



B.A. International Hotel Management

Module- Foreign Languages & Cultural Awareness

Module Code - BMIH5003

Lecturer- Giulia Chifari

Assignment title- Intercultural Competence Report

Student Name- Tanzina Chowdhury Annie

Student ID- 2233553

Executive Summary

This report analyses the critical differences in culture and customs between England and France using the Globe project dimension. With the help of the Globe project, a culture and leadership study comparison is made between the two countries in this report. The challenges faced by the two countries in the hospitality industry regarding intercultural leadership have been discussed in this report, and three realistic recommendations for the hotel management team to eradicate these challenges have been provided.

Contents

Executive Summary	2
Introduction.....	4
Key Differences between England and France	5
Analyse and compare the two countries using the GLOBE Project's culture and leadership study.....	5
Culture Visualisation	6
Leadership Visualisation.....	7
Challenges of intercultural leadership in the hospitality industry	7
Conclusion	9
Recommendations.....	10
References	11

Introduction

It is necessary to understand the cultural differences between England and France before becoming the assistant general manager of the inclusivity hotel and spa in London, where integration of French employees is needed into the team (Christiansen, Branch and Karmowska, 2020). This report examines the cultural differences between the two countries through the help of the Globe project. It provides recommendations to overcome these challenges and ensure effective collaboration by the hotel management team.

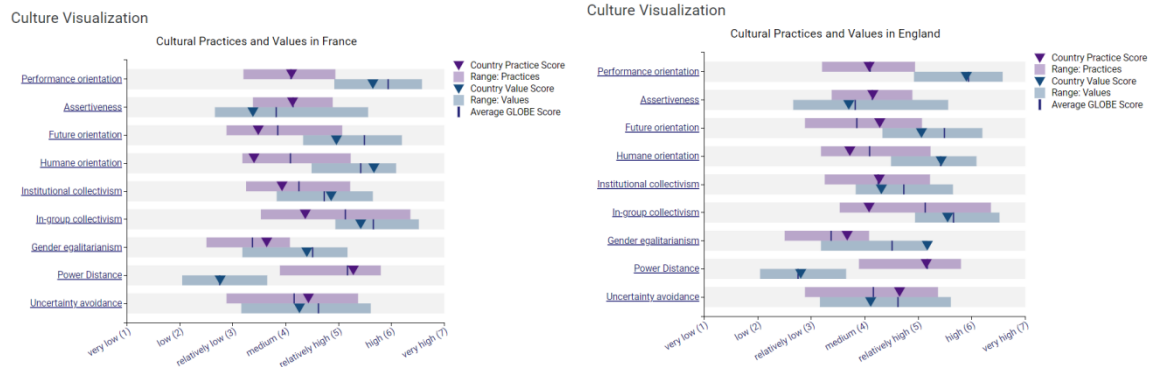
Key Differences between England and France

There is a vast cultural difference between England and France. The primary language of England is English, whereas France's primary language is French (Maheshkar and Sharma, 2018). This language difference can affect customer service interactions and communication styles. The social etiquette of England is highly valued because of its politeness and understatement. The people of England are mostly reserved. As a result, they use indirect language, but in France, people like to express their opinions through direct communication. There is a difference in dining customs between the two countries. In England, there is a strong tradition of afternoon tea serving more informal and quicker meals, whereas, in France, multicourse meals and fine wine are more emphasised, making the dining formal and lengthy. Concerning business practices, differences can be seen between England and France. There is a more hierarchical structure that has clear lines of authority and decision-making centralised at the top in French businesses. In contrast, English companies have a flat structure that promotes collaborative decision-making and teamwork (Abramson and Moran, 2018). Additionally, strong labour protection in France includes 35 hours of work week and long vacation time. In England, the week is more extended, and the work balance is less regulated. The customs and traditions of the two countries differ from each other (Schein, 2013). Although both countries celebrate New Year and Christmas, England has unique holidays like Boxing Day and Guy Fawkes Night. In contrast, France has Armistice Day and Bastille Day, reflecting their historic milestone. France emphasises fashion and style in both personal and business, whereas in England, the dress is more conservative, though it varies by region and industry (Deresky, 2017).

Analyse and compare the two countries using the GLOBE Project's culture and leadership study.

The GLOBE Project, launched in 1993, studies the interplay between societal culture, organisational culture and leadership. These are performance orientation, assertiveness, future orientation, institutional collectivism, in-group collectivism, gender egalitarianism, power distance, uncertainty avoidance, and humane orientation.

Culture Visualisation



Performance Orientation: France's slightly work-focused profile (4.11 practice, 5.65 value) is a bit clearer than England's (4.08 practice, 5.9 value), which seems to be at least a bit more achievement-oriented. Solution: France learns to yield through sustained practices balanced lustily against the texturing of inhibition (England) to warm their certainty.

Assertiveness: France and England had more or less the same assertiveness scale, as France received 4.13 (practice) and 3.38 (value), and England scored 4.15 (practice) and 3.7 (value). Solution: Assertiveness Training for practical expression and conflict resolution.

Future Orientation: France: practice 3.48, value 4.96 (future orientation is regarded as less valued at this current time than for other cultures) England: practice 4.28, value 5.06 (Hampden-Turner and Trompenaars, 2020). Solution: To Close the Gap in the Value of Care, Align Strategic Initiatives with Long-term Goals, and Be Committed to the Same in France

Institutional Collectivism: France values group membership more than England in practice (3.93) and value (4.86). Solution: Teams focus on the French projects and well-deserved recognition for individual achievement in England

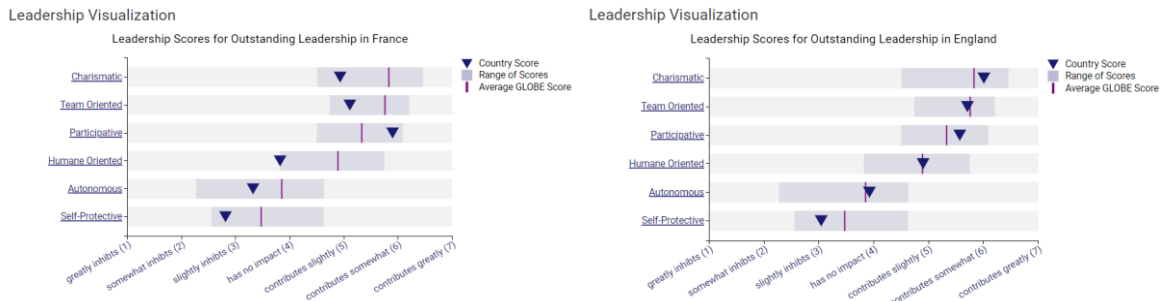
In-group Collectivism: Nearly identical scores resulted with France at 4.37 (performance) & 5.42 (value), and England at 4.08 (performance) & 5.55 (value). Solution: Promote a team-based approach

Gender Egalitarianism: France (3.64 practice, 4.44 value) is rated lower than England (3.67 practice, 5.17 value). Solution: Introduce some gender equality measures in France.

Power Distance: France has a higher power distance (3.20 practice, 4.06 value) than England (3.31 practice, 4.18 value). Solution: suggests more hierarchical structures.

Uncertainty Avoidance: Both have such high uncertainty avoidance, with a score of 3.75 in France (4.43 practice, 4.26 value) and 4.65 in England (4.65. practice, 4.19 value). Solution: Introduction of change management tactics to avoid resistance.

Leadership Visualisation



Charisma: Charisma ranks fourth among features in England (6.01) but further down for France (4.93). Solution: Train Transformational Leadership in France

Team Orientation: France (5.11) is also slower than England (5.71). Solution: This expresses liberal team-building and various informal connections among the workers in France.

Participative Leadership: France has 5.9, slightly more balanced than England (5.57). Solution: Incentivise joint decision-making and decision-sharing in France (Hofstede and Minkov, 2010).

Humane Orientation: Less than England, France (3.82). Solution: In France, the focus is on emotional intelligence and supportive leadership.

Autonomy: France has 3.32, which is lower than England's 3.92. Solution: More innovation and too much independent thinking in France.

Challenges of intercultural leadership in the hospitality industry

Due to language differences, a communication barrier is one of the significant challenges that creates misunderstandings in service delivery (Pablo, 2020). The French employee can affect effective teamwork and customer interactions because of the language barrier. Moreover, conflict regarding decision-making, customer service, and working styles can be raised due to different cultural values. For example, Adapting to the flatter hierarchical structure present in

England can be challenging for the French employee as the hierarchical structure of their one is different from it. As a result, it may create hindrances between team members. Additionally, due to cultural differences, problems may arise in the case of etiquette, which may impact guest satisfaction. For example, a guest from France may expect different service standards or meal presentations that may differ from those in England.

Conclusion

Steps need to be taken for the employees so that they can learn more about different cultures, which will help them to minimise communication problems. Inclusivity Hotel and Spa employees can transform challenges into opportunities by implementing all the recommendations to enhance the guest experience (GLOBE, 2020).

Recommendations

- Cultural training should be provided to the French employees to help them understand all the cultural values and norms.
- Effective communication and respect towards the team members need to be encouraged through team-building activities.
- Appoint management team mentors to guide and support employees from different cultural backgrounds (Jackson, 2014).

References

- Abramson, N.R. and Moran, R. (2018) *Managing Cultural Differences: Global Leadership for the 21st Century*. 10th Ed. Abingdon: Routledge.
- Christiansen, B., Branch, J.D. and Karmowska, J. (2020) *Cultural Factors and Performance in 21st Century Businesses*. Hershey: IGI Global.
- Deresky, H. (2017) *International Management: Managing Across Borders and Cultures: Text and Cases*. 9th Ed. Harlow: Pearson Education Ltd.
- Development Book Series*. Hershey: IGI Global.
- GLOBE (2020). *GLOBE Project*. [online] Globeproject.com. Available at: <https://globeproject.com/>.
- Hampden-Turner, C. and Trompenaars, F. (2020) *Riding the Waves of Culture*. 4th Ed. London: John Murray Press.
- Hofstede, G., Hofstede, G.J. and Minkov, M. (2010) *Cultures and organisations: software of the mind*. 3rd Ed. New York: McGraw-Hill.
- Jackson, T. (2014). Is cross-cultural management studies morally mute? Cross-cultural management and ethics. *International Journal of Cross-Cultural Management*, 14(3), pp.267–269. doi:<https://doi.org/10.1177/1470595814560968>.
- Maheshkar, C. and Sharma, V. (2018) *Handbook of Research on Cross-Cultural Business Education*. Hershey: IGI Global.
- Pablo, P. (2020) *Advances in Human Resources Management and Organizational*
- Schein, E.H. (2013). On dialogue, culture, and organisational learning. *Organisational Dynamics*, 22(2), pp.40–51. doi:[https://doi.org/10.1016/0090-2616\(93\)90052-3](https://doi.org/10.1016/0090-2616(93)90052-3).