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Developing the internationalization
of PhD studies in South Africa

INTERCULTURAL MANAGEMENT

“...one of the world’s most significant
problems: intercultural relations...”

Edward T. Hall



VITA

Fanny-Juliet POUJOL

Education

Ph.D. in Business Administration, Sales Force Management, France, 2005

MBA, University of Birmingham, UK, 1999

Academic Experience

2001-2017: Professor of Marketing and Sales, University of Montpellier.

Teach Advanced Selling, Sales Management and Customer Relationship Management.

Research method, quantitative studies and data analysis. Level: Master students and Professionals.

Other Work Experience

2000: Export Manager for Rubicon, Jewels creator and precious gems, Thailand.

Marketing and international sales manager.

1996-1998: Sales Representative for Chanel-Bourjois, France

Responsible for negotiation, product promotion and merchandising within supermarkets

PLAN

Part I : Culture and cultural differences

Introduction to culture and cultural differences

1. The Nature of Intercultural Communication
2. Dominant Cultural Orientations
3. Domains of Cultural Differences and ex

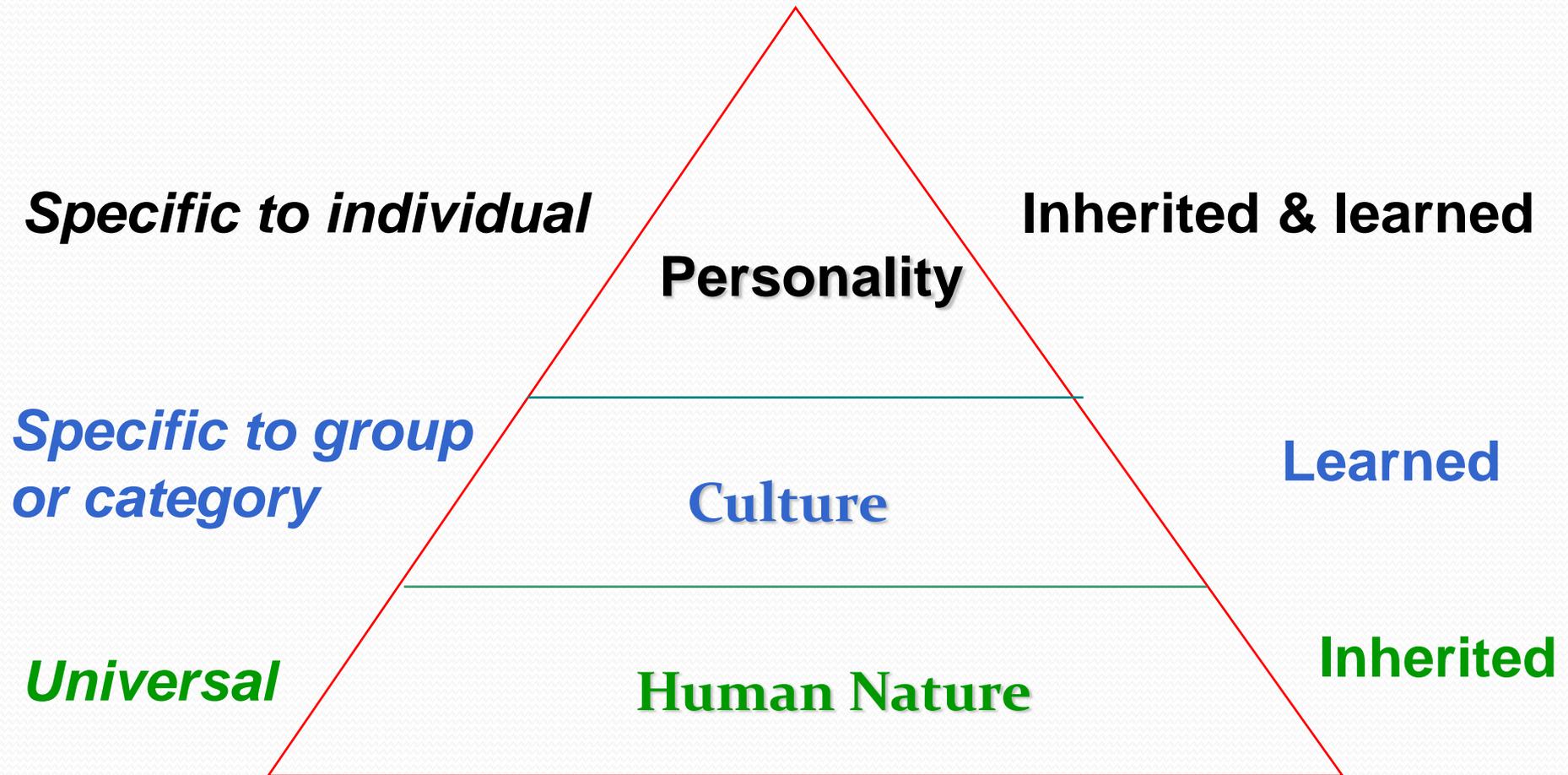
Part II : Intercultural Management

Introduction

1. Motivation in a Intercultural Context
2. Decision making accross culture
3. Leadership in an intercultural environnement
4. Global HRM

Introduction to culture and cultural differences

Culture = Human mental programming



Nature of culture

Learned

Culture is acquired by learning
and experience

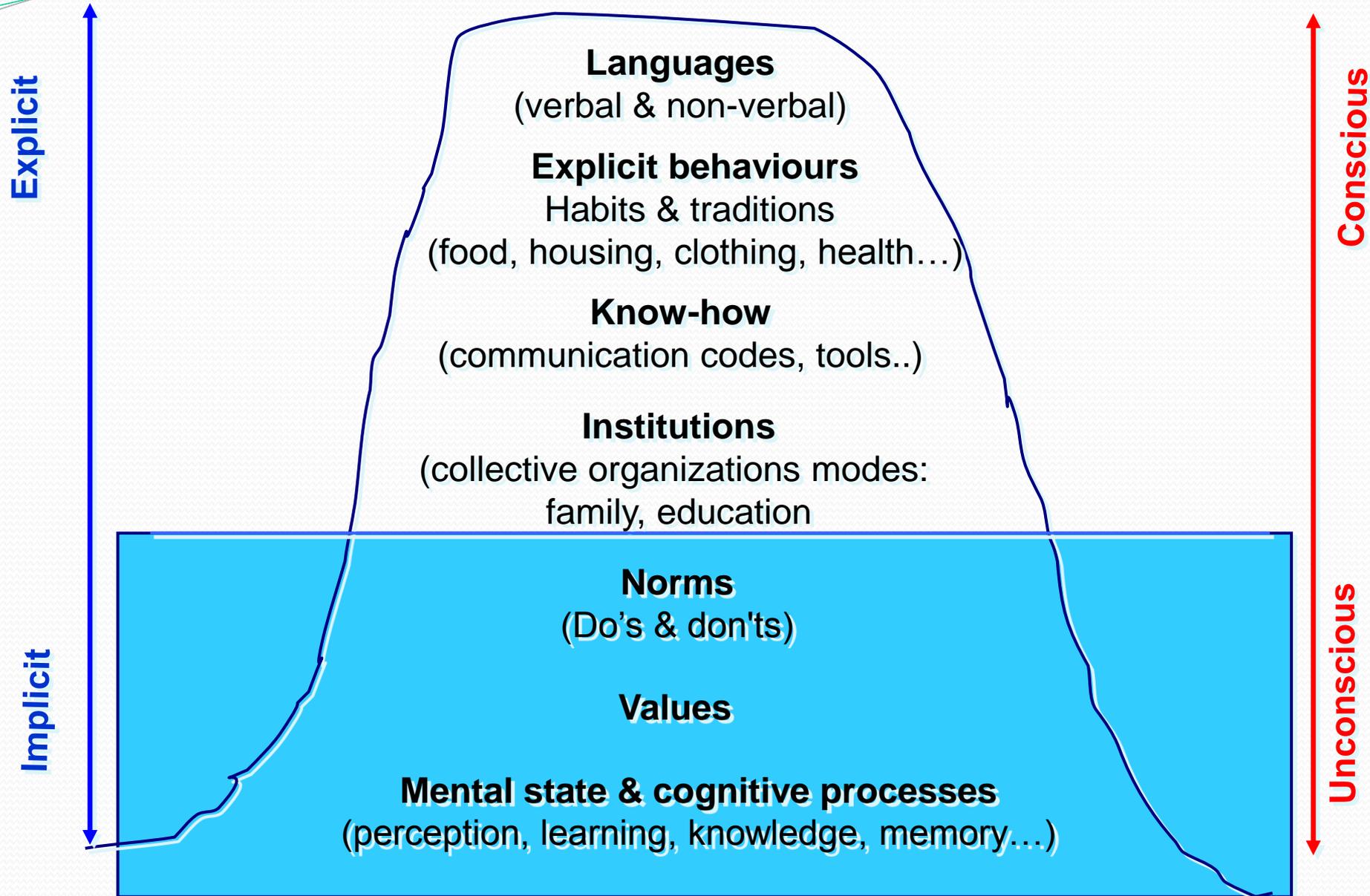
Shared

People as a member of a group,
organization, or society share culture

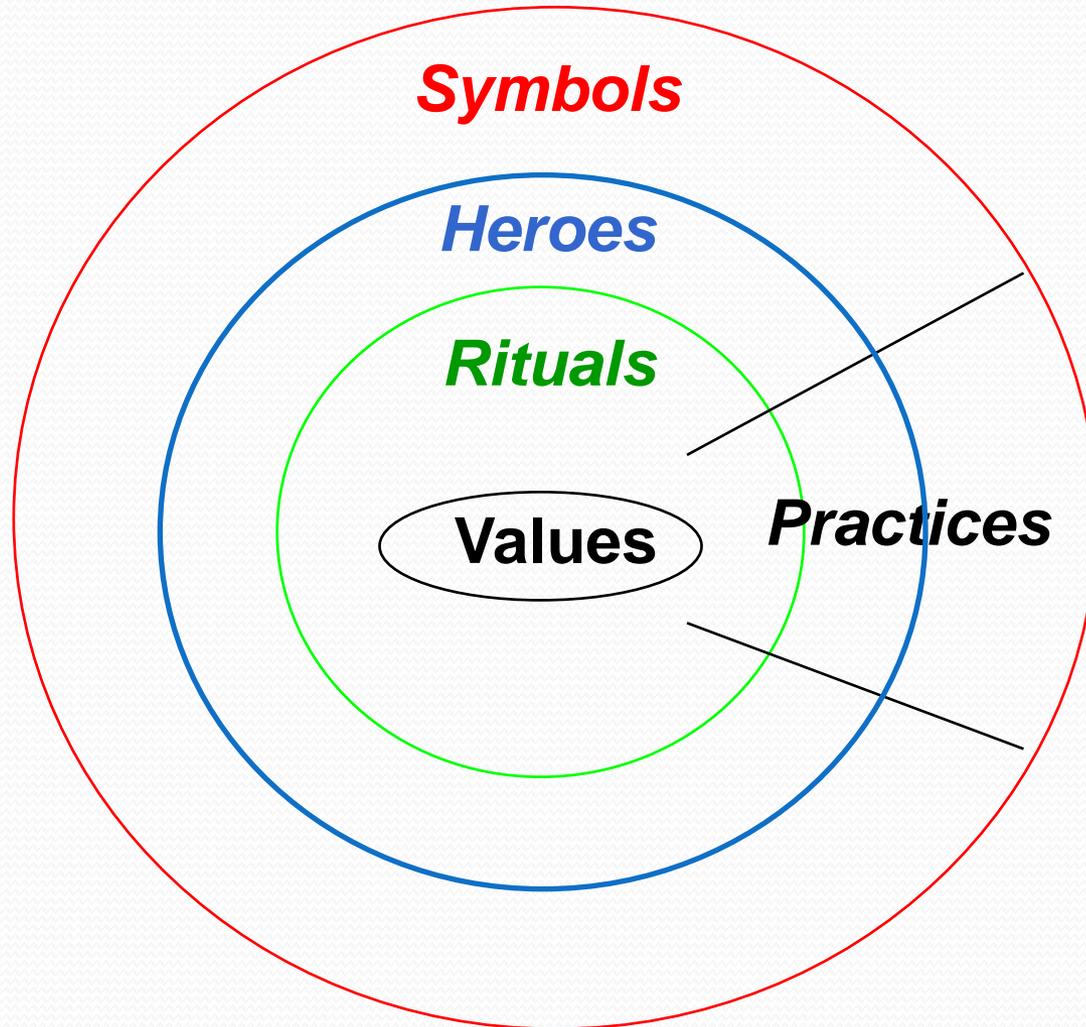
Transgenerational

Culture is cumulative, passed down
from generation to generation

The iceberg of culture



Manifestations of culture: different levels



Manifestations of culture

- **Symbols:** words, gestures, objects that carry a particular meaning which is only recognized by those who share the culture. **EX**
- **Heroes:** persons, alive or dead, real or imaginary, who possess characteristics which are highly prized in a culture and who thus serve as models for behavior. **EX**
- **Rituals:** collective activities, considered socially essential. **EX**
- **Values:** basic assumptions about how things should be in society. They are convictions regarding right or wrong, good or bad, important or trivial. Learned implicitly. **EX**
- **Practices:** what is visible to an outsider. **EX**

Americans as other see them...

- **India:** “Americans seem to be in a perpetual hurry. Just watch the way they walk down the street. They never allow themselves the leisure to enjoy life; there are too many things to do.”
- **Colombia:** “The tendency in the US to think that life is only work hits you in the face. Work seems to be the one type of motivation.”
- **Ethiopia:** “The American is very explicit; he wants a “yes” or a “no”. If someone tries to speak figuratively, the American is confused.”
- **Iran:** “The first time my American professor told me, “I don’t know the answer, I will have to look it up,” I was shocked. I asked myself, “Why is he teaching me? In my country a professor would give the wrong answer rather than admit ignorance.”

Stereotypes...



French: **logical, cartesian, elitist, authoritarian, proud**



Chinese: **quiet, hardworking, enigmatic, smiling, cruel**

中国人都是狡猾凶狠的人，还拖着一根长辫子。



Germans: **rigid, methodical, obsessed with order & privacy, unemotional**



Americans: **superficial, materialistic, over-optimistic**

Italians: **loud, macho, over-emotional, talkative, unorganized**



British: **imperialistic, 'Island mentality', class-conscious, conservative**

First approach to culture

Culture

```
graph TD; Culture --> Live["The way you live"]; Culture --> View["The way you view things"]; Culture --> Comm["The way you communicate"];
```

The way you live

Customs, habits, traditions
Food & its meaning
Music, clothing
Religious practice
Health practice
Child raising
Family structures
& relationships

The way you view things

Beliefs, values
Spirituality
Perceptions
Attitudes
Expectations

The way you communicate

Meaning of language
Interaction pattern
Communications
Verbal & non-verbal

Common problems...

- There are a number of problems that all cultures try to address & bring solutions to:
 - relation to nature
 - relation to others
 - relation to power
 - relation to rules
 - relation to activity
 - relation to emotions
 - relation to space
 - relation to time

Unity???

Cultural answers through different solutions...

- “ Culture, is the mechanism that allows to select an attitude, an interpretation, a solution as the one that makes sense « de facto », when facing a situation (decision, relationship, emotion...)”

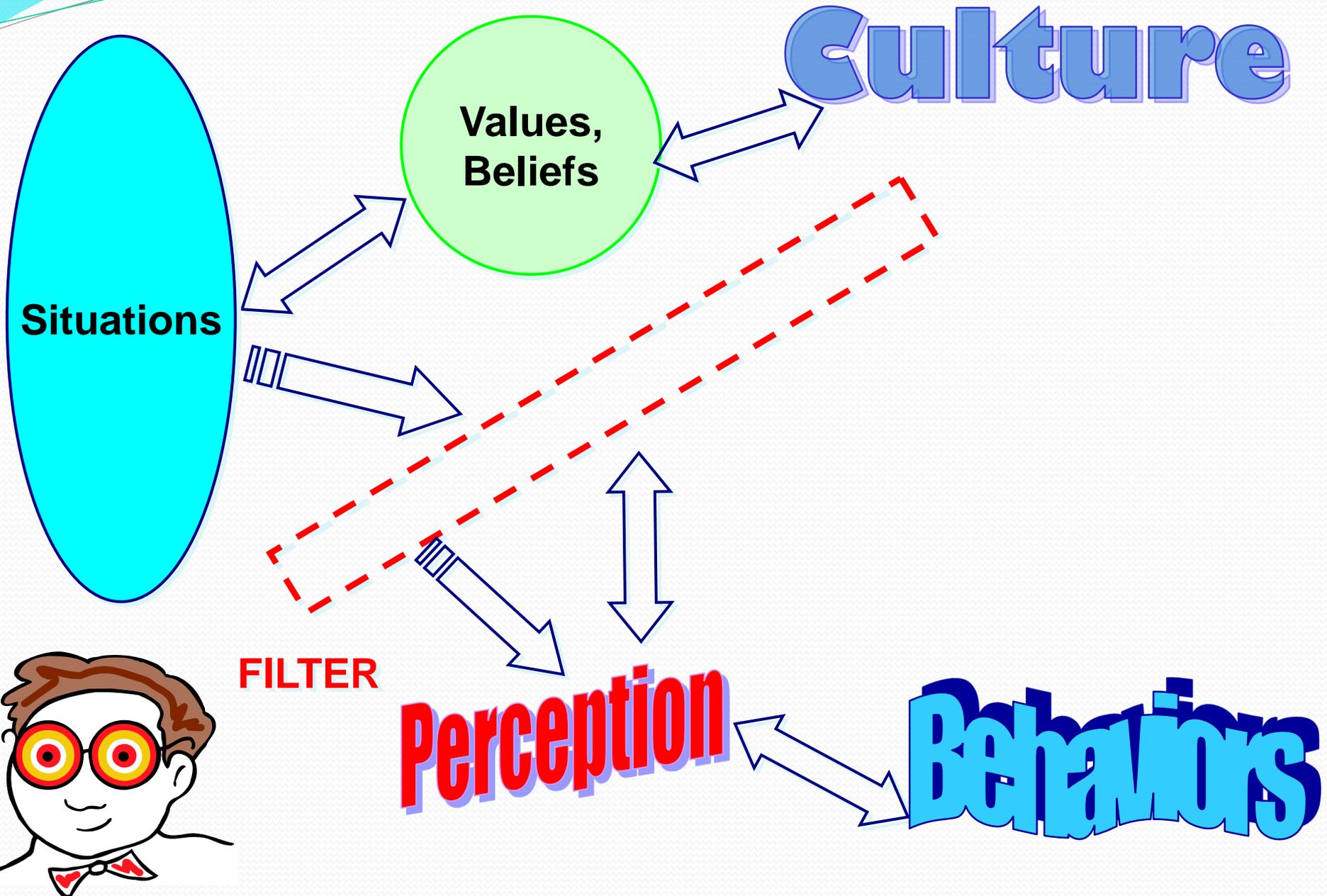
N. Prime, 2001

Diversity...

Universal problems & cultural responses

Problems	Cultural responses	
Relation to nature	<i>Domination</i>	<i>Subjugation</i>
towards others	<i>Individualism</i>	<i>Communitarism</i>
to power	<i>Hierarchy</i>	<i>Equality</i>
to time	<i>Monetary time</i>	<i>Living time</i>
to rules	<i>Universalism</i>	<i>Particularism</i>
towards activity	<i>Do</i>	<i>Be</i>
to space	<i>Private space</i>	<i>Public space</i>
to emotions	<i>Exteriorization</i>	<i>Neutralize</i>

Values, beliefs & behaviors



Example of cultural conditioning

As a leader of of cross-cultural team, Ms. C. is having difficulties managing Mr. H., one of the foreign member of the team.

He promised to compile a report by the deadline she set, but he didn't.

When she talks to him about it, he won't look her in the eyes.

What's happening?

Can you identify the two cultures that Ms. C. and Mr. H. belong to?

Cultural conditioning

Ms. C. suspects that Mr. H. is either very disorganized or doesn't respect her as a leader... His unwillingness to make eye contact looks like evasive behavior to her.



YEBO!



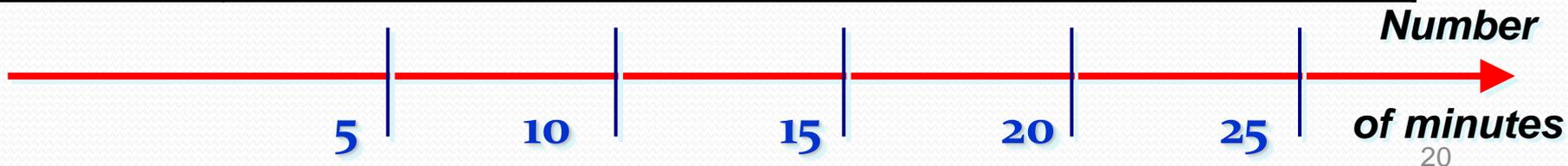
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Questions...

- Do you understand your own cultural background & conditioning?
- Do you approach cross-cultural communication with an awareness of how differences may affect communication?
- Are you aware of ways that you stereotype others?
- Are you willing to adjust your communication in order to be more effective?

Opening a meeting

Germany		Formal intro. Sit down. Begin.
Finland		Formal intro. Cup of coffee. Sit down. Begin.
USA		Informal intro. Cup of coffee. Jokes. Begin.
UK		Formal intro. Cup of tea. 10 min small talk. Casual beginning.
France		Formal intro. 15 min small talk. Begin.
Japan	 Formal intro. Protocol seating. Green tea. 15/20 min small talk. Signal from senior member. Begin.	
Spain/ Italy	 20/30 min small talk while others arrive. Begin when all are there.	



Behavior & cultural differences ⁽¹⁾

A foreign manager is conducting an annual performance review with one of his direct reports. He begins the session by discussing all the areas in which the employee's performance meets or exceeds goals. The employee listens attentively with serious and thoughtful expression.

But when the manager begins to discuss weaknesses and problem areas, the employee starts smiling. The sterner the manager's tone, the broader the employee grins. The employee does not comment on anything the manager says or defend or explain. The manager becomes angry because he believes the employee is mocking him and treating the evaluation as a joke.

What do you think is happening? What does the employee's smile may mean for him/her?

Discomfort & cultural differences

(1)

- Why doesn't he/she says yes or no?
 - *In one culture, an indirect signal may signal indecisiveness, while in another culture it signals deference & respect.*
- Why he/she always staring at me?
 - *In one culture staring can signal aggressiveness or intimidation, while in another culture direct eye contact shows attention & esteem.*
- Why does he/she have to be right in my face whenever he/she talks to me?
 - *In one culture the range of personal space can be much smaller than in another culture.*

Discomfort & cultural differences ⁽²⁾

- *Why doesn't he/she tell me if he/she doesn't understand something?*
 - *In one culture, asking questions is accepted as an effective tool for communication, while in other cultures questioning superiors may signal insolence.*
- *Why doesn't he/she sit there smiling when I am talking about his performance problems?*
 - *In one culture smiling during a discussion about performance problems may signal contempt and disinterest, while in another culture a smile may reflect sincerity and attention.*
- *Why does he make a joke about everything?*
 - *In one culture, a joke can signal lack of confidence or seriousness, while in some others it's a sign of deference.*

Activity 1.

- Think about a intercultural situation you faced
- Who were the persons?
- It can be a professional or a more personal situation.
- Describe it!
- How did you felt?
- What can impact this intercultural « problem »?