

# **Cross-Cultural Management**

**Group Project 1 : Russian vs French Culture**

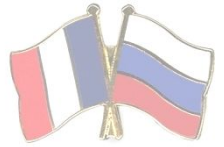


# Agenda

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- Hofstede Approach
    - Method Presentation
    - Our Sample
    - Our Results
  
  - Trompenaars and Hampden-Turner Approach
    - Method Presentation
    - Our Sample
    - Our Results
  
  - Conclusion
- 





# Agenda

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## □ Hofstede Approach

- Method Presentation
- Our Sample
- Our Results

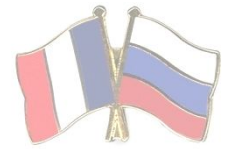
## □ Trompenaars and Hampden-Turner Approach

- Method Presentation
- Our Sample
- Our Results

## □ Conclusion

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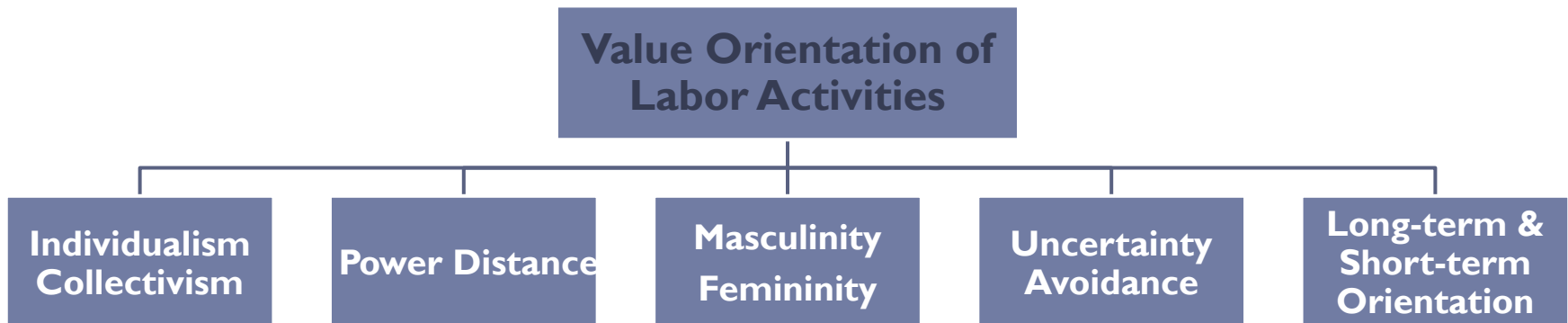


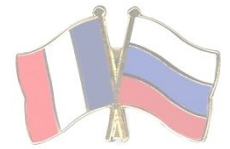


# Hofstede Approach

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





# Indexes calculated (1)

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## 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)

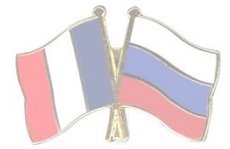
- Degree of interdependence a society maintains among its members (if they speak in terms of “I” or in terms of “we”)

• 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)

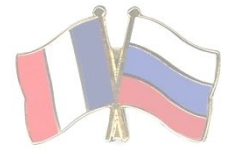
- Hedonistic behaviours :
  - How freely people can satisfy their basic needs and desire

## 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

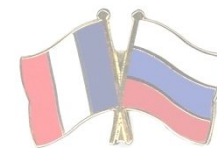


# Our Sample

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- 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)”

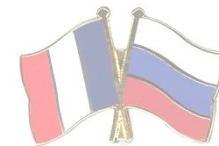




# Our Results (1)

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





# Our Results (2)

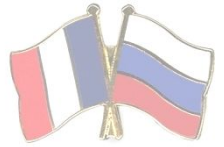
Index	Russia	France
<b>Uncertainty Avoidance</b> <b>R ≠ F</b>	<b>71,85</b> <ul style="list-style-type: none"> <li>Threatened by ambiguous situations           <ul style="list-style-type: none"> <li>□ Complex bureaucracy</li> <li>□ Formality as a sign of respect</li> <li>□ Low risk-taking in business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



What conclusions from our results ?

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- **Trompenaars and Hampden-Turner Approach**

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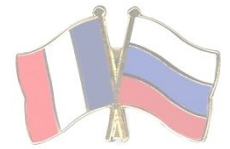
# Trompenaars & Hampden-Turner Approach

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- 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



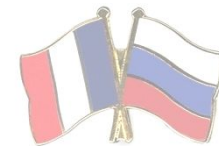


# Our Sample

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- 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

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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%)

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# Our Results (2)

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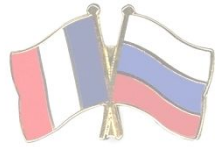


What conclusion from our results ?

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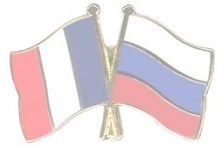
# Conclusion

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# Questions

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Thank you for you attention !

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