

Cross-Cultural Management

Group Project 1 : Russian vs French Culture



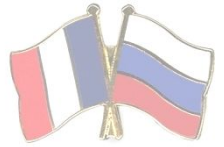
Agenda

- Hofstede Approach
 - Method Presentation
 - Our Sample
 - Our Results

 - Trompenaars and Hampden-Turner Approach
 - Method Presentation
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 - Our Results

 - Conclusion
-





Agenda

□ Hofstede Approach

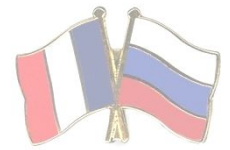
- Method Presentation
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□ Trompenaars and Hampden-Turner Approach

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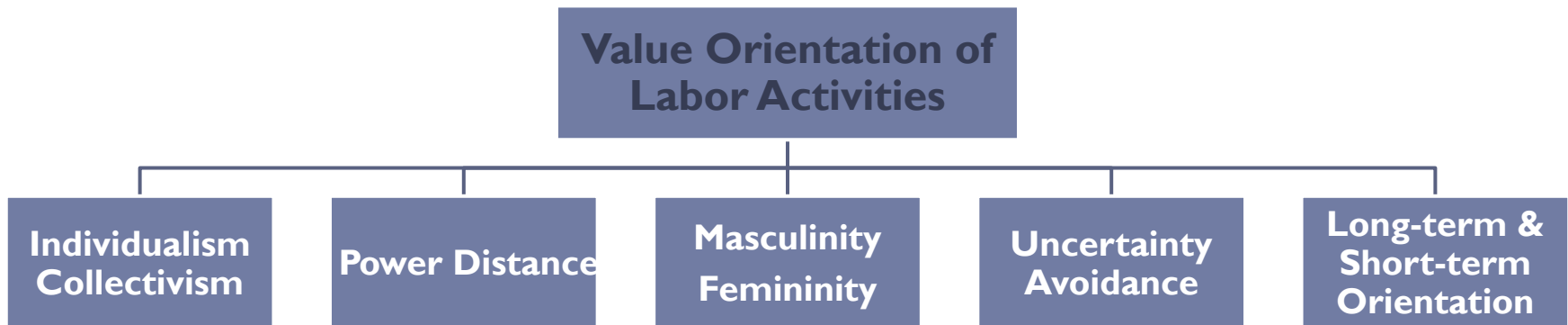
□ Conclusion

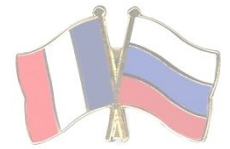




Hofstede Approach

- There are national and regional cultural groups that influence behavior of societies and organizations.
- There are 5 factors of cultural differentiation :





Indexes calculated (1)

Power Distance Index (PDI)

- Extent to which the less powerful members of institutions and organisations within a country expect and accept that power is distributed unequally

Individualism Index (IDV)

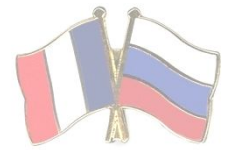
- Degree of interdependence a society maintains among its members (if they speak in terms of “I” or in terms of “we”)

• Business : how people take their responsibilities

Masculinity Index (MAS)

- What motivates people :
 - Wanting to be the best (masculine)
 - Liking what they do (feminine)
-





Indexes calculated (2)

Uncertainty Avoidance Index (UAI)

- How much feel threatened by ambiguous or unknown situations
- Have they created beliefs and institutions that

Indulgence vs Restraint Index (IVR)

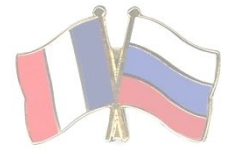
- Hedonistic behaviours :
 - How freely people can satisfy their basic needs and desire

Long Term Orientation Index (LTO)

- High : Pragmatic future-oriented perspective
- Low : Conventional historical short-term point of view

Monumentalism Index (MON)

- People are proud of being who they are and of their country and very religious
- People are very concerned about making their parents feel proud of them

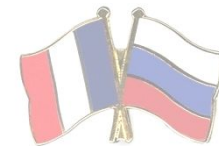


Our Sample

- Through Hofstede questionnaire, our study analyses
 - Russian and French people
 - People over 18
 - Experimenting their first job or internship in a company

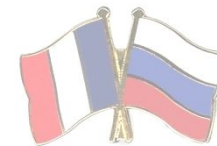
- Our effective sample comprises
 - 22 French people (10 women and 12 men)
 - 28 Russian people (18 women and 10 men)
 - 62% of the respondents are “academically trained professional or equivalent (but not a manager of people)”





Our Results (1)

Index	Russia	France
Power Distance R ≈ F	<p>15,93</p> <ul style="list-style-type: none"> • Very surprising result since Russia is one of the most centralized country in the world (93 in PDI in Hofstede results) • Explanation: people who just started working or are in an internship are usually pretty much supported by their bosses 	<p>14,09</p> <ul style="list-style-type: none"> • Surprising result as well since the power is quite centralized in France (68 in PDI in Hofstede results) • Unlike Russian, French workers are not afraid of giving their opinion, if they think it will help the company to get better results
Individualism R ≈ F	<p>47,96</p> <ul style="list-style-type: none"> • More collectivists than individualists • Relationships are very important to get information or to be successful in negotiations • They are trustful and take the responsibilities together 	<p>35</p> <ul style="list-style-type: none"> • More collectivists than individualists • Team-work is the most effective way to reach their goals and everyone can to give his opinion • They think they belong “in groups” and are loyal to it
Masculinity R ≠ F	<p>41,48</p> <ul style="list-style-type: none"> • Surprising low since Russians are seen as people focused on success and money • But Russian are looking for quality of life wherever they go (vacation) • And Russian don't like talking about the good things happening to them 	<p>7,95</p> <ul style="list-style-type: none"> • Result lightly too low but coherent with French characteristic • French people care for quality life and they are not competing amongst colleagues • If there is a conflict, they would rather speak about it and solve it in a democratic way



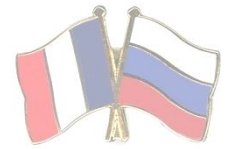
Our Results (2)

Index	Russia	France
Uncertainty Avoidance R ≠ F	71,85 <ul style="list-style-type: none"> Threatened by ambiguous situations <ul style="list-style-type: none"> □ Complex bureaucracy □ Formality as a sign of respect □ Low risk-taking in business 	44,55 <ul style="list-style-type: none"> Not afraid of changes and flexible Able to adapt the game patterns No need to have everything under control but like to plan as well
Long Term Orientation R = F	35,56 <ul style="list-style-type: none"> Russians prefer to have the results now <ul style="list-style-type: none"> □ Need to be rewarded in short-term 	35 <ul style="list-style-type: none"> Short term oriented society as well <ul style="list-style-type: none"> □ Driven by quarterly results
Indulgence vs Restraint R ≠ F	42,96 <ul style="list-style-type: none"> Restraint : <ul style="list-style-type: none"> □ Expect material reward if job well done □ Easily feel treated unfair □ Think that the objects they have 	61,82 <ul style="list-style-type: none"> Indulgence : <ul style="list-style-type: none"> □ Not very motivated by material reward □ Enjoy the moments (don't compare) □ Objects are needed to fulfill a purpose
Monumentalism	1,48 <ul style="list-style-type: none"> Strange results : Russian seems very humble, don't see themselves as stable Explanation : sample's age and low working experience 	29,32 <ul style="list-style-type: none"> Strange results as well Explanation : sample's age and low working experience



What conclusions from our results ?





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- **Trompenaars and Hampden-Turner Approach**

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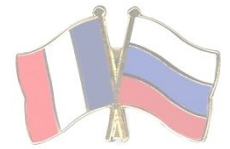


Trompenaars & Hampden-Turner Approach



- The approach is also called “Seven modern dilemmas”:
 - Universalism VS particularism
 - Communitarianism VS individualism
 - Neutral VS emotional
 - Diffuse VS specific cultures
 - Achievement VS ascription
 - Human-Time relationship
 - Human-Nature relationship



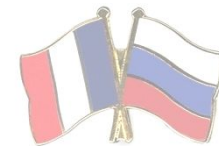


Our Sample

- Through Trompenaars & Hampden-Turner questionnaire, our study analyses
 - Russian and French people
 - People over 18
 - Experimenting their first job or internship in a company

- Our effective sample comprises
 - 21 French people (11 women and 10 men)
 - 20 Russian people (12 women and 8 men)
 - 87% of the respondents are “academically trained professional or equivalent (but not a manager of people)”





Our Results

Dimensions	Russia	France
Universalism VS particularism	Particularistic cultures (100%)	
Communitarianism VS individualism	Communitarian cultures (67% VS 79%)	
Diffuse VS specific cultures	A diffusely-oriented cultures (72% VS 84%)	
Achievement VS ascription	Neither (50/50)	Neither (50/50)
Neutral VS Affective	Neutral cultures (56% VS 64%)	
Attitudes toward the Environment	Inner-directed culture (56%)	Outer-directed culture (68%)
Attitudes toward Time	Present (44%)/ Future-oriented culture (50%)	Future-oriented culture (58%)

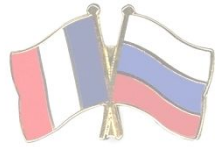


Our Results (2)



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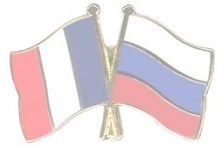
- **Conclusion**



Conclusion



Questions



Thank you for you attention !

