

Foreign Languages and Cultural Awareness (BMIH5003)

Intercultural Competence Report

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Executive Summary

Different countries place a premium on other things, and this variation in culture is one factor that contributes to the unique capabilities of each nation. People's cultural norms and standards might influence their worldviews and daily actions. This report examined the culture and traditions of China for Diversity Hotel & Spa London to expand. Effective leadership and intercultural competency require an appreciation of these cultural subtleties. As a result of its direct impact on customer satisfaction, team management effectiveness, brand reputation, commercial performance, and legal and ethical considerations, cultural intelligence and sensitivity are critical for hotel personnel. The key to the hotel chain's growth in China will be incorporating these cultural insights into leadership and intercultural competency programs. Cultural training, guanxi, hotel services, hierarchical leadership, a long-term vision, gender equality and diversity, ethical considerations, and so on are advocated for a successful shift in China. If the manager follows this advice and fosters cultural intelligence in our workers, the hotel chain can confidently enter the Chinese market. This strategy will position us to capitalise on this rising market.

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Introduction

The purpose of this report is to assist the general manager at Diversity Hotel & Spa in London to train the hotel personnel regarding brand standards, operations, and processes before the grand opening of the hotel in the country. The country in which the hotel is expanding is China. The importance of cultural sensitivity and intelligence is discussed in this report. Furthermore, the country analysis is provided in which the hotel is expanding. Lastly, recommendations are also provided for the general manager to focus on while the hotel is expanding.

Culture overview of China

Confucianism is a major cultural influence in China because of its emphasis on hierarchy, respect for authority, and the value of relationships and family. For successful leadership and cross-cultural communication, an appreciation of these values is essential (Roches, 2023). The demands of the group, or collectivism, are valued highly in Chinese culture. There are at least 55 distinct ethnic groups in China, all of which speak their languages. However, more than 70% of the population of China speaks Mandarin Chinese (Wu and Cheung, 2014). Chinese businesses often follow a hierarchical structure, with most decisions made at the top. The General Manager needs to be aware of cultural differences between Chinese and British tourists. While the majority of Chinese people value tradition, many have embraced aspects of Western pop culture (Ostrowski and Penner, 2011). Partially because of Confucianism's enduring impact, Chinese traditions value family, hierarchy, and harmony over conflict. China is a fascinating melting pot where old and modern cultures, languages, and technologies coexist.

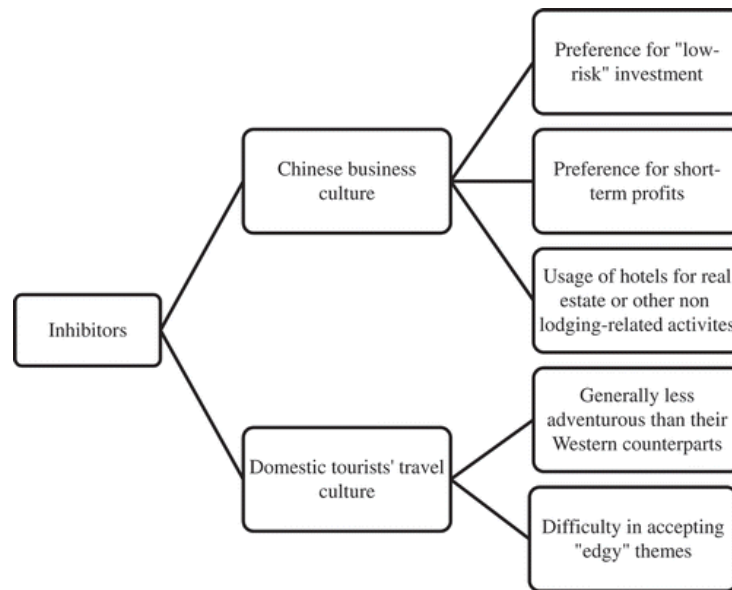


Figure 1: Hotel theming in China

Source: (Wassler et al., 2015).

GLOBE Project/country analysis

The culture and leadership study conducted by the GLOBE Project provides an invaluable framework for examining cultural factors and how they affect leadership styles (China GLOBE Project, 2023). It is essential to comprehend the most pertinent practices and principles in the context of the hotel expansion in China. China exhibits a great regard for hierarchy and authority, as evidenced by its comparatively high-power distance score (Lu et al., 2023). Employees in hotels should understand this structure and respect the leaders. In this framework, hotel managers must effectively lead teams while keeping in mind that decisions are frequently centralised. The image below provides the cultural practices and values in China.

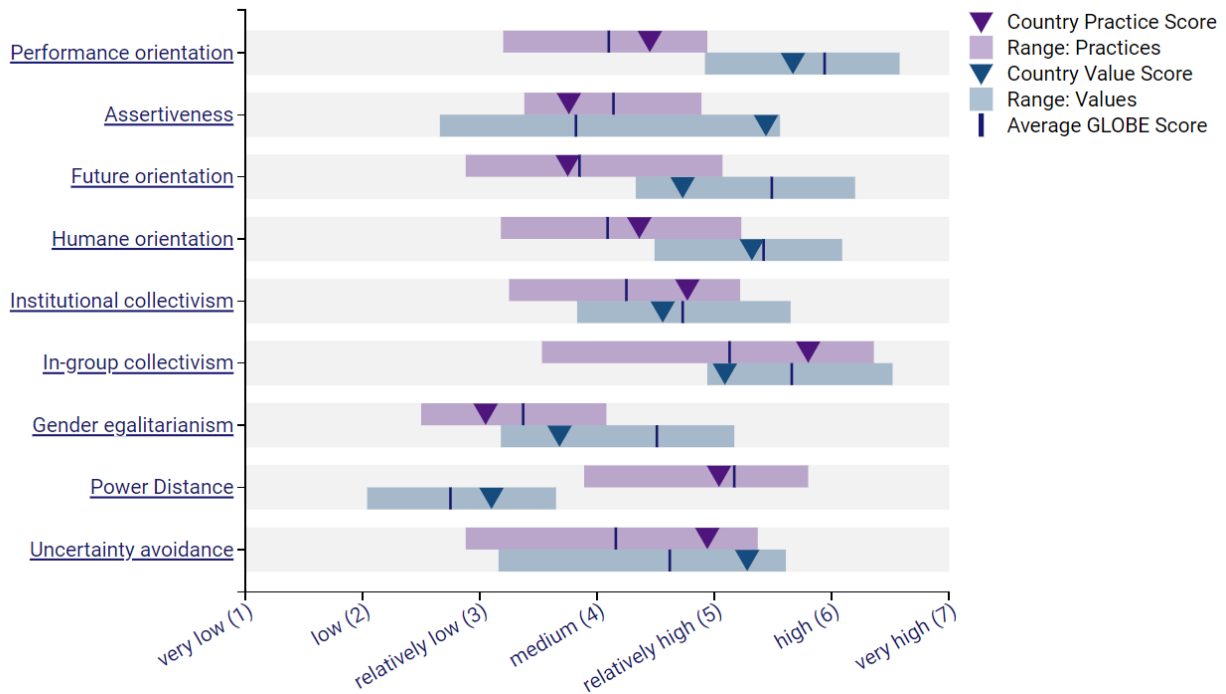


Figure 2: Cultural practices and values in China

Source: (China GLOBE Project, 2023).

Since assertiveness is low in China, communication that is direct and confrontational may not be well received. When addressing problems or providing comments, hotel staff should be more tactful and courteous (Wheeler, 2014). Leaders need to know how to give direction without losing composure or harmony. The image below shows the leadership scores for outstanding leadership in China.

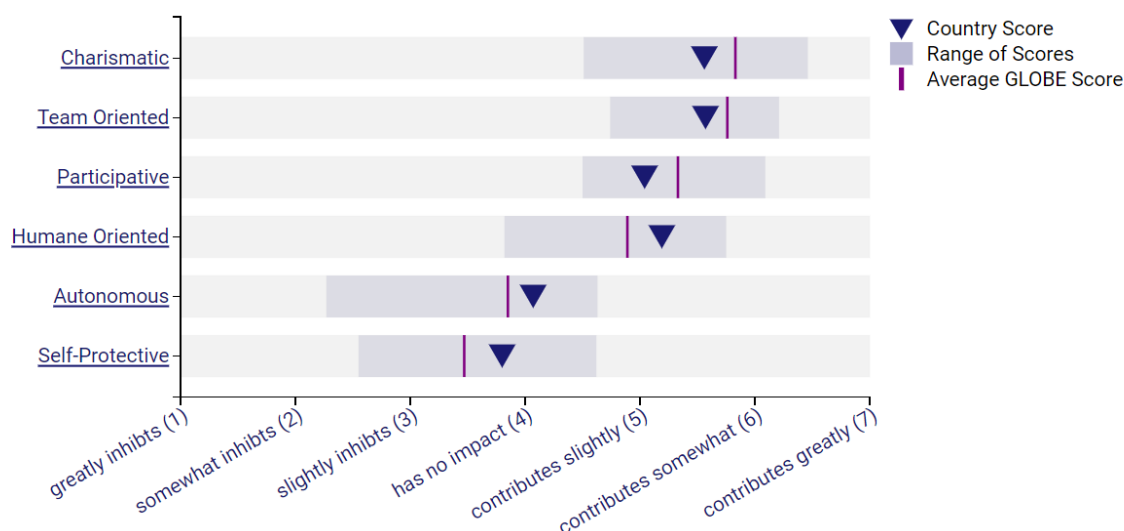


Figure 3: Leadership scores for outstanding leadership in China

Source: (China GLOBE Project, 2023).

The host and guest have important roles in most civilisations. On the one hand, hospitality staff will care for guests. Visitors are expected to observe the rules and act properly (Wang and Ruan, 2016). The range of flavours and textures in Chinese food is impressive. Vegetables, rice or noodles, and a meat dish make up the staples of a typical Chinese supper. In China, teahouses are as common as cafes are in the West. "Tea Culture" has become tremendously famous in China, comprising essays, poetry, and images that illustrate the art of brewing and drinking tea (Liang and Lai, 2023).

China is different, where visitors can do as they wish within reason. Regardless of location, hosts will treat guests with respect (Warner, 2013). Traditional Chinese hospitality promotes cutting-edge technology. Spring Airlines gave flight attendants Google Glass to improve customer service. Flight attendants can use it to find clients who requested refreshments. The hospitality business is increasingly using WeChat. The Las Vegas LINQ Hotel and Casino uses WeChat to streamline stays (Roches, 2023). The service lets customers control house lights, window coverings, and security without touching the switches or knobs.

Importance of cultural intelligence and sensitivity for the hotel

In the commercial setting, hotel staff need to be culturally aware and sensitive for several reasons.

- Greater happiness among Chinese visitors can be achieved by an appreciation of and sensitivity to local customs. Respect for authority, cooperation, and dedication to the long haul are all part of this picture (Ersoy, 2014).
- Leadership that is aware of cultural norms and practices helps employees feel comfortable in the workplace, builds stronger teams, and resolves more issues with ease. It improves communication and cooperation between foreign managers and their local staff (Afsar, 2019).
- Brand recognition and success in China, as well as in other international markets, can be improved by displays of cultural understanding and sensitivity.

Conclusion

To conclude, the purpose of this report was to examine the culture and norms of China to guide the general manager to expand in the country. The cultural components of the GLOBE Project emphasise the importance of cultural intelligence and sensitivity on the part of hotel staff as we continue to grow in China. China has a distinct culture regarding the hospitality of guests and its hotel industry, which has been explained in this report. Recommendations have been provided for the general manager to implement while expanding the hotel and for training the staff. The success of hotel expansion depends on teamwork, and the chain in this market depends on strong leadership that recognises the importance of hierarchy, encourages teamwork, and is sensitive to regional norms.

Recommendations

The following are some recommendations for the general manager to consider for training and the expansion of the hotel for training staff.

- Hotel staff, including management, should be given top priority when it comes to cultural training, with a focus on learning about and practising traditional Chinese values and customs. It is important to think about working with consultants or cultural specialists to lead this session of training (Lam et al., 2015).
- Encourage the creation of strong guanxi networks with local partners, suppliers, and key persons in the community (Richard, 2017). The hotel's long-term success in China depends on its ability to establish and nurture these connections.

- Adjust the hotel's offerings (including its food and entertainment) to suit the tastes of its Chinese clientele better. Focus on regional cuisine and cultural norms to impress the guests.

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