

Module Name: Cultural Awareness

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Executive Summary

This assignment offers a concise analysis of French culture and its relevance to the GLOBE Project, followed by recommendations for the GM of Diversity Hotel & Spa. It will help multinational businesses, more specifically hotel businesses to understand low uncertainty avoidance, in-group collectivism, performance orientation, gender equality, etc. that are crucial when expanding operations to France. It is found that organisations should prioritize cultural intelligence, adapt to French customs, and invest in gender equality awareness and sustainability to achieve success here. Ensuring a balance between assertiveness and collaboration, as well as regional adaptability and language proficiency, will facilitate a strong brand presence in the French market.

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Introduction

Cultural awareness matters in getting success in a foreign market and it becomes mandatory for the hotel industry organizations. This is going to be an intercultural competence report that will focus on a target country **France** to provide an overview of the culture and customs. Basically, the focus will be on the GLOBE project/country analysis while making discussions on some associated areas such as cultural intelligence and sensitivity.

Main Body

Overview of Culture & Customs of France

France boasts a rich and diverse cultural heritage that has left an indelible mark on the global stage. From its art and literature to its culinary traditions and fashion, French culture is celebrated worldwide. The French language, a symbol of refinement and elegance, is at the core of their cultural identity (Martin et al. 2019). French literature has produced luminaries like Victor Hugo and Marcel Proust, while art movements like Impressionism and Cubism have revolutionized the art world (Proust et al. 2020).

French cuisine, renowned for its sophistication and delicacy, includes famous dishes such as coq au vin, escargot, and crème brûlée (Del Moral, 2020). Wine and cheese are integral to the French gastronomic experience. France's cultural diversity is reflected in its regional customs and traditions, from the lively festivals of Provence to the somber memorials of Normandy (Hunt, 2019). Fashion is another realm where the French excel, with Paris being a global fashion capital. In essence, French culture is a celebration of the finer things in life, offering a delightful blend of history, art, food, and fashion that continues to captivate the whole world.

GLOBE Project/Country Analysis

The GLOBE Project (Global Leadership and Organizational Behaviour Effectiveness) provides valuable insights into the cultural and leadership dimensions of different countries (Sochor, 2020). When applying the GLOBE framework to analyse France, several key practices and values stand out as particularly relevant for understanding the French cultural and leadership context.

Uncertainty Avoidance

France exhibits a relatively low uncertainty avoidance score in the GLOBE study. French culture embraces ambiguity and risk to some extent. This openness to uncertainty is reflected in their willingness to engage in debates and discussions, even in business settings. French leaders often encourage creative thinking and do not shy away from challenging the status quo, which aligns with the cultural preference for questioning authority (Abacademies, 2021).

In-Group Collectivism

France tends to lean toward in-group collectivism, which means that people in this culture place a high value on close-knit relationships within their organizations and communities (Binus.ac.id, 2017). French leaders often prioritize building strong, long-lasting connections with their teams. Loyalty and collaboration are important, and this can lead to an emphasis on consensus decision-making.

Performance Orientation

France scores high on performance orientation. The French place a strong emphasis on achievement and excellence, particularly in academic and professional settings (Globeproject, 2023). French leaders are expected to set high standards and encourage their teams to strive for excellence. This is reflected in the country's strong commitment to research, innovation, and quality in various industries.

Gender Egalitarianism

French culture and leadership practices often emphasize gender equality. France has a strong commitment to equal opportunities for men and women in both the workplace and society at large (Hamzaoui et al. 2022). This is evident in policies promoting gender diversity in leadership roles and efforts to address gender-based inequalities.

Future Orientation

France is known for its strong focus on future-oriented planning and innovation. French leaders tend to have a long-term perspective, often investing in research, education, and sustainable practices (Naqshbandi and Jasimuddin, 2018). This is consistent with the French culture's emphasis on intellectual and artistic achievements that endure over time.

Assertiveness

French leaders often exhibit a degree of assertiveness. They are expected to be confident, direct, and persuasive, while also respecting the need for open dialogue and compromise. This balance between assertiveness and collaboration is essential for effective leadership in the French context (Jabbour, 2021).

In summary, the GLOBE Project's cultural and leadership dimensions reveal that France values open dialogue, collaboration, performance, gender equality, and future-oriented thinking in its leadership practices. Understanding these aspects is crucial for individuals and business organizations looking to work effectively within the French cultural and business landscape.

Why cultural intelligence and sensitivity are essential for hotel personnel within the business context of France.

Cultural intelligence and sensitivity are paramount for hotel personnel in the context of France due to the nation's rich and distinct cultural identity. French guests have high expectations for personalized, refined service that respects their traditions and values (Beaman, 2019). Understanding nuances like dining etiquette, language, and regional customs is crucial for creating a positive guest experience (Mrgudovic, 2016). Failure to do so can lead to misunderstandings and even offense. Furthermore, France's diverse clientele, which includes tourists from around the world, requires adaptability and cross-cultural competence. By embracing cultural intelligence and sensitivity, hotel staff can forge strong connections, cater to diverse preferences, and ensure guest satisfaction to foster repeat business and a positive reputation in the competitive hospitality industry.

Conclusion

France's unique blend of low uncertainty avoidance, in-group collectivism, performance orientation, gender egalitarianism, future orientation, and assertiveness shapes its cultural and leadership context which is favourable for foreign businesses. Embracing these values is imperative for effective business interactions and leadership within the nation, particularly in the hospitality industry where personalized, culturally sensitive service is essential for success.

Recommendations for the GM of Diversity Hotel & Spa

- Should prioritize cultural intelligence training for the GM and staff visiting France.
- Should emphasize open dialogue, adaptability, and respect for French customs.
- Should encourage gender equality awareness in leadership and hiring practices.
- Should stress a performance-oriented approach that aligns with French expectations.
- Should promote a forward-thinking, sustainable approach, reflecting French values.
- Should balance assertiveness with collaborative leadership.
- Should focus on building strong in-group collectivism within the French team.
- Should highlight the importance of understanding and respecting regional variations.
- Should invest in language training for effective communication.
- Should ensure a commitment to a long-term, high-quality guest experience.

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