- 69 Untersuchungen zur Biokompatibilitä..., 2007, S. 12

● 8% Einzelplagiatswahrscheinlichkeit

PlagiatService

Prüfbericht

13026

14.10.2018

105

ProfNet

Institut für Internet-Marketing



Quellenverzeichnis

- 1 Sociolinguistics Soziolinguistik, 2005
<http://www.scribd.com/doc/48587118/-iXzEn3jtBI>
- 2 In vivo evaluation of a phosphorylcholine coated cardiopulmonary bypass, 1960
http://www.researchgate.net/profile/Daniel_De_wolf/publication/12590577_In_vivo_evaluation_of_a_phosphorylcholine_coated_cardiopulmonary_bypass
- 3 The Vitality of the English-Speaking Communities of Quebec: From Community Decline to Revival, 2008
<http://www.qcgc.ca/storage/website-resources/library/documents/publications/bourhis%20publication.pdf>
- 4 Partitioning and transmutation research in the EURATOM fifth and sixth framework programmes, 2003
<http://www.oecdnea.org/pt/docs/iem/lasvegas04/nea-6024-pt.pdf>
- 5 Women, Work, and Culture Raquel Fernandez, 2007
<http://www.nber.org/papers/w12888.pdf>
- 6 Wertsteigernde Konzernstrukturen, 2002
<http://doc.rero.ch/record/2757/files/KoblinC.pdf>
- 7 a normative theory of the firm specific investments as legitimation for, 2007
https://www.wipo.uni-freiburg.de/tagungen/vfs-tagung/brink_normative_theory_of_the_firm.pdf
- 8 in search of cooperative governance: a brazilian agricultural co-op, 2007
http://pensa.org.br/wp-content/uploads/2011/10/In_search_of_cooperative_governance_a_brazilian_agricultural_co-op.pdf
- 9 Fluid Density Approximation for an Implicit Solvent Model, 2007
<http://hss.ulb.uni-bonn.de/2007/1284/1284.pdf>
- 10 Efficient regulation of dynamic telecommunications markets and the new regulatory framework in Europe, 2005
http://www.infraday.tu-berlin.de/fileadmin/fg280/veranstaltungen/infraday/conference_2005/papers_presentations/efficient_regulation_of_dynamic_telecommunications_markets_and_the_new_regulatory_framework_in_europe.pdf
- 11 Live Prices and Stale Quantities: T 1 Accounting and - NYU Stern, 2006
<http://w4.stern.nyu.edu/finance/docs/pdfs/Seminars/061w-tufano.pdf>
- 12 Corporate Governance in Transition: Ten Empirical Findings on, 2001
<http://pubman.mpdl.mpg.de/pubman/item/escidoc:1234756/component/escidoc:1234754/dp01-5.pdf>
- 13 hellip : AN INVESTIGATION OF THE VIRTUAL TEAM EFFICACY 8212 PERFORMANCE RELATIONSHIP IN INFORMATION SYSTEMS PROJECT MANAGEMENT TEAMS, 2005
http://www.dissertations.wsu.edu/dissertations/summer2005/a_hardin_070805.pdf
- 14 Mandatory Auditor Rotation: A Means of Reducing the Expectation Gap , 2002
http://www.wiwi.uni-giessen.de/dl/showfile/bw14/3754/2002_03_FoPa_Auditor_Rotation.pdf
- 15 SIMULATION AND EVALUATION OF PREPAREDNESS OF UKRAINE TO THE INFORMATION SOCIETY, 1059
http://sn-econmanag.crimea.edu/arhiv/2014/uch_27_1econ/uch27-1-econ.pdf

PlagiatService

Prüfbericht

13026

14.10.2018

106

Quellenverzeichnis

- 16 The fugitive, 2006
<https://www.economist.com/business/2006/10/05/the-fugitive>
- 17 Premigratory Movements of a Long-Distance Migratory Species: the Wood Thrush (*Hylocichla mustelina*), 1997
http://scholar.lib.vt.edu/theses/available/etd-3739142349751421/unrestricted/vega_02.PDF
- 18 Performance-Related CEO Remuneration: Towards an Agency-Based Contingency Perspective, 2008
http://www.researchgate.net/profile/Matti_Vartiainen/publication/41199297_Reward_management_-_facts_and_t
- 19 Origin and Migration of Petroleum in the Gidgaelpa Ridge Area. Cooper/Eromanga basins, South Australia, 2005
http://kups.ub.uni-koeln.de/volltexte/2005/1424/pdf/Thesis_Hallmann_Complete.pdf
- 20 www.ssoar.info Kultur - Konomie - Ethik, 2008
http://www.ssoar.info/ssoar/bitstream/handle/document/32481/ssoar-2007-lee-peuker_et_al-Kultur_-_Okonomie
- 21 Internal Service Systems and Cultural Differences: An Exploratory Study of Switzerland, Australia, and Singapore, 2005
[http://verdi.unisg.ch/www/edis.nsf/SysLkpByIdentifier/3064/\\$FILE/dis3064.pdf](http://verdi.unisg.ch/www/edis.nsf/SysLkpByIdentifier/3064/$FILE/dis3064.pdf)
- 22 Riding the Waves of Culture, 2. Aufl., 1998
<http://www.scribd.com/doc/84320158/Riding-the-Waves-of-Culture-2nd-Trompenaars>
- 23 BRAND-SELF CONVERGENCE: A NETNOGRAPHIC INVESTIGATION, 2004
http://www.marketingpower.com/Community/ARC/Gated/Documents/Connections/ARC_AMA_SUMMER2004.pdf
- 24 Cross-Cultural Communications, 1999
http://www.360doc.com/content/10/0616/00/1354771_33313555.shtml
- 25 Culture, Law, and Finance: Cultural Dimensions of Corporate Governance Laws, 2001
<https://escholarship.org/content/qt53p3v8k7/qt53p3v8k7.pdf>
- 26 Prof. Dr. Martin Hilb, 2003
[http://www1.unisg.ch/www/edis.nsf/SysLkpByIdentifier/2787/\\$FILE/dis2787.pdf](http://www1.unisg.ch/www/edis.nsf/SysLkpByIdentifier/2787/$FILE/dis2787.pdf)
- 27 Mark E. Mendenhall, Betty Jane Punnett, David A. Ricks Global Management (Auszug), 1995
- 28 Betty Jane Punnett Titel International Perspectives on Organizational behavior and Human Resource Management (Auszug), 2004
- 29 Brown, Douglas: Principles of language learning and teaching, 5. Aufl., 2000
http://www.academia.edu/download/40433526/H_Douglas_Brown_Principles_of_language_learningBookZZ.org.pdf
- 30 Schwartz Value Survey -- Background, 2007
http://www.imo-international.de/index_englisch.htm
- 31 Schwartz Value Survey -- Background, 2007
http://web.archive.org/web/20070508215804if_/http://www.imo-international.de:80/index_englisch.htm

PlagiatService

Prüfbericht

13026

14.10.2018

107

ProfNet

Institut für Internet-Marketing



Quellenverzeichnis

- 32 Seven Cultural Orientations and Value Types , 2007
- 33 Vroniplag, 1998
http://de.vroniplag.wikia.com/wiki/Quelle:Cs/Trompenaars_1998
- 34 Fons Trompenaars Riding the Waves of Culture. Understanding Cultural Diversity in Business (Auszug) , 1998
<https://pdfs.semanticscholar.org/baa5/8e86493834d21459cba14437d8900542d666.pdf>
- 35 Communitarian Capitalism and the Social Market Economy: An Application to China, 2004
<http://down.cenet.org.cn/upfile/25/2008425105422110.pdf>
- 36 Germany s Social Market Economy , 2002
http://www.independent.org/pdf/tir/tir_06_3_witt.pdf
- 37 Peter Hintereder (Ed.): An overview from Facts about Germany - Economy (Auszug) , 2004
- 38 Social Market Economy 2.0 An Appraisal in the Light of Current Reforms, 2008
<https://www.giz.de/expertise/downloads/gtz2008-asia-social-ecological-market-economy-reader.pdf>
- 39 Employers' organization, 2006
https://en.wikipedia.org/w/index.php?title=Employers%27_organization&oldid=65773231
- 40 Governance and Public Policy, 2007
<http://www.db-thueringen.de/servlets/DerivateServlet/Derivate-15501/ebner.pdf>
- 41 What is social about the German Social Market Economy , 2002
<http://de.indymedia.org/2002/07/25930.shtml>
- 42 Agenda 2010, 2007
https://en.wikipedia.org/w/index.php?title=Agenda_2010&oldid=134357073
- 43 Squaring the circle, 2006
<https://www.economist.com/special-report/2006/02/09/squaring-the-circle>
- 44 Hartz concept, 2008
https://en.wikipedia.org/w/index.php?title=Hartz_concept&oldid=224754689
- 45 Bundestag Passes Controversial Health Care Overhaul, 2007
- 46 class gs ctg2 von msh-paris.fr/msh-paris.fr The fading of the membership party. The organization of German Christian Democrats in East-West-perspective, 2002
<http://www.afsp.msh-paris.fr/archives/2002/cyberdte/textes/grabow.pdf>
- 47 Bundestag Passes Controversial Health Care Overhaul, 2007
<http://www.dw.com/en/bundestag-passes-controversial-health-care-overhaul/a-2335651>
- 48 Access and equity in SE Asian higher education: Finance, state capacity, privatisation, and transparency, 2008
<http://wachum.com/eBook/881101/comparative2.pdf>

PlagiatService

Prüfbericht

13026

14.10.2018

108

ProfNet

Institut für Internet-Marketing



Quellenverzeichnis

- 49 class gs ctg2 von tu-dresden.detu-dresden.de The Historiography of the Shoah: An Attempt at a Bibliographical Synthesis, 2006
http://www.hait.tu-dresden.de/TDv/TD_03_02_Cattaruzza.pdf
- 50 EMPLOYEE SUGGESTION SYSTEMS, 2007
<http://www.referenceforbusiness.com/small/Di-Eq/Employee-Suggestion-Systems.html>
- 51 Pollklas, Stefan: Interest Groups in the United States and Germany. Capital and Labor, Confrontation and Cooperation (University of Virginia.) (Auszug), 1998
<http://xroads.virginia.edu/~MA98/pollklas/thesis/codetermination.html>
- 52 Learning styles of students in and from Confucian cultures, 2005
http://romielittrellpubs.homestead.com/files/littrell_eu_asean_crossculturallearningstyles.pdf
- 53 The changing climate of Australian higher education: An international perspective, 1999
<http://www.oecd.org/edu/imhe/37447118.pdf>
- 54 Aggregation in Map Generalization by Combinatorial Optimization, 2008
<http://dgk.badw.de/fileadmin/docs/c-626.pdf>
- 55 Does Managerial Accounting Follow Entrepreneurial Characteristics , 2005
<http://www.econstor.eu/obitstream/10419/58323/1/716912910.pdf>
- 56 Patricia Ord ez de Pablos Miltiadis D. Lytras Editors The China Information Technology Handbook , 2008
- 57 class gs ctg2 von tu-dortmund.detu-dortmund.de Comparison of model-based and model-free approaches for the analysis of dose-response studies, 2006
<http://www.statistik.tu-dortmund.de/~bornkamp/diplom.pdf>
- 58 NOISE PROPAGATION IN QUANTITATIVE, 1985
https://circle.ubc.ca/bitstream/id/83976/UBC_1985_A7%20P34.pdf
- 59 Bee Pollinators and Economic Importance of Pollination in Crop Production: Case of Kakamega, Western Kenya, 2007
<http://hss.ulb.uni-bonn.de/2007/1199/1199.pdf>
- 60 International Study of Marketing Education., 1967
<http://files.eric.ed.gov/fulltext/ED022110.pdf>
- 61 Behavioral functions of the rat ventral and dorsal hippocampus, 2008
<https://www.research-collection.ethz.ch/bitstream/handle/20.500.11850/147099/eth-26090-02.pdf>
- 62 International macroeconomics and finance theory and empirical methods, 2004
<http://virtualpanic.com/anonymousoftplisings/ebooks/ECONOMICS/Economics%20-%20International%20Macroeconom>
- 63 Vorlesung Betriebliche Anreizpolitik WS 2006/07 Weitere Informationen, 2006
https://www.uni-trier.de/fileadmin/fb4/prof/BWL/APO/Foliensatz_Betriebliche_Anreizpolitik_WS_0607.pdf

PlagiatService

Prüfbericht

13026

14.10.2018

109

Quellenverzeichnis

PlagiatService

Prüfbericht

13026

- 64 Die Komorbidität psychischer Störungen. - Universität Bern, 2006
http://biblio.unibe.ch/download/eldiss/06tholen_s.pdf
- 65 SWP 10/93 EQUAL OPPORTUNITIES POLICIES AND DEVELOPMENTS IN HUMAN RESOURCE MANAGEMENT: A COMPARATIVE EUROPEAN ANALYSIS, 1993
<http://core.ac.uk/download/pdf/137384.pdf>
- 66 Design and conceptual issues in realizing analytical enhancements through data linkages of employer and employee data, 2001
<https://courses.cit.cornell.edu/jma7/FCSM-jma-jl-rp-112000r.pdf>
- 67 Expensing Employee Stock Options, 2005
https://www.aei.org/wp-content/uploads/2011/10/20050805_ExpensingESOs.pdf
- 68 Die Kosten der Personalfreistellung in der Schweiz im europäischen Vergleich, 2003
http://www.hrm.uzh.ch/static/fdb/uploads/da_darco_cazin.pdf
- 69 Untersuchungen zur Biokompatibilität von neu entwickelten Gehörknöchelchenprothesen am Kaninchenmodell, 2007
<https://www.deutsche-digitale-bibliothek.de/binary/YYYY3UQWSKH3LSJO4KWJDEDNHOR57C5P4/full/1.pdf>



ProfNet

Institut für Internet-Marketing

Glossar

- **Ampel**

Entsprechend der Gesamtwahrscheinlichkeit wird ein Rating der Schwere durch die Ampelfarbe berechnet: grün (bis 19 %) = wenige Indizien unterhalb der Bagatellschwelle; gelb (20 bis 49 %) - deutliche Indizien enthalten, die eine Plagiatsbegutachtung durch den Prüfer notwendig machen; rot (ab 50 %) = Plagiate liegen mit sehr hoher Wahrscheinlichkeit vor, die eine Täuschungsabsicht dokumentieren. Bei publizierten Dissertationen sollte ein offizielles Verfahren zur Prüfung und/oder zum Entzug des Dokortitels eröffnet werden.
- **Anteil Fremdtex te (brutto)**

Anteil aller durch die Software automatisch gefundenen Bestandteile aus anderen Texten am Prüftext (von mindestens 7 Wörtern) in Prozent und Anzahl der Wörter gemessen. Dabei wird noch keine Interpretation auf Plagiatsindizien oder korrekte Übernahmen (z.B. Zitat, Literaturquelle) vorgenommen.
- **Anzahl Fremdtext (netto)**

Anteil aller durch die Software automatisch gefundenen und als Plagiatsindizien interpretierten Bestandteile aus anderen Texten am Prüftext (von mindestens 7 Wörtern) in Prozent und Anzahl der Wörter gemessen.
- **Bauernopfer**

Fehlende Quellenangabe bei einer inhaltlichen oder wörtlichen Textübernahme, wobei die Originalquelle an anderer Stelle des Textes (außerhalb des Absatzes, des Satzes, des Habsatzes oder des Wortes) angegeben wird.
- **Compilation**

Zusammensetzen des Textes als "Patchwork" aus verschiedenen nicht oder unzureichend zitierten Quellen.
- **Eigenplagiat**

Übernahme eines eigenen Textes des Autors ohne oder mit unzureichender Kennzeichnung des Autors. Auch wenn hier nur eigene Texte und Gedanken übernommen werden, handelt es sich um eine Täuschung. Der Prüfer geht davon aus, dass es sich hier um neue Texte und Gedanken des Autors handelt.
- **Einzelplagiatswahrscheinlichkeit**

Grobe Berechnung der Wahrscheinlichkeit des Vorliegens eines Plagiat es des einzelnen Treffers (oder der Treffer) auf einer Seite im Prüfbericht.
- **Gesamtplagiatswahrscheinlichkeit**

Berechnung der Wahrscheinlichkeit des Vorliegens von Plagiaten durch Verknüpfung der Indizienanzahl, des Netto-Fremdtextanteils und der Schwere der

Glossar

- Ghostwritersuche
einzelnen Plagiatsindizien.
Über den statistischen Vergleich der Texte (Stilometrie) wird eine Wahrscheinlichkeit berechnet, ob die Texte von demselben Autor stammen.
- Indizien
Dieser Prüfbericht gibt nur die von der Software automatisch ermittelten Indizien auf eine bestimmte Plagiatsart wieder. Die Feststellung eines Plagiats kann nur durch den Gutachter erfolgen.
- Literaturanalyse
Die im Prüftext enthaltenen Literatureinträge im Literaturverzeichnis werden analysiert: Wird die Quelle im Text zitiert? Handelt es sich um eine wissenschaftliche Quelle? Wie alt sind die Quellen?
- Mischplagiat - eine Quelle
Der Text wird hierbei aus verschiedenen Versatzstücken einer einzigen Quelle zusammengesetzt, also gemischt.
- Mischplagiat - mehrere Quellen
Der Text wird hierbei aus verschiedenen Versatzstücken aus verschiedenen Quellen zusammengesetzt, also gemischt.
- Phrase
Die übernommenen Textstellen stellen allgemeintypische oder fachspezifische Wortkombinationen der deutschen Sprache dar, die viele Autoren üblicherweise verwenden. Solche Übernahmen gelten nicht als Plagiate.
- Plagiat
Übernahme von Leistungen wie Ideen, Daten oder Texten von anderen - ohne vollständige oder ausreichende Angabe der Originalquelle.
- Plagiatsanalyse
Gefundene gleiche Textstellen (= Treffer) werden durch die Software automatisch auf spezifische Plagiatsindizien analysiert.
- Plagiatsuche
Mit Hilfe von Suchmaschinen wird im Internet, in der Nationalbibliothek und im eigenen Dokumentenbestand nach Originalquellen mit gleichen oder ähnlichen Textstellen gesucht. Diese Quellen werden alle vollständig Wort für Wort mit dem Prüftext verglichen. Plagiatsindizien werden für Textstellen ab 7 Wörtern berechnet.

Glossar

- **Plagiatswahrscheinlichkeit**
Grobe Berechnung der Wahrscheinlichkeit des Vorliegens eines Plagiaten auf der Basis der Plagiatsindizien. Die Ampel zeigt drei Ergebnisse an: grün - keine Wahrscheinlichkeit des Vorliegens eines Plagiaten und somit keine weitere Überprüfung notwendig, gelb - mögliches Vorliegen eines Plagiaten und somit eine weitere Überprüfung empfohlen, rot - hohe Wahrscheinlichkeit des Vorliegens eines Plagiaten und somit weitere Überprüfung unbedingt notwendig.
- **Stilometrie**
Texte werden dabei einzeln nach statistischen Kennzahlen (z.B. durchschnittliche Länge der Wörter, Häufigkeit bestimmter Wörter) analysiert. Sind diese Kennzahlen für zwei Texte ähnlich, liegt hier statistisch der gleiche "Stil" und somit mit hoher Sicherheit der selbe Autor vor.
- **Teilplagiat**
Ein Textbestandteil einer Quelle wurde vollständig ohne ausreichende Zitierung kopiert.
- **Textanalyse**
Der einzelne Text wird durch die Software automatisch für sich allein analysiert, z.B. nach statistischen Kennzahlen, benutzter Literatur, Rechtschreibfehlern oder Bestandteilen. Je nach Stand der Softwareentwicklung sind die absoluten Ergebnisse (z.B. Erkennung von Abbildungen, Fußnoten, Tabellen, Zitaten) im einzelnen eingeschränkt aussagefähig. Aufgrund der immer für alle Texte durchgeführten Analysen sind die relativen Unterschiede zwischen den Spalten (z.B. Diplomarbeit vs. Dissertation) uneingeschränkt aussagefähig.
- **Textvergleich**
Jeder Text wird mit anderen älteren Texten vollständig verglichen. Gefundene gleiche Textstellen werden in einem weiteren Schritt z.B. auf Plagiatsindizien hin untersucht.
- **Übersetzungsplagiat**
Nutzung eines fremdsprachigen Textes durch Übersetzung.
- **Verschleierung**
Ein Text wird ohne eindeutige Kennzeichnung (i.d.R. durch Anführungszeichen) Wort für Wort übernommen, aber mit Angabe der Quelle in der Fußnote. Dadurch wird der Prüfer getäuscht, der von einer nur inhaltlichen Übernahme ausgehen muss.
- **Vollplagiat**
Der gesamte Text wird vollständig ohne Zitierung kopiert.

Glossar

- Zitat - wörtlich
Übernommener Text wird z.B. mit Anführungszeichen korrekt dargestellt. Dieses wörtliche Zitat darf keine Veränderungen, Ergänzungen oder Auslassungen enthalten. Fehlt für das Zitat nach der Plagiatssuche ein Nachweis in einer Originalquelle, so wird der Treffer als "Zitat-wörtlich-im Text" bezeichnet.
- Zitat - wörtlich - Veränderung
Einzelne Wörter einer korrekt gekennzeichneten wörtlichen Übernahme werden verändert oder weggelassen, ohne dass der Sinn verändert wird. Z.B.: "Unternehmung" wird durch "Unternehmen" ersetzt.
- Zitat - wörtlich - Verdrehung
In dem korrekt gekennzeichneten übernommenen wörtlichen Text wird der Sinn durch Austausch einzelner Wörter deutlich verändert. Beispiel: "überentwickelten" statt "unterentwickelten".
- Zitierungsfehler
Arbeitsbezeichnung für eine wörtliche Textübernahme, die nur als inhaltliche Textübernahme (Paraphrase) gekennzeichnet wird.

