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M.Sc.- Master of Science in Economic and Business Strategy



, 2008



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PAVETZTUMO EPFAA

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Geert Hofstede,

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: 2007-2008,

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WAVEZTHMO PEPAH

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1.1.112

1.217

1.2.119

1.321

1.3.127

2 :28

2.128

2.1.133

2.240

2.2.140

2.2.245

3 :53

3.153

3.2 :59

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4.1	Schüco International KG.....	63
4.1.1	63
4.1.2	65
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4.2.1	71
4.2.2	73
4.3	74
4.3.1	74
4.3.2	75
4.3.3	77
4.4	80
4.5	84
5 :	85
5.1	85
5.2	87
6.	88
7.	93

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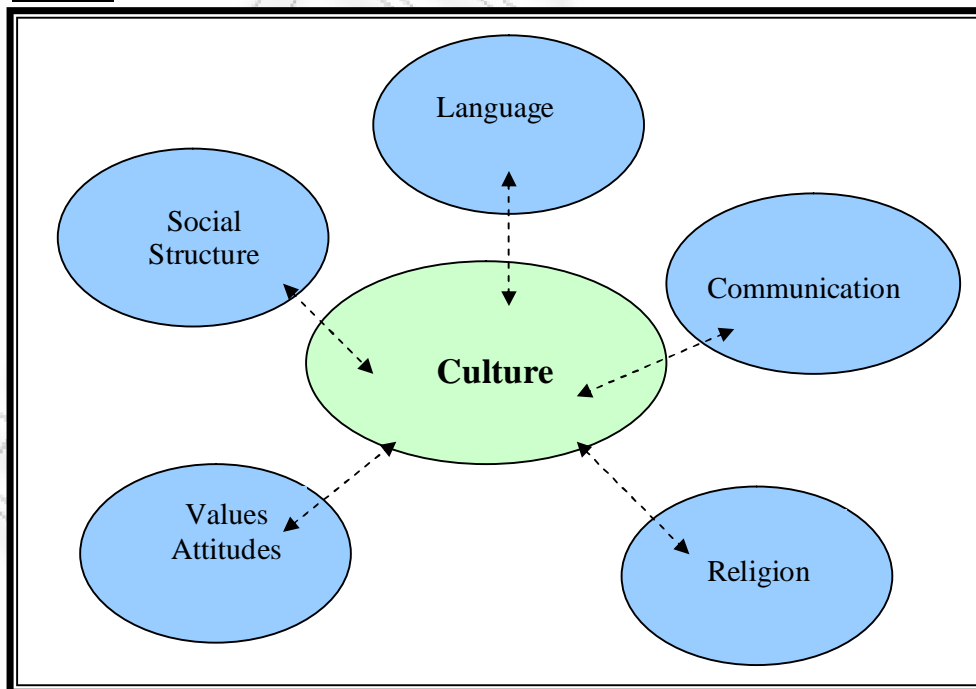
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» (Berger & Luckmann,

1967; Terpstra & David, 1991).

(Griffin & Pustay, 2006).

1: Elements of Culture



: International Business, Griffin & Pustay, 5th edition, 2006

PAVETZHMV EPFAA

1991).

Geert Hofstede,

5 Hofstede».

1.1.1 _____ :

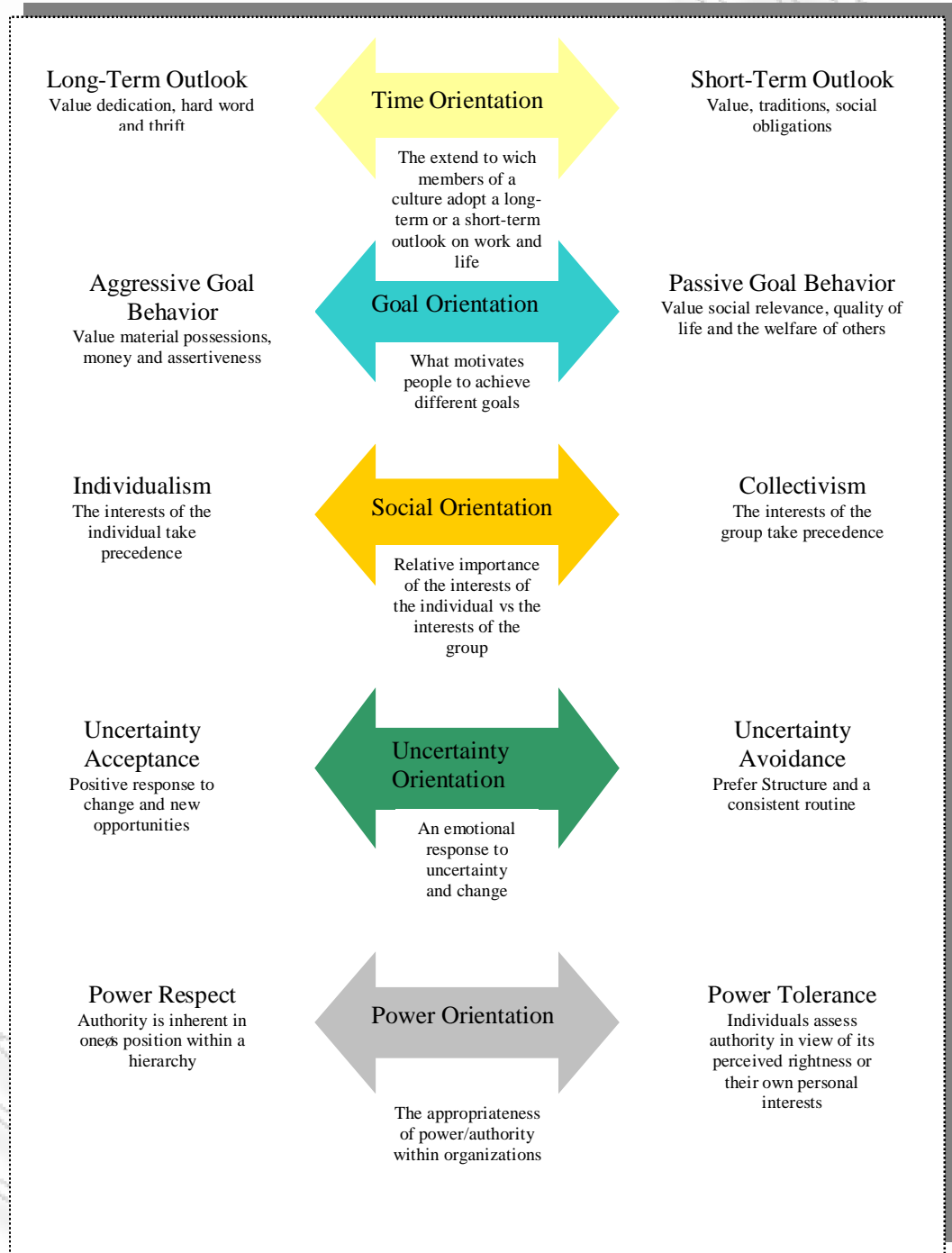
Hofstede

Hofstede

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Dimensions of National Culture



: International Business, Griffin & Pustay, 5th edition, 2006

i. _____ (Social Orientation):

(Collectivism).

(Individualism)

ii. _____ (Power Orientation):

(Power Respect)

Tolerance).

(Power

: &

(power respect)

(power tolerance)

iii. _____ (Uncertainty Orientation):

(Uncertainty Acceptance)

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(Goal Orientation):

Orientation)

(Aggressive Goal

(Passive Goal

Orientation).

v. (Time Orientation):

Hofstede

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Hofstede,

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(Hill, 1997).

1.2 :

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54

Verbeke (1998),

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(Hofstede, 1990; Ostroff & Kinicki, 2001).

Smircich (1983)

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, (Smircich,1983).

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(, 2007).

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General Electric.

J. Welch

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1.2.1.

i. _____ :

Watermark: PANEZTAWO PEPAA

(Intranet).

ii. _____ :

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(stakeholders)

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(managers), Hofstede (1991) 50% Laurent (1983). (Hickson 1974, 1979).

Barkema Vermeulen (1997)

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Hofstede.

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(managers)

(Very,1996).

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(Calori,1997).

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1992;1993).

R&D (Shane,

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(Brown & Duguit, 1991; Lave & Wenger 1991).

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(Salaman,

1974; Van Maanen & Barley, 1984).

(

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Lewin, 1936,

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UNIVERSITY OF WISCONSIN

Dumont (1994), o

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DAUERSTAND DER PPA

Dahrendorf (1967)

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Dahrenhof (1967),

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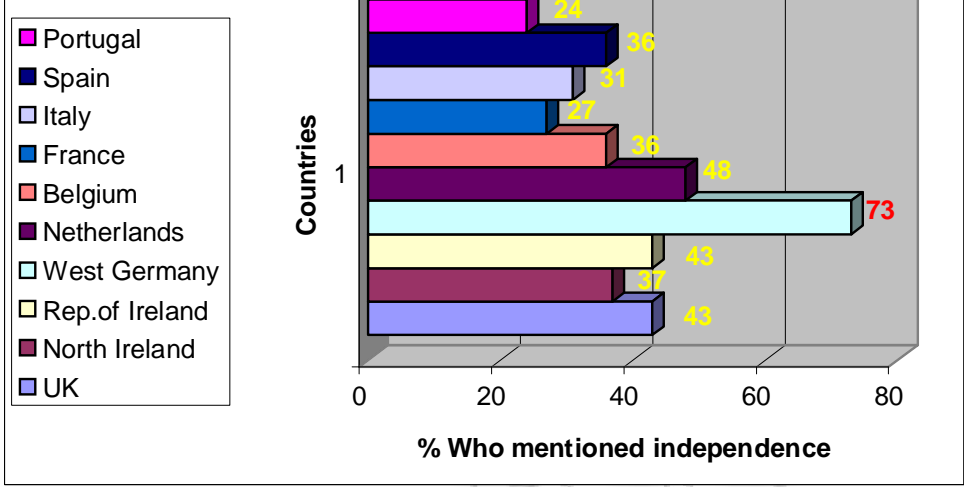
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World Values Survey

1: Qualities desired in children in Europe



: Ashford & Timms, 1992,

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- Bildung
- Kultur
- Ausbildung

öBildungö

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öBildungö

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öBildungö

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(freedom to).

from).

(freedom

öKulturö,

öBildungö. H

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: 2007-2008,

36

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õcultureõ,

õcivilizationõ.

O õKulturõ,

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pop,

õKulturõ

õcivilizationõ,

(Elias,1994).

õKulturõ,

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oAusbildungo. oAusbildungo

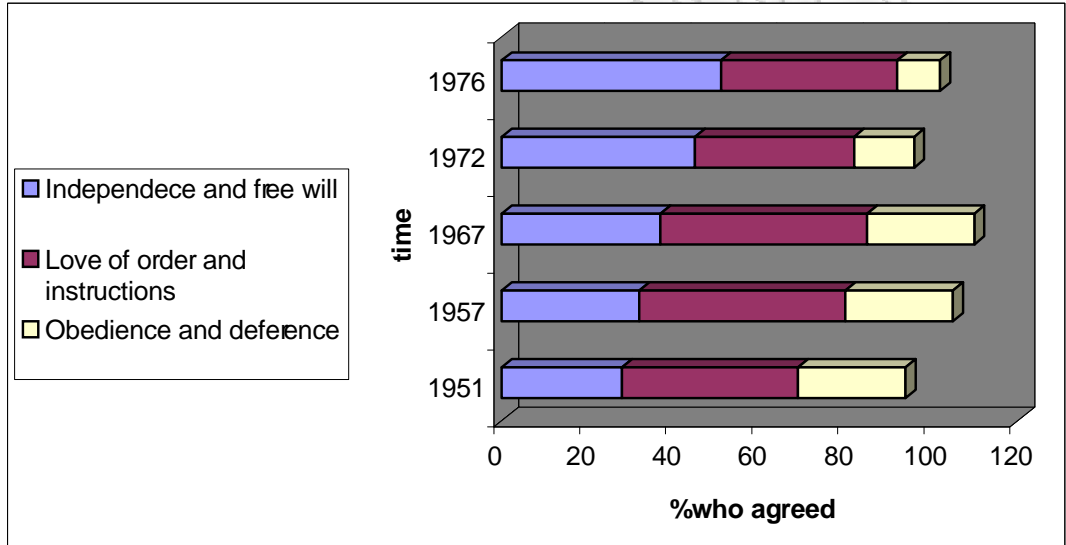
oAusbildungo

(white collars and blue collars)

Bildung.

(on the job),

2: Values in the education of children in Germany



: Conradt, 1980,

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2.2

2.2.1

Hartmann (1959),

Hartmann

Heinz

Hartmann

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ПАВЕЛЪ ТИМО ТЕПАН

(1950),

Hartmann,

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, Hartmann

1945,

Hartmann

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öBildungö

öAusbildungö

öBildungö

öAusbildungö

(Hartmann, 1959).

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Hartmann

1959,

GLOBE STUDY

1990

» (Szabo,2002),

«

61

2.2.2

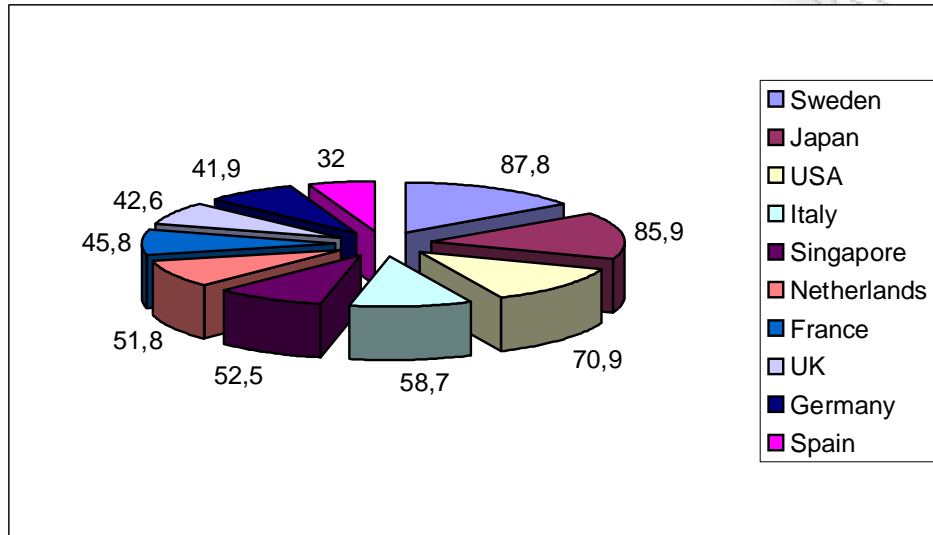
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(Betriebsfamilie).

Hampden-Turner & Trompenaars (1993),

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onus, increases with Overtime (in%)



: Hampden-Turner & Trompenaars, 1993,

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3,

(Millar, 1979).

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: 2007-2008,

(managers)

concept).

(no conflicts

PAVEZT HMO PEPAA

4

Decision-making process

% who agreed	Japan	Germany	Netherlands	France	UK	Australia	Sweden	Spain	USA	Italy
Democracy entails: extended discussions and widest agreement	84.6	69.0	66.0	61.9	58.7	53.4	41.0	39.4	37.7	35.3

: Hampton-Turner & Trompenaars, 1993

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PAVETZHMV EPFA

2001,

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Daimler Chrysler, Allianz Deutsche Bank
Dresdner Bank



1990-2000 12 1000

28, . .

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52

: 2007-2008,

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(Wirtschaftskammern Österreichs, 2003).

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(meetings)

WATERWORKS EPAA

(meetings).

(meetings)

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PAVETZHO EPAA

meetings

e-mails.



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WAVEZTHMO PEPAA

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marketing

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(managers)

1960 1970.

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»(, 2002).

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Schüco International KG,

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Schüco International

KG:

SCHÜCO

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Schüco International KG,

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name,

brand

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4.1.2



SCHÜCO

1951
Schürmann & Co Bielefeld

Schüco,

1963 Schüco
Gruppe (Meinerzhagen),
the address for windows and solar products

'70 Schüco

Otto-Fuchs-

4.600

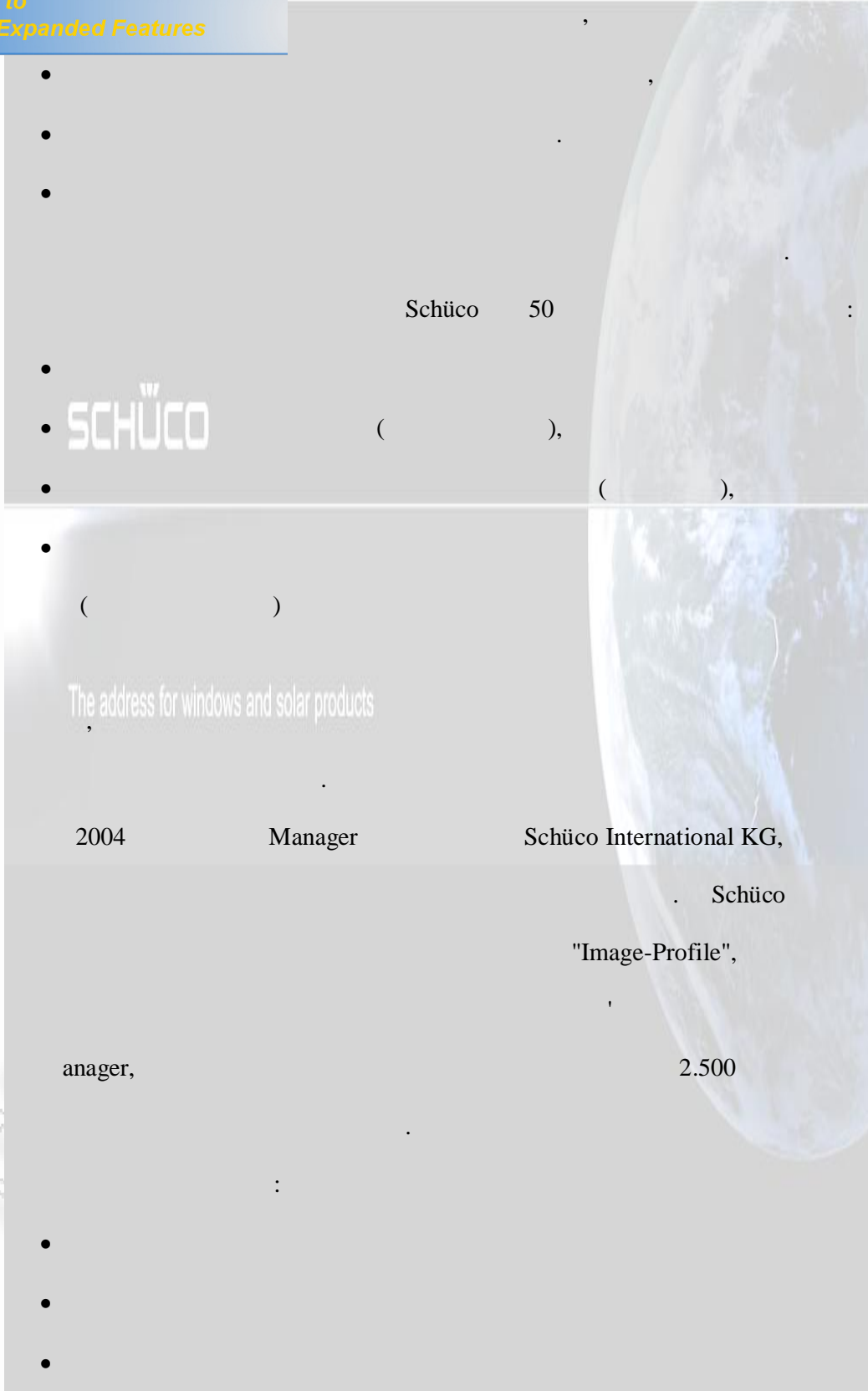
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70

Bielefeld,

Wertingen,

Weißenfels Grossroheim.



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Schüco 50

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SCHÜCO

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The address for windows and solar products

2004

Manager

Schüco International KG,

Schüco

"Image-Profile",

anager,

2.500

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Bielefeld

SCHÜCO

The address for windows and solar products

motto :

$2 =$

x

Vision 2012.

1. networker

2.

4.1.3

Schüco International KG

PVC,

Schüco

PVC,

Schüco

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Schüco.

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Schüco

Schüco,

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Bielefeld

Schüco

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Schüco

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Schüco,

4.2

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Schüco Hellas,

1998

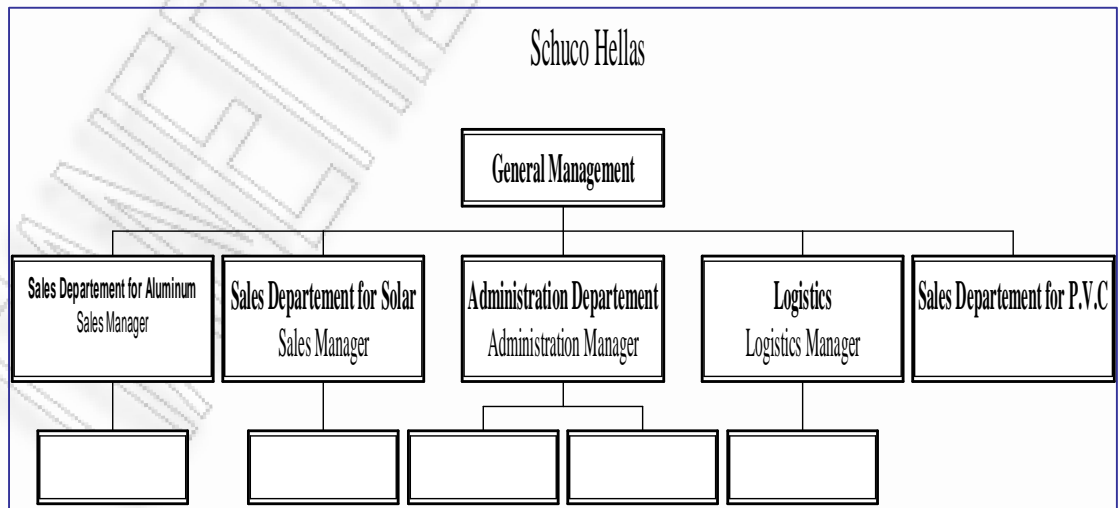
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: Schüco Hellas

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72

: 2007-2008,

Schüco International

Schüco Hellas

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Schüco Hellas.

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WAVEZTWMO PEPAA



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WAVEZTHMO JEPAA

Schüco Hellas,

4.3.3

ΠΑΝΕΠΙΣΤΗΜΙΟ ΠΕΡΠΙΑ

KG

Schüco International

Schüco Hellas,



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PAWELZHMOTEPAA

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PAVEZT HMO EPAA

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To

WAVEZTAWO PEPAA



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WAVEZTHMO PEPAA

PAWELZHMW EPFAA

➤ **meetings:**

managers.

manger

Schüco Hellas

Schüco

International KG

Manager.

➤

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(Introductory Seminar for New employees)

Bielefeld,

5 :

5.1 :

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managers

Schuco International KG.

5.2

(Win-Win Solutions),

➤ :

1. Armbruster Thomas (1968), *Management and Organization in Germany*, Burlington, VT: Ashgate, (c2005).
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- ➔ :
1. http://news.kathimerini.gr/4dcgi/_w_articles_economyepix_2_28/04/2002_23416
2. <http://www.mbaexecutive.gr/%CE%86rthra/65/>

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/greece-culture.php

4. www.ediplomat.com/np/cultural_etiquette/ce_gr.htm
5. <http://www.tanea.gr/default.asp?pid=32&ct=21>
6. <http://www.bookrags.com/research/organizational-culture-eci-02/>
7. http://www.morax.gr/article_show.php?article_id=1330
8. <http://www.mediamax.gr/trendDetails.cfm?EntryID=28>

PAVEZTAWOPEPWA

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: Qualities desired in children, Europe

	Total	Great Britain	North. Ireland	Rep. of Ireland	West Germany	Netherlands	Belgium	France	Italy	Spain	Portugal
% Who mentioned Independence	41	43	37	43	73	48	36	27	31	36	24

: Ashford & Timms, 1992

2:

: Values in the education of children in Germany

% Who agreed	1951	1957	1967	1972	1976
Independence and free will	28	32	37	45	51
Love of order and industriousness	41	48	48	34	41
Obedience and deference	25	25	25	14	10

Conradt, 1980

: Attitudes to overtime Compensation

	Sweden	Japan	USA	Italy	Singapore	Netherlands	France	U.K	Germany	Spain
Monetary bonus, increases with overtime (in %)	87.8	85.9	70.9	58.7	52.5	51.8	45.8	42.6	41.9	32.0

: Hampden-Turner & Trompenaars, 1993