INTERCULTURAL MANAGEMENT: Morocco and India

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ABSTRACT

In the new generation of the world “the world is flat” (Friedman), companies are going into new markets or are already in a foreign market. A major issue when you have activities in a foreign market is the intercultural management. A lot of theories were developed around this topic to help companies to handle the problem that occurs when management fails to understand the incoming nation’s culture. The aim of this study is to apply these theories to a practical and specific case. The two mains areas explored, through the theories we choose to focus on, are: Culture and Leadership.

We choose to follow a deductive process using two research designs: the case study design and the comparative design. Our data was principally collected through our survey available at http://bachelorthesis.weebly.com/. That is what was considered as primary data. We also used secondary data that was already collected by Geert Hofstede and is available on his website http://www.geert-hofstede.com/.

Through this study we want to show the relation between culture and leadership by answering the following questions:

- How can companies benefit by having leaders who understand properly the aspects of intercultural management?
- We will discuss the methods that managers use to deal with different external cultures, preserve the internal corporate culture and maintain a stable work environment.
- What are the limitations of the use of these tools?
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How important is the shoe polish?

Before even getting into the heart of the matter, we would like to convey a small social experiment to help a person realize the extreme complexities with managing projects across multiple countries. These complexities will arise even before the productive and working part of the project management or deployment will occur.

Consider this: How far is religion tied into the society in the places where work is going to happen? For example, by taking the French way of doing business we have a timeline for a project, which aligns to predominantly Catholic holidays, vacation periods, and religious themes. (Easter break, Christmas, etc) Now add to this the Indian way of doing business and adjust the timeline to integrate the Indian holidays, which are more religiously driven by Hinduism. These holidays don’t fall on the same dates every year such as, Diwali. There are holidays that are only observed in certain areas of India like Navratri, which is typically more of a West Indian/Gujarati holiday. Concepts of Easter and such aren’t applied in India. To further complicate this, align the project timeline now with the holidays observed by Morocco, which are more Muslim driven. Here, the holiday calendar won’t be the same every year as they determine the holidays are based on a lunar calendar. Ramadan isn’t at the same period of the year every time. The same goes for Hajj and Al-Hijira. (the Islamic new year’s holiday) Now that the timeline is finished, we get to work, right? But wait, how about the political climate of the countries involved? Work is affected by elections, protests, labor strikes, or transport strikes just to name a few. Often politicians up for election keep their looks in order to gain the maximum amount of votes. To safeguard this, they sometimes scuff their well-polished shoes enough to not alienate the middle class votes and make them comfortable with voting for them. The scuffing, of course, not so much that it isolates the upper class campaign donors who also vote for the same politician.

This creates a cavernous black hole of what’s called Intercultural Management. It is by no means a process to take lightly and it affects nearly every corporate person who works in a multinational enterprise. None of this can happen unless the right questions are
asked. Is there a solution to any of this? Can’t there just be a formula where you combine the number of workers with the number of hours available for work to get the total timeline for a project? Is there, perhaps, a proper “scuff to polish” ratio to maintain the different cultures and workers?

**It’s a small world after all**

Globalization in a nutshell is essentially the idea that capital, information, culture, and labor cross the national and regional boundaries with ease and speed faster than imagined before.

“It is the interweaving of markets, technology, information systems and telecommunications systems in a way that is shrinking the world from a size medium to a size small, and enabling each of us to reach around the world farther, faster, deeper, and cheaper than ever before, and enabling the world to reach into each of us farther, faster, deeper, cheaper than ever before. That's what globalization is.” (Friedman, 2000)

There are multiple critiques to what globalization does, however. Leading economist and Nobel Prize winner, Joseph Stiglitz, feels differently about the outcome of globalization. He feels that it is “not working for many of the world's poor. It is not working for much of the environment. It is not working for the stability of the global economy.” (Stiglitz, 2003, p. 214)

This is based on heavy empirical observations and analysis of multiple trade policies that currently exist as the framework for liberalizing or opening global markets. “(Trade liberalization accompanied by high interest rates is an almost certain recipe for job destruction and unemployment creation – at the expense of the poor. Financial market liberalization unaccompanied by an appropriate regulatory structure is an almost certain recipe for economic instability – and may well lead to higher, not lower, interest rates, making it harder for poor farmers to buy the seeds and fertilizer that can raise them above subsistence. Privatization, unaccompanied by competition policies and oversight to ensure that monopoly powers are not abused, can lead to higher, not lower, prices for consumers. Fiscal austerity, pursued blindly, in the wrong circumstances, can lead to high unemployment and a shredding of the social contract.” (Stiglitz, 2003, p. 84)

Even though these views on globalization tend to be severely drastic in argument, there is no denying that this process has led to the shift of power between multiple countries. It is in this arena that culture takes precedence over commercial matters. The strength of one’s nation greatly deals with the business practices carried out in the world. We will use
this perspective in our means to understand have intercultural management is achieved with prowess.

**Total S.A.**

As our paper will primarily deal with the aspects of leadership and culture in a corporation, we must have a practical example, which we can assess in order to test the theories. For that reason, we picked Total S.A. as a company to focus on. To clarify, this thesis is not just about Total, but rather leadership and culture in a corporate structure as a whole. Total is one of the six supermajors that focus in the oil and energy industry. By nature, it is a French company that began operations shortly after World War I. As of 2010, Total employs around 96,000 employees and has operations that reach over 130 countries around the world (Total). The company is a largely privatized enterprise with only 5% of the shares owned by the French government. Their upstream processes focuses on oil exploration and production, creation of gas fields, and implementing solar power plants to supply electricity to the grid. The downstream process focuses on the refining and delivery of petroleum products. Lastly, their chemicals business process focuses on developing petrochemical products, fertilizers, resins, adhesives and electroplating among other things.

Our theoretical interest in the company deals with the management. As it is a multinational operation, the business processes are converged and various project tasks are distributed to employees in multiple countries. As it is a profitable venture and the verticals are quite efficient, understanding the methodologies that Total has in effect could provide a base for other multinational companies that are struggling with finding an economical benefit of globalization.

**Focus of Research**

It needs to be understood that the magnitude of a full fledged analysis crosses multiples areas of study included but not limiting to: commerce, technology, culture, language,
religion, sociology, economics, management, and finance. Empirical data collection itself would take years to compile, let alone analyze.

Ideally, we would like to cross reference management practices between all of the 130 countries, however, for the sake of this thesis, we would like to focus our research on two particular countries: Morocco and India.

Increased competition has led to nations and companies to adjust their resources very carefully to maximize output potential. Taking that into consideration, it wasn’t until recently that core business processes could be linked internationally while being economically viable. This presents us with an opportunity to focus on the cultural differences that work in the global arena and how to best utilize them for proper management under the right kind of leadership.

As this is a new feat that has been utilized efficient for a short decade or two, our conclusions will be applied to recent history, the present and the coming future. Cultural analysis will also go in cohesion with the economic histories of the three nations and their impact present-day functions.

**Theoretical Interest**

The theoretical interest of this report is to understand how the different works about culture, leadership and intercultural management made in the past years are applied today. We want to show how the success of a multinational is related to the culture of the country they are implemented in, the kind of leaders or managers that develop the business of the company and how it is related to the management of intercultural teams. This report will go through different theory about culture such as the work done by Florence Kluckhohn and Hofstede, but also Schein and Huntington. Then, we will analyze what leadership is along with the difference between leaders and managers.

**Aim of Report**

The aim of our report is to understand the relevance of multiple theories in the success of intercultural management. We want to ask the question about how companies can benefit by having leaders who properly understand the aspects of intercultural management? What is assumed is the following: a) that intercultural management is important; b) some companies have mastered the subject matter; and c) many companies should take intercultural dynamics important in order to compete on a global level. To get there, this will include the five cultural factors of Hofstede’s theory. These are the Power Distance Index, Masculinity vs. Femininity, Individualism vs. Collectivism, Uncertainty Avoidance and the Long-term vs Short-term orientation. Additionally, we will discuss the
sense of life defined by Florence Kluckhohn. She postulates how human attitudes change more frequently than core values, so the perception one takes on a scenario has a lot to do with culture and setting.

The second portion is to understand how leadership creates and changes culture within the company for the better or worse. We will use the works of Goleman, who defined the six styles of leadership; the work of Schein on leadership and organizational culture; Mintzberg and his facts about managerial duties.

Lastly, we will discuss the methods that managers use to deal with different external cultures, preserve the internal corporate culture and maintain a stable work environment. This will comprise of heavy discussion for the importance of the culture clash, the different work values that are emphasized in different countries and environments. We will apply the theories presented and explained in the theoretical framework part to a practical application of the theories. We will analyze a multinational enterprise (Total S.A.) in two countries in two different continents: Morocco and India, both being from Africa and Asia respectively. The striking cultural differences within the two nations are going to be compared and constructively criticized.

**A Guide for the Reader**

The aim of this practical analysis is to bring the idea that even if the company is bringing the same product, they have to adapt to the countries where they operate in order to maintain a comparative advantage on both sides. The second motive is to show that one company can work together from two different countries by finding a common ground where business can be productive and functional.

To simplify our process, the following graphic will show the course of our argumentation from discovery to final statements.
Research Methodology

- The methods that assisted in gathering the research materials
- Collection of empirical data using specific processes

Theoretical Framework

- Theories that will be discussed to interpret the empirical data

Situational Analysis

- Displaying the relevance of intercultural management

Conclusion

- Bringing together all the concepts studied, answer the initial research question and critique our own research
RESEARCH METHODOLOGY

The research methodology is the first step to write a thesis because in this part you define how you will make and how you will analyze your study. In this part we will define our critical thinking, the use of inductive or deductive method. Then we will describe the research design that we will follow to collect our data so if we will use the experimental, cross-sectional, longitudinal, case study or the comparative model. The next step is the collection of data, so our research strategy, do we collect quantitative or qualitative data or both. Do we collect our own data (primary data) or we analyze data collected by others (secondary data). Also we will explain why it’s interesting to use mixed method, so the combination of quantitative data and qualitative data. To finally show what are the different point on which we have to be critic.

A) Theory method

A thesis is a critical thinking on a subject. In this thesis we will show the link between theory and the real life or world.

“Originally the word theory is a technical term from Ancient Greek meaning “a looking at, viewing, beholding”, and refers to contemplation or speculation, as opposed to action. Theory is especially often contrasted to "practice" which is used in a broad way to refer to anything done for the sake of any action, in contrast with theory, which is not.” (Wikipedia)

1) Critical Thinking

According to Bryman & Bell, there is different critical thinking in research. These two thinking are known as deductive and inductive. This process of thinking or research it’s what make a link between (grand or middle-range) theory and the real life, the social life. The two ways of thinking are the opposite of the other. The deductive process is starting from general aspect to observe a specific case and critic the general idea or theory. The inductive process is the opposite you start from a specific observation and you try to generalize this observation on a more general aspect.
2) *The deductive theory*

The deductive theory is the commonest definition of the relation between theory and research. The deductive theory is the “scientific” process. The researcher start from what he knows in a specific area or domain and from the theoretical framework on this domain. Then he makes his own hypothesis on the subject of the study, which will be verified or tested in the real world. So the next step is to convert hypothesis (words) in operation (action). This means collect the empirical data in relation to the concept that make up the hypothesis. The researcher has to make now his own conclusion in comparison with the data that he has collected, then he compare that with the hypothesis that he works with and so confirm or reject it. Finally the last step of the deduction thinking process is a movement in the other direction, an induction movement, which is the revision of the theory. That’s mean that the researcher with the specific aspect in his findings will modify, adapt or support the initial theory.

The deductive thinking process can be view as follow: (Bryman & Bell, 2007, p. 11)
Like we said the deductive process, starting from the general to go on the details, is the contrary of the inductive process.

It’s so logically that the inductive process starts form the observation or findings to finish to the creation or modification of a theory.

As the deduction has a part of induction, the induction has a part of deduction. When the theoretical reflection is over the researcher might have to collect others data that’s a strategy called iterative, moving back and forth between data and theory. The induction contrary to deduction is more an empirical generalization.

This generalization can cause several problems and the most important one is the clarity of the theory. That’s the biggest problem with the induction; it produces a lot of empirical evidence but only few theories.

Finally as deduction is linked with quantitative data, induction is linked with qualitative data.
4) What we chose

We decide to use the “scientist method” which is the deductive process. Intercultural management is, in the present day, a well-known problem. It is a topic on which lot of research was conducted; so we knew that a lot of theories were write about. Also we had classes about culture & leadership in Linköping University, we studied the impact of leadership on culture; we learnt the link between both topic.

Whereas if we look deeper, everything start with a discussion between Deven and Franck, where we talked about the countries from which we come from, and when we were talking, we saw the differences between our both culture, by making observation of our countries. We can say that the idea of the topic for the thesis come from an inductive process, but the research that we conduct to write this thesis followed the deductive process.

We started by reading theories about the topics; we read Maslow, Kahle, Kluckhohn and Storbeck, Goleman, Mintzberg, Schein, Huntington, and others researcher’s work. From these lectures we decided which one we want to use and study.

Then we made our hypothesis from that, and be more specific in our research questions, because this topic is really broad, and with the resources and the time that we had to make this thesis we have to focus on some clear and specific points. The rest of the process will be explained in the following parts.

B) Research design

In succession to the first step in the research strategy, now we will have to decide and make choices about research design and research method.

Bryman and Bell define research design and research method as following:

“A research design provides a framework for the collection and analysis of data. A choice of research design reflects decisions about the priority being given to a range of dimensions of the research process.” (Bryman & Bell, 2007, p. 40)

“A research method is simply a technique for collecting data. It can involve a specific instrument, such as a self-completion questionnaire or a structured interview schedule, or participant observation whereby the researcher listens to and watches others.” (Bryman & Bell, 2007, p. 40)

Research method is associated with research design. Different research methods exist such as observation, interviews, documents, questionnaires ... Fives types of research designs are explained by Bryman and Bell. In our thesis we will focus on two of these
design the case study and the comparative design. We will use these two designs in our empirical and analytical part.

1) Case study design

The case study design is focus on one and unique case. A case study can be:
- A single organization: Total, Microsoft, Apple, …
- A single location: a factory, a bakery, …
- A person: Study on women where each woman is a separate case
- A single event: Space shuttle Challenger disaster in 1986, a boat accident, …

According to Knights and McCabe (1997), case study design is a method where qualitative and quantitative method can be combined. That’s why in case study research researchers use both, they use mixed method research. (This point will be developed later view 1.D).

In case study, the case is an object of interest in itself. As well it is hard to say that case study design is really a specific design because almost every research can be seen as a case study.

In the case study design, according to Bryman and Bell (Bryman & Bell, 2007, p. 64), there are five types of case, which are:
- The critical case: It’s a case where researcher’s clear hypothesis are better understandable
- The unique case: it’s a case that is unique (rare), it’s a common phenomena in clinical search
- The revelatory case: It’s a case that wasn’t studied before
- The representative or typical case: it’s a case that represent a common and usual situation
- The longitudinal case: it’s a case where the evolution over the time is observed

Now case study design is no more just a study of one single case, in business and management research the number of multi-case study grow a lot. This multi-case study is more comparative case because in general researchers, who use this multi-case, make comparison between them.

2) Comparative design

The comparative design is a method to compare two or more cases. In this design the researchers need at least two cases and collect data approximately at the same time.
Some examples of this comparative design are cross-cultural and intercultural research. This research method permits to analyze phenomena in 2 or more countries with the intention to compare them and observe the differences and similarity in the socio-cultural settings.

In recent years, there was a tendency to observe and reflect about the adaptation of management theories, in non-Western countries in particular. Cross-cultural and intercultural approaches sound similar but there are some distinctions. Usunier (1998) define:

- “Cross-cultural approaches: which compare national management systems and local business customs in various countries
- Intercultural approaches: which focus on the study of interaction between people and organizations with national/cultural backgrounds” (Bryman & Bell, 2007, p. 67)

Comparison between nations is not the only one that it is possible to make in the comparative design; the comparison can be made on a wide variety of situations. Take several cases allows the apparition of variation, and the limitation of the number of cases depend to time and resource constraints.

3) Level of interest

Business researches can be made on different levels, four levels has been determined by Bryman and Bell: (Bryman & Bell, 2007, p. 69)

- Individual level: research focused on individual, human
- Group level: research focused on group such as department, project team, …
- Organization level: research focused on companies
- Societies level: research focused on national, political, social, environmental and economic contexts

These four levels as also known as the SOGI model (Societies, Organizations, Groups and Individuals)

4) How we have conducted our research

Like we said, we decided to focus on two designs: the case study and the comparative design. We use these designs because they are similar they can be used together. We can say that we used the case study design; we focused on one organization, Total SA, but we studied this organization in two countries, Morocco and India. That’s introduce the comparative design, in this thesis we will compare two case, Total Morocco and Total India. We will compare these two cases at the same point of time.
The case study of Total can be see as a representative or typical case because it’s common that an important western multinational has activities in eastern countries or think to develop activities in such countries.

Our research will be focus on two levels, the societies level and the organization level. We will analyze Total in the countries, how they work, who works in, … and we will also analyze the social environment of Morocco and India.

C) Collecting data

1) Quantitative data

In the last paragraphs we have talked about quantitative data, which is a collection of numerical data in general in a deductive approach. The process of the quantitative research is similar to the deductive.

Concept

According to Bryman & Bell, the goal of the quantitative process is to measure concepts. The concept is the basis of theory, and the starting point of business research. A well-known concept is IQ but it’s a mistake that a lot of person make. IQ is the measure of the concept of intelligence. There are a lot of other concept and measure of the daily life such as temperate measured by Celsius or Fahrenheit or length measured by the metric scale, …

When the concept has been measured the data can be an explanation, a representation of the social world.

Measure

The measure is an important preoccupation for researchers and there are three reasons for that.

First of all it permits to find differences between people on the measurable concept. Bigger differences between people, easier are possible to find them but small differences are harder to detect.

Then Bryman & Bell say that the measurement is a good tool to understand this differences between data. Moreover time or researchers shouldn’t affect the measure but that doesn’t mean that the measure can’t change and be affected by the social process. It means that the measurement (the way we measure) has to be the same over the time and if researcher change.

And measures permit us to appreciate the links and understand relation between concepts (correlation analysis). For example it can be the relation between the stress at work and the job satisfaction.
2) Qualitative data

We talked about quantitative data, now we will focus on the qualitative data. The qualitative research is not the same that quantitative. When quantitative research focuses on numbers, the qualitative research focuses more on words. According to Bryman and Burgess (1999), “qualitative research” describes a research where quantitative data are not collected.

3) Primary data and secondary data

Primary data are data that are collected directly by the researcher through interviews, surveys, ... when primary data are collected, there are new data, they are not yet interpret and analyze.

Secondary data are data collected may be analyzed by others researchers. Collect primary data are time and resources consuming, especially for students. That’s why secondary data offers some interesting opportunity. The advantages that provide secondary data are not inconsiderable.

The first advantage concern cost and time, good-quality data are accessible easily and for free.

Then the high quality of data available is also on advantages of secondary data. Data that are collected through a rigorous process and these data are representative of the concepts that are studied. Data represent also a national idea that allows cross-national comparison. High-quality data are available through research lead by highly experienced researchers, use their data and analysis can be really helpful in a research process in which time and resources allocated are not sufficient to collect primary data.

Work with secondary data allows the researcher to focus on the analysis of these data. The time that is not spent in the collection of data can be use in the others step of the qualitative process.

The reanalysis can offer new interpretations. Research is easily influence by personal values or views. A researcher can consider some variable and reject others that are why a new analysis can bring new visions; also the apparition of new theories can also change the first interpretation of data. That’s why a new analysis can be highly relevant in a research process.

If secondary analysis has good advantages, it has also limitations.

The first limitation of the secondary analysis is the lack of familiarity with data. Collect your own data permit you to be familiar and know the structure and contours of your data.
The control on data quality is also a limitation on secondary analysis, you don’t know who collect these data and how they collected them. Also the data collected by precedent researchers are not always collected to answer the research question of your thesis.

4) How we have collected data

First of all we decide to use both types of data, because our thesis in more focus on the perception of humans or individuals on their social environment but also the use of measurable data (quantitative) can be really helpful to understand what people think and to facilitate to the readers the concept explain but the relevance of the use of mixed method will be explain in the next part. We have collected our data in several ways. We obtain an interview with Kenza Bouamrani, Responsible marketing network and sales promotion in Total Morocco. We used a semi-structured interview, which was supposed to be a 30 minutes interview, but at the end we spend more than 50 minutes with Kenza Bouamrani. We asked her how Total and their employees work in Morocco, but we needed to prepare first some questions to focus the discussion on the points that we needed for our research. The transcription of the interview can be found in the Appendix. Then we also collected our data through a survey available online at the address http://bachelorthesis.weebly.com/. That’s how we collected our primary data. For our secondary data we visit Hoefstede website http://www.geert-hofstede.com/. We also find others secondary data through search on Internet and different books.

D) Mixed Method

Mixed method research is the term that we use to describe research that combines research methods that cross the two research strategies. By research strategies we mean both qualitative and quantitative research in a single project.

Hammersley (1996) has proposed 3 approaches to mixed methods research: (Bryman & Bell, 2007, p. 645)

- Triangulation, which is the use in a qualitative research of quantitative data to corroborate the results or vice versa.
- Facilitation, is the use of one of the two research strategy to help in a research process that use the other
- Complementarity, is the use of both strategies to observe different aspects of an investigation
1) **The idea of triangulation**

The triangulation comes from the navigation and military strategy. It refers to the process of taking multiple reference point to locate a position.

![Triangulation in the mixed method](image)

Webb et al (1966) conceptualized triangulation as the use of several methods of measurement associated with the quantitative strategy to have better results.

Morgan (1998b) proposed 4 approaches to mixed methods research based on 2 criteria: (Bryman & Bell, 2007, p. 646)

- The priority decision, what's your principal data-gathering tool, the quantitative or qualitative method.
- The sequence decision, what comes first, the qualitative precede the quantitative method or the opposite.

The combination of these 2 criteria creates 4 possible approaches.

2) **One research strategy can help the other**

Qualitative research, with its unstructured and open-ended approach to data collection, can be a basis for hypothesis that can be verified, observe, analyze in a quantitative research strategy.

The knowledge learn through qualitative research can also be used to create survey question for structured interviews and self-completion questionnaires.
If qualitative research facilities quantitative research, the other sense is also true. How the quantitative research can help the qualitative one? By selecting people to interview or the company cases that could be interesting.

The use of mixed methods research is really relevant when a researcher can’t base his research on one method (quantitative or qualitative) alone. This need can come from several reasons, such as information are not available through qualitative interviews or observation, or because certain person are not accessible.

3) Why we used both strategies
Like we said the use of both doesn’t mean that they are not linked. It’s not that we make the quantitative research on one part and the qualitative on another. Our thesis was more concentrated on the use of quantitative research because in this thesis we analyze the perception of people, their feelings in a measurable amount. However with the Hoefstede theory, which measures five, dimensions the quantitative research become even more relevant. We used Hoefstede to help the reader to understand the concepts involve, and also to help him to make easy comparison between countries. As a proxy and a safeguard against an all out numerical result, we did interview a person from Total just to get a partial qualitative perspective on the matter.

E) Criticism
1) Reliability
The question that is imply when we talk about reliability is “does a study is repeatable”.

The idea behind the word “reliability” is if someone else conducts the research, he will find the same result or not. For example if result of a study fluctuate largely, the data and analysis made can be consider unreliable.

Reliability is really close to the idea of replication, or of replicability. If we don’t know how a researcher had conducted his research procedure in details the repetition can’t be possible.

2) Generalization
“Generalization aims to define until which point the research’s results can be extended to other research settings such as a wider population” (Sauders et al, 2007).

We didn’t have enough resources and time to make more observation on other cases, so the choice of Total was important because it permit to study the same company, who makes the same business, has the same goal in two different environment. The thesis
here can’t be generalized and lead to something as “all company in India or Morocco work in these ways” our aim is to show that Total is a good representation of the environment in these countries, so we want to arrive on something more “there is a some Moroccan or Indian companies in India and Morocco, which work like Total”.

3) **Validity**

The idea of validity concerns the conclusions that are generated by the research. Does these conclusions are good, does the data collected are coherent with the research question?

There are several types of validity.

The measurement validity, which is principally related to quantitative research, is the validity of the measurement of concept. Does the measure reflect the concept that they are evaluating? If not that’s meant that the findings are not relevant so it’s not a valid measure of the concept. If the measurement validity is valid, the measure is reliable.

Then the internal validity, concern a causal relation between variables. “If we suggest that x causes y, can we be sure that it is x that is responsible for variation in y and not something else that is producing an apparent causal relationship?”. (Bryman & Bell, 2007)

If there is an internal validity we can assume that there is an external one. The issue of the external validity is the generalization of the findings in the context research.

4) **The critic of our thesis**

The small number of responders is not enough to be representative of the countries. It’s not sure that the results can be the same if the persons that answer are different. Although the sample is not representative, the similarities and the concentration of the answers show a constant that can allow us to think that the idea and the results from the collection of the data are the general idea of the people in these countries and so think that if another researcher conduct a study in Morocco or in India, he will find the same result. It’s the same thinking concerning the generalization. The small sample is not enough to be representative but all the answers are more or less the same, which can allow us to think that the conclusion made after the observations/empirical findings and the analysis.

Concerning the validity of our theory, the secondary data collected by Hofstede are consider valid, he is a well-known researcher and the five cultural dimensions that he developed are taught worldwide. Also the primary data collected in this research are valid because the questions asked, through our interview and our survey, are coherent with the aim of this thesis.
A) Culture

"Any culture can be seen as a set of symbolic systems, foremost among them the language and says a lot and more (order, politeness, it is a system of codes, words carry meaning, together they express more, language is written, drawn, spoken...), the marriage rules (family construction, who belongs to who...), economic relations, art, science, religion. All these systems are intended to express aspects of physical reality but also of social reality (very important in management), and more in the relationship that maintain these two realities. " (Strauss, 1950, p. XIX).

The system is a way to understand a complex reality. There is a system where several elements work together (biological system gives us life, for example). The entire is reproducible.

The symbolic function: represents what is not there but that exists (object, person, really...). Examples:
- Symbols (justice, religious symbols...) which evoke something
- Japan: one does not strike, massive reproduction of the family model

1) The Five Dimensions of Culture by Hofstede

Hofstede analyzed culture on five dimensions, which are: Power Distance Index, Individualism vs Collectivism, Masculinity vs Feminity, Uncertainty Avoidance Index and Long-Term Orientation vs Short-Term Orientation.

The use of Hofstede theory can be really useful for business life, if you have to be in contact with people from another culture, you can use the Hofstede’s five dimensions to understand how this people work on a day-on-day basis.

The scale used by Hofstede is 0 to 120. On the Appendix 1 you can find world maps, which shows the scores around the world and illustrates by colors. The scale is going to be:

1-20  21-40  41-60  61-80  81-100  101-120

Figure 6: the Hofstede scale
**Power distance**

Hofstede’s first culture dimension is the power Distance Index. It measures the inequality between humans. “Inequality can occur on different areas: wealth, power, laws and right or social status…” (Hofstede, 2003). The power distance is installed by the social environment of the country some countries put more weight on one area than the other. The power distance can be shown in organization with the Boss-Subordinate relationship.

A country with a high Power Distance score is a society where inequalities are accepted between people; people have a specific "place" in the society.

A low Power Distance indicates that a society does not show differences in people’s status, it means that power is shared and dispersed and the members of the society. People view themselves as equals.

**Individualism and collectivism**

Individualistic societies are the lack of ties between individuals who are weak and small: people take care first about them and their immediate family. “Collectivistic societies the ties between people are strong. Individuals are integrated into strong, cohesive in-groups, which throughout people's lifetime continue to protect them in exchange for unquestioning loyalty". (Hofstede, 2003)

A high IDV score indicates a loose connection with people so it represents a highly individualistic society.

A society with a low IDV score represent a collectivistic society in which the wealth of the group is more important than the wealth of one individuals.

**Masculinity and femininity**

Masculinity versus its opposite, femininity refers to the distribution of roles between the genders.

“A masculinity society have clearly distinct social gender roles” (Hofstede, 2003); men are supposed to be assertive, to be the provider, and focused on material success whereas women are supposed to be more modest, tender, and concerned with the quality of life; femininity pertains to societies in which social gender roles overlap and where women and man can make the same work, powerful and successful women are admired and respected, men and women as seen as equals.

High MAS scores are found in countries where men are expected to be tough, to be the provider, to be assertive and to be strong. If women work outside the home, they have separate professions from men.

Low MAS scores do not reverse the gender roles. In a low MAS society, the roles are simply blurred. You see women and men working together equally across many
professions. Men are allowed to be sensitive and women can work hard for professional success.

**Uncertainty avoidance**

“Uncertainty avoidance deals with a society’s tolerance for uncertainty and ambiguity” (Hofstede, 2003); it refers to members in the society that feel uncomfortable or comfortable in unstructured situations. Uncertainty avoidance is not the same than risk avoidance. The uncertainty of future is a human problem since the man is a man. In the human life we try to face this uncertainty through law, religion and technology. In organization this uncertainty avoidance is link to technology, rules and rituals.

High UAI-scoring nations try to avoid ambiguous situations whenever possible. They are governed by rules and order and they seek a collective “truth”.

Low UAI scores indicate the society enjoys novel events and values differences. There are very few rules and people are encouraged to discover their own truth.

**Long- versus Short-term orientation**

Long-Term Orientation is the fifth dimension of Hofstede, which was added after the original four to try to distinguish the difference in thinking between the East and West. From the original IBM studies, just the first last dimensions were presented.

Persistence, ordering relationships by status and observing this order, thrift, and having a sense of shame characterize long-term orientation societies.

Short-term orientation is characterized by respect for tradition and reciprocation of greetings, and fulfilling social obligations. The short-term orientation tries to protect one’s “face”. It is related to the past: respect for traditions, social obligations, and stable development.

A new theory based on the Hofstede’s dimensions were created, this theory is name the GLOBE (Global Leadership and Organizational Behavior Effectiveness) Taxonomy, it’s composed by 9 cultural dimensions:

- Performance Orientation
- Assertiveness
- Institutional Collectivism
- Future Orientation
- Power Distance
- Humane Orientation
- Uncertainty Avoidance
- In-Group Collectivism
- Gender Egalitarianism
We decided to focus on Hofstede and don’t take in account this taxonomy.

2) Kluckhohn and Strodtbeck's values orientation theory

“Cross-cultural psychology has two broad aims: to understand the differences between human beings who come from different cultural backgrounds, and to understand the similarities between all human beings. The similarities may be sought at all levels - from the physiological (our eyes are able to perceive colour) through the cognitive (we are also able to perceive perspective, or relative distance), to the personal (we can be both happy and sad, gentle or aggressive) to the social (we all relate to our parents and siblings), to the cultural (we all share cultural norms with others of the same cultural background).” (Hills, 2011)

The theory studies mindsets and attitudes and initially it was to be thought that “if we could measure them accurately, they would enable us to predict human behaviour. And predicting behaviour is what all psychology is about” (Hills, 2011).

However, the reality was far from it. For one thought and mindset that was formed, another to counter it appears on the other side of society. The overall lesson was that human psychology and the attitudes we convey “are much more complex than we had realised, and that they have to be measured very carefully” (Hills, 2011). This is not an exact science by any means, which really is helped by the fact that humans generally change their ideals and values a lot less frequently than their attitudes towards the values. This led experts to start searching for a more reliable method to understand the human behavior. People generally have less core values than the attitudes they could carry that depend from person to person. This includes things such as “honesty and courage, peace and wisdom, are recognized in all human cultures.” (Hills, 2011)

One theory of basic human values, which has been instrumental in the way perception of values is achieved, is the study by Florence Kluckhohn and Fred Strodtbeck. They wanted to theoretically prove Ms. Kluckhohn’s husband’s hypothesis in a practical manner. His definition of a value is: "A conception, explicit or implicit, distinctive of an individual or characteristic of a group, of the desirable which influences the selection from available modes, means and ends of action.” (Kluckhohn, 1951)

They categorized these values and gave them a sense of orientation that differentiated the manners in which people behave regarding different issues. The main issues are displayed in the following graphic.
The reasoning in applying this theory is that people are inherently different not just by their culture, but also by how their perception of key issues takes place. This forms their attitude, which they bring to every occasion different. For example, a man could respect a hierarchical orientation when serving in the armed forced, but when he returns home he transfers the attitude to the “as equals” orientation with his spouse and loved ones. These attitudes are what make leadership in the workplace inherently associated with culture with strangely little or no dependencies.

3) **Schein and the organizational culture**

The biggest mover to understand the complimentary nature of leadership (leadership in Schein will be explain in the next part) and culture comes from Edgar Shein, who used to be a professor at MIT’s Sloan School of Management. According to Dr. Shein, the cultures that are existent around the world needs to be defined at the core before any relation between leadership and culture can be fostered or studied.
To Dr. Shein, culture is something that connects us to others via multiple channels. It is a “dynamic phenomenon and a coercive background structure that influences…and is constantly reenacted and…is shaped by our own behavior.” (Schein, 1992) This is a part of society that takes the approach of being in tradition for many years. It’s to help maintain a social order because the very notion of culture implies a sign of stable and rigid notion. What is felt, what is in perception, what is felt and enacted upon in a society matters greatly. The same values are to be shifted to an organization where the connection between culture and leadership is first forged.

The best analogy to be made is that “culture is to a group is what personality or character is to an individual.” (Schein, 1992, p. 14). How our personality shapes who we are or what we do and the way we do things, culture is the social constraint of a group’s behavior. This works best because in a culture, the underlying core values are to be known and upheld by every member of society. Similarly, the process in a group or an organization starts with the formation. Inherently, there are four steps that a group goes through in order to perform with a consistent mindset.

![Figure 8: The four steps of a group](image)

<table>
<thead>
<tr>
<th>Group Formation</th>
<th>Key issues: Inclusion, Identity, Authority, and Intimacy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group Building</td>
<td>Key issues: Overconfidence, Idealism, Conformity, Differences ignored</td>
</tr>
<tr>
<td>Group Work and Functional Familiarity</td>
<td>Key points: Differences embraced and valued, mutual acceptance</td>
</tr>
<tr>
<td>Group Maturity</td>
<td>Key points: Focus on stability, major differences and creativity seen as threat</td>
</tr>
</tbody>
</table>

Eventually, the norms that work will slowly become accepted and morph is to cultural assumptions. However, to get there, the group’s chance of survival and workability depend on the four-step segmented process.
1. **Group Formation**: At this stage, the group is just formed and the people within the group are unsure as to where the direction the group is taking. There are issues that have to do with inclusion and the ability to exhort power or influence over group mates.

2. **Group Building**: This is the stage where everything has been clarified and the shift from thinking as group mates to teammates begins. In layman’s terms, it ceases to become a room filled with people, and rather a single entity. The issues here have more to go along the lines of overconfidence. The group will accomplish a mundane task and claim to be superior over others by the proxy of a “fantastic” group dynamic. The differences are ignored, which will subtly create tensions from within.

3. **Group Work and Functional Familiarity**: The differences that were beginning to cause tensions in the previous step now are embraced slowly. Tensions begin to ease and the group shift towards mutual acceptance begins. The group understands those differences and works in tandem rather than splitting apart.

4. **Group Maturity**: If the group reaches this final stage, then the identity and role of every person in the group is clear and attempts will be made to preserve that group’s integrity. A notion of tradition will start and the shift will now be towards a focus on stability. At this point, this issues arises that creativity and major differences are seen as threat that could change the social order.

There will always be a need for a group to “accomplish it’s task and to create for itself a viable and anxiety-free organization” (Schein, 1992, p. 218). This is a crucial point that goes into how leaders embed and transmit culture through their management. Once the cultural assumptions are made, the new members are going to experience them as a fixed work environment. The leaders need to combine this culture of the organization and work with the culture of the land.

**4) Clash of Civilization**

The Clash of Civilizations is a theory that Samuel Huntington proposed to understand the conflicts between cultures. The main focus of the article is based on the major civilizations that Huntington feels are influential and can have different viewpoints.

They are as follows:
- **Arab/Muslim World**: This includes all the northern African countries, a few South East Asian countries and most of the Middle Eastern countries spanning all the way to Pakistan
- **Western Civilization**: This includes North America, Western Europe, and Australia
- **Latin America**: This includes most of Central America and South America
- **Eastern World**: This includes most of the South East Asian nations
- **Hindu Civilization**: This includes most of South Asia with India, Bhutan and Nepal
- **Orthodox World**: This includes almost all of the former USSR nations in present-day

*Figure 9: Map of the Clash of Civilization*

In addition to this sectional divide based on society, religion and previous political alliances or influences; there is a *clash* that Huntington talks about which favors or goes against the overlying conflict. He believes that the “core state conflicts are on a global level between the major states of different civilizations.” (Huntington, 2002, p. 207). According to Huntington, these social conflicts are mainly between Muslims and the non-Muslim population of the world. This theory is greatly utilized in the paper is a general way to look at macro trends in civilizations and their similarities.
**B) Leadership**

1) **Goleman – Leadership that gets results**

Daniel Goleman wanted to get a detailed reasoning as to what makes an effective leader. He noticed from an index of 3000 executives that there are different types of leaders that emerged each with a different set of skills and different uses. Some were better during a crisis, some were better during day-to-day activities and some were better with bigger or smaller teams. The findings he found we compiled into a report he submitted to the Harvard Business Review, who later published it. (Goleman, 2000)

The breakdown of the report will be presented by first understanding the six factors of leadership that can influence a work environment, and then an outlook of the six styles of leadership will be given.

**Goleman and the six factors of leadership**

![Figure 10: The six factors of leadership](image)

A leader to their subordinates in order to have a good purview of the group and have a shot at successfully leading a team must convey these six factors:

- **Flexibility:** the employees needs to be able to feel the ability to innovate and be creative with the tasks and assignment given to them
• **Responsibility:** if an employee won’t feel the attachment or accountability to the task given to them, they’ll most likely not put as high of an effort

• **Standards:** There needs to be a set of rules that a employee must follow so there can be a systematic order

• **Rewards:** incentives are a great way to motivate employees to work harder towards the goal of a team or finishing a project

• **Clarity:** the employees need to have a clear understanding of what the mission of the team is and what values are appreciated

• **Commitment:** A leader must convey the urgent need for commitment in any project or organization because without a strong commitment from every member, the organization risks falling apart

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**The different styles of leadership**

There are multiple styles of leadership and each of them have an impact on the climate of an organization. The styles are as follows:

**The Coercive Style** is the least effective style according to Goleman. The style means the leader demands immediate compliance and there is a damaging effect to the reward system that’s valued. Key competencies in this style are the leader's drive to achieve a goal, the initiative taken by the leader and the ability to give initiative to their workers, and self-control in most scenarios. This lets the leader work very well in a crisis scenario, to be able to turn a project around or when there is an issue with an employee. However, the overall attitude conveyed by this style gives a negative (Goleman, 2000) impact for the most part and as a result, does not come highly recommended.

**The Authoritative Style** requires a leader to have a strong level of enthusiasm and to have a clear vision for their organization. This is most effective when the leader can motivate people by offering clear explanations for their tasks. The person has to be able to give assurance and their pledge to hold the organization’s mission. This style stands apart because there are standards made by the leader. The clarity in what the flexibility and reward is for completing a task is important. This style works best in almost every scenario and the impact tends to be strongly positive (Goleman, 2000) in a work environment.

**The Affiliative Style** needs a very gregarious leader. This person likes to be around other people as the style revolves around people the leader is near. The leader using this
style can bond with their associates and subordinates. This will create a loyalty, but in return the feedback must remain positive. Most people very closely associated this style with the authoritative style, yet this one is more personable. The leader builds emotional bonds and often puts their associated before themselves. This is quite effective as communication tends to be very clear and the freedom is given to their employees to finish the job in their most effective way. (re: flexibility) The impact is positive (Goleman, 2000) on the climate and the work environment will clearly notice this.

The Democratic Style focuses the leader to not have an idealistic view for an organization. That’s not to say that work can’t be done. The main focus here is on clarity. What can or can’t be accomplished realistically is clearly defined. The leader builds trust, respect and commitment (Goleman, 2000). At the end of the day, the style works best when there is a consensus based approach to a solution or if input from employees is necessary. The impact of this style is positive overall, but there is a larger delay on thing that needs quick resolutions.

In the Pacesetting Style, the leader has high standards for what needs to be accomplished. There is an obsession with getting tasks done faster and better (Goleman, 2000). This leads to a very negative impact on the work environment as the work is given to employees with a task becoming very routine. This leadership is known to put less emphasis on flexibility and as a result, often tends to alleviate the employee from any responsibility.

The Coaching Style means that leaders puts a larger emphasis on finding the strengths and weaknesses and tie them to their aspirations. This mentality is used when a leader is trying to develop a future leader for the organization. This gives employees a long-term clear vision to think about as their place in the team isn’t being contested for. This encourages them to create goals and as a generalization, this is the least used style of leadership. The impact is quite positive.

Type of leadership in focus
Practical applications of leadership nothing practical because we need theory so we can use Mintzerg theory.

2) Mintzberg and the manager’s job
Henry Mintzberg’s study has to do with the role of a manager overall, regardless of what industry the organization is focused in. The analysis debunks the four myths, which Mintzberg believes are fully false when it comes to managerial duties that are assumed in modern society. These four myths are:

- The manager is a reflective and systematic planner
- The manager never has any regular duties to perform
- The senior managers need collective aggregate information to function properly
- The manager’s profession is becoming a science which can be understood clearly

In addition to the four myths, Mintzberg believes that there are 10 roles a manager needs to be aware of to be successful at accomplishing any task. They are divided into sections where there exist 3 interpersonal roles, 3 informational roles and 4 decisional roles. These myths and roles will be discussed in detail shortly.

Firstly, the myths need to be discredited. In Mintzberg’s study the first myth was regarding the manager is a “reflective and systematic planner” (Mintzberg, 2007) and that is not true. According to him, managers have to work in a place where their duties are constantly changed. Whether it’s the pressure of what needs to be done or their responsibilities change due to changes in staffing and upper management, they rarely remain systematic and often have to be flexible with their work.

The second myth deals with the notion that “a manager never has any regular duties to perform.” (Mintzberg, 2007). Mintzberg’s belief relies on the thought that managers have to perform regular tasks all the time. They have to take the needs of their various clients, they control the flow of information and clearly need to be present at important organizational events that consistently happen over a year.

The third myth focuses on a senior manager and how they require collective information to be on paper and official. Again, the idea here is that managers prefer the one-on-one communication to make their business decisions over paper and email. The manager commonly enjoys “gossip, hearsay and speculation [as] today’s gossip may be tomorrow’s facts.” (Mintzberg, 2007). The manager spends around 80 percent of their time with verbal communication.

The last myth deals with the concept of management overall, that management is turning into an exact science. This is not true, according to Mintzberg, as a majority of the
functions and programs of a manager tend to remain in their mind rather than on paper. The way a manager delegates tasks tends to be different in every scenario as they are met with "obligations and cannot easily delegate their tasks" (Mintzberg, 2007). The way a manager interacts with people constantly changes and that leads into their necessity to remember their key roles.

The ten roles that a manager needs to have are split into three sections: interpersonal, informational, and decisional.

Figure 11: The ten roles of a manager

Interpersonal
- Figurehead
- Leader
- Liaison

Informational
- Monitor
- Disseminator
- Spokesperson

Decisional
- Entrepreneur
- Disturbance Handler
- Resource Allocator
- Negotiator

**Interpersonal roles**

The *figurehead role* means that the manager is the one that has the ceremonial duties such as passing of information to formal decision-making.

The *leader role* needs a manager to have leadership, hence the name of the role. They need to mentor their employees, motivate them to be productive and train their staff to work properly.

The *liaison role* makes the manager the go-to person to discuss matters with people that are outside of the vertical chain of command. This means that the managers not only need to spend time with their associates and their subordinates, but also with their clients, suppliers (if applicable), and their business contacts.
Informational roles

The monitor role requires the manager to always be observant of the information that flows around them. This can be anything from pointless gossip to a potential leak in important classified information that the company needs to preserve.

The disseminator role gives the manager the ability to create discretion over what information gets passed along down to their subordinates.

The spokesperson role means that the manager needs to take care of the needs of the influential beings and persons of power in the organization. This means information necessary to keep upper management happy about their division or the launch of a new product by the company needing to be announced or requested.

Decisional roles

The entrepreneur role needs the manager to always be the person who makes the improvements. Adapting the business practices to a changing environment is a responsibility of the manager. They are an important role model to the other employees of the company.

The disturbance handler role means that the manager needs to be able to keep the organization a smooth functioning and productive unit. Any issue that arises needs to be dealt with as soon as possible.

The resource allocator role means exactly what it is labeled as. The proper allocation of resources to the right projects with the best possible outcome or return of investment for the company is crucial to the organization’s survival. They must utilize cost-benefit analyses and other tools to make sound-minded decisions.

Lastly, the negotiator role means the manager needs to be a person who can spend a lot of time in negotiations. These decisions make or break a profit or loss barrier for the organization and these resources need to be committed properly.

Overall, Mintzberg has a lot of productive and fantastic ideas, however, the issue remains that a majority of these rules apply differently in today’s world compared to the one in 1975 when the first article was published.

3) How Edgar Schein think the leadership

A leader can manage the cultural changes by…well being a leader. Culture originally creates the work environment, however, leadership is what drives where the culture should go. Leaders change the culture “when the normal evolutionary processes are not working or too slow.” (Schein, 1992, p. 297). This means that the culture will change just as soon as
the leaders act on when issues arise or need to be dealt with. The same scenario works for when new needs are required for accomplishing new tasks. For example, if a recycling initiative is mandated for all organizations, then the leader can fix the issue by implementing recycling bins, reusing old employee laptops for interns and/or donating them to charity for repeated use instead of wastage.

So how does a leader change an organizational culture to better fit his requirements and needs? According to Dr. Schein, in order to “unlearn” something and to learn something new there is a process with three methods to create motivation to change the practices of the status quo.

![Figure 12: Change the practices of status quo](image)

<table>
<thead>
<tr>
<th>Disconfirmation</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Cause discomfort and disequilibrium</td>
</tr>
<tr>
<td>• Showing that organizational goals aren’t being met</td>
</tr>
<tr>
<td>• Provide data that ensures a negative outlook</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Creation of Guilt</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Increase guilt or anxiety to force change</td>
</tr>
<tr>
<td>• Example: Display disturbing photos of landfills or poor children with a positive to implement a recycling initiative</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Creation of a Safety Net</th>
</tr>
</thead>
<tbody>
<tr>
<td>• To curb the anxiety and turn it into a motivating tool, create a safety net</td>
</tr>
<tr>
<td>• Reinforce positive measures and a better outlook to produce in the future</td>
</tr>
</tbody>
</table>

To explain the chart further we will look at each section individually.

First, **disconfirmation**: this method is used by causing discomfort and shakes the current presumptions on a matter. One must show convincing data or argumentation that asserts that the organizational goals aren’t being met. This data needs to show a negative outlook towards the future and needs to, on the bottom line, cause discomfort with the current practices to motivate a change.

Secondly, the **creation of guilt**: when one feels guilty, generally the actions taken are to remove that guilt. So increasing guilt or anxiety on an issue can definitely implement a change in the ongoing work environment. For example, taking things back to the recycling
initiative, have a presentations or images near the trash cans of dirty landfills and/or poor children who are forced to live in these landfills can create guilt in the person who was about to throw the piece of paper into the trash can instead of the recycling bin. The creation of guilt must be met with a solution that provides a positive outlook.

Thirdly, and lastly, the creation of a safety net: in order to curb the anxiety that was met in the previous method, a good was to insure a safety net for their actions. The persons who need to implement the change in your need to feel that their actions that are changing will be possible and can be done. The adaptation of the new practices won’t cause discomfort. To go back to the recycling example, one way of doing this is to show how easy it is to recycle by keep the recycling bins next to the regular bins so one simply needs to move a few steps when trashing items to create a change. This, of course, is a very generic example and core business processes or even staff culture changes are much more sophisticated.
A) Presentation of the countries

1) India

India is a constitutional republic that has a parliamentary democracy. It has a population of over 1.2 billion people making it also the world's largest democracy. There are 28 states with their respective state governments and seven union territories that are controlled by the central government. There is a multi-party system in place that makes the existence for the parliamentary republic. (Burnell & Calvert, 1999)

Until around the mid 18th century the GDP of India used to represent around 24% of the world (Maddison, 2001). One of the reasons for the sharp drop in India's income was their dependency on the silver standard when a majority of nations during that time switched to the gold standard. “Since the mid-1980s successive reforms have progressively moved the Indian economy towards a market-based system. State intervention and control over economic activity has been reduced significantly and the role of private sector entrepreneurship increased.” (Herd, Conway, & Doughert, 2007)

Economically speaking, it is the tenth-largest economy with their GDP at 1.5 trillion dollars. (International Monetary Fund, 2010) The major industries for India today are Agriculture, Banking and Finance, Energy, Mining and Minerals, Pharmaceutical, Tourism and Manufacturing to name a few. The CIA World Factbook estimates that India has the 2nd largest labor force in the world at 478 million making it a key contender in global economic policies, foreign relations, and globalization. Over the first 10 years of the 21st century, the GDP per capita had been “rising by 7½ percent annually, a rate that lead to its doubling in a decade.” (Herd, Conway, & Doughert, 2007). According to a leading BusinessWeek article, if the growth factor in India is measured by people coming out of poverty, “there are 431 million fewer deprived Indians today than there would have been had the poverty rate remained stuck at its earlier level, making India's economic reforms the most effective antipoverty program in its history.” (Farell & Beinhocker). One of the biggest sectors that have taken the country forward is the IT sector, specifically the
Business Process Outsourcing industry that largely has a play in intercultural management.

In relation to Total, the Oil and Gas Industry in India to this day remains largely state-owned. Enterprises such as Indian Oil Corporation, Ltd, Oil and Natural Gas Corporation, Bharat Petroleum are all state-owned and largely control the retailing and refining of petroleum products. That is not to say that private players such as Total India, Ltd., Reliance Industries, Essar Oil and others haven’t taken a stake in the market share.

2) Morocco

The Kingdom of Morocco is a country in Northern Africa that has a population of around 33 million people. As it is a kingdom, this makes the nation a constitutional monarchy with an elected parliament. The King of Morocco has the power to dissolve parliament at will. There are 16 regions and those regions are further divided into 62 prefectures and provinces. Historically, the nation, much like portions of India, was part of the French colonial empire and received independence in 1956.

Culturally, the nation has both a European and Islamic influence. Though the Islamic influences are highly displayed on most forums of political, social, and economic dialogue, the nation remains open to all other major religions. Most of the society practices Sunni Islam. The official language is Arabic, though a majority of the population speaks the Moroccan dialect.

The economy of Morocco has similarities to the Indian counterpart in that, it is slowly becoming market-based and has engaged many state-owned assets into private hands. (Leonard, 2006). The growth has been consistently steady around 4-5% in the last decade and is starting to become an influence regardless of it not being a member state of the African Union. Like India, the services sector accounts for over 50% of the GDP of Morocco. This leads the nation to have the second largest non-oil GDP in the Arab world. There were tensions prior to the liberalization of the market, “but economic reform modified the structure of private capital and its relationship to the state in the past decade by facilitating the rise new export-oriented investors.” (Cammett, 2007)

In the energy sector, Morocco cannot create most of its energy needs making it “the largest energy importer in northern Africa of around $2 billion.” (Gandara, 2007). However, in 2003 the government allowed foreign companies to import oil without paying import
tariffs, which allowed Total SA to take a stake in Morocco. Otherwise, 57% of the energy production is done via fossil fuels (namely coal). (Index Mundi)

*Casablanca Twin Center*
Comparatively speaking, these two nations are completely different in size, population, GDP growth rates (as seen by the model below) and various other proxies. However, the penetration of the services sector into the economy is almost identical which gives credence to understand the difference in intercultural management between the two countries.

Figure 13: GDP growth of Morocco and India

![GDP Growth Rate](image)

**GDP Growth Rate** (The World Bank Group)

**B) Data collected**

In this part we will show you the data that we collected through our survey, or our interview for the primary data, and we will also show you the data from our secondary analysis.

1) Hofstede’s dimensions

**What Hofstede says about India and Morocco**

The Hofstede model relies on five key cultural dimensions:

- The **Power Distance** between members within an organization
- The rate of **Individualism** or **Collectivism** that exists within a society
- The **Masculinity or Femininity** between the genders
- The **Avoidance of Uncertainty** in a society
- And whether the outlook is going to be **Short-term** or **Long-term**

To further go into this analysis, however, data must be provided to the relevance of Morocco and India. As a proxy to India, a world average in the scores will be placed to
show comparatively the difference in India. Hofstede’s results give us a valued framework to understand the cross-cultural difference between India and Morocco. The levels that are measured here are not the actuality in Indian society, but rather the public acceptance as what the norm is.

![Figure 14: India vs the World by Hofstede (Hofstede)](image)

As the numbers suggest, the Power Distance in India is relatively high which leads to the conclusion that there is a level of hierarchy in most organizations that exist. We find that India is towards the middle when it comes to being collective or the members within their society expressing individualism. Though Indians prefer to live and operate by living in and with extended families, there is also a new movement to start living in nuclear families where there wasn’t one before. As this takes place, it greatly affects the way workers behave in the workplace as they have different stresses to deal with.

As the avoidance of uncertainty is a lot lower in India, it depicts that Indians may be prone to be open to more unconventional methods of getting the job done. India proclaims itself as a relatively masculine society with its women being more assertive and competitive in comparison to modesty by the world average. India additionally sees itself planning more towards the long-term. This greatly affects workers, as they want a long-term solution in the workplace. This may include job security, as they would like to plan out their future. This also includes keeping and maintaining intercultural relations.
When it comes to Morocco, the analysis is fair to compare with via the Arab World being a proxy to gain a more wholesome understanding. There are much more similarities between Morocco and the Arab World than the whole world as a collective. They share the same religion, however different the practice may be. They also share similar economic standings for the most part with the exception of an outlier or two. Statistically speaking, they’re comparatively relevant in most aspects.

![Figure 15: Morocco vs the Arab world (Hofstede)](image)

As you can see from the above graph that the power distance is much greater in Morocco than in India. This results in having a society, which provides a strong emphasis on order. Though from a different perspective, it can be noticed that the rest of the Arab World has a heavier power distance. The individuality is relatively the same in both India and Morocco, which makes for managing teams across the two countries a little easier as there might be a lesser tensions between employees. With the assumption that these estimated figures are accurate, the UAI was quite high. This means the creative center of more development areas in a team could possibly have a harder time achieving results of the same caliber as their counterparts in India. The same could be said for the masculinity versus the femininity aspect. The women in Morocco tend to be more assertive than their Indian counterparts, though the religious implications in the society could offset this statistic. Long-term orientation analysis can’t be conducted, as there is no data provided.
**What the survey reveals**

**Moroccan society**

In our survey we asked people questions in relations to the Hofstede’s dimensions. The answers of the survey are available in the appendix 3.

Concerning Morocco, we got a response from 13 persons. We will give some characteristics of the people that answers in the following charts:

![Figure 16: Gender of the participants of the survey about Morocco](image1.png)

![Figure 17: The occupation of the participants of the survey about Morocco](image2.png)

The questions of our survey were split in two categories: questions about the society and questions about the work environment.
We will start with the responses gathered about the Moroccan society. Our questions about the Hofstede’s dimensions were asked on a scale of 1 to 10, because the original scale (1-120) was too broad for the participants.

The Moroccan society has a low power distance, 12 persons answer under 4 (included), where 1 means that the people have strong link with the authority, they are close, and where 10 means that people has almost any contact with the authority. The average for the Power Distance is 3.07.

In our survey we found an average of 3.5 for the individualism, in this question 1 represent a society that run only by groups and 10 represent a society completely individualistic. The answers that we collected were all under 5 included. The Moroccan society is based on groups, people like groups.

The survey shows that the society in Morocco has a high masculinity the question concerning masculinity and femininity where asked as 1 show big differences between men & women and 10 show an equality between both gender. All the answers that we got were under 5 (included) with an average of 3.5.

The Moroccan society is not really open to new ideas and innovation; it’s a traditional society. The uncertainty avoidance index measured in our survey has an average of 3.54 with answers going from 1 to 6, where 1 show that people have their own beliefs and 10 show that they are open to new ideas.

The last dimension measured is the long versus the short-term dimension. People in Morocco are more focus on the present than the future; they have a lack in the future-oriented vision. The question asked was “Do you plan on more than 3 years?” In the survey 1 was commented by “I don’t know where I’m going to be Friday so let down in 3 years” and 10 was commented by “Yes, I have a plan for everything that I have to do in my life”. We had answers between 1 and 6 with an average of 3.54.

After adaptation and reevaluation of the scores we got, we can draw the following chart on the Hofstede’s grade:


Indian Society

The same survey was given to members in the Indian society. These are professionals in India who work for Total, contractors of Total in India, as well as professionals in the IT, Telecom and Transportation sector. As per privacy policies, we had given the survey takers the option to keep their identities anonymous.

To begin with, we received a response of 11 people from India. After several compilations of data, we have the following charts to visually determine the results of our data. The results of this survey are available in the Appendix 4.
The survey was taken in the same regard as the Moroccan survey, with the only difference being the language. (English vs. French)

First, the Hofestede numbers will be taken into question. Just like the Moroccan survey, the choice was given between 1 through 10.

The Indian society has a relatively low power distance in the society, 8 people answered under 5, where 1 means that the people have strong link with the person of higher authority, they are close, and where 10 means that people has almost any personable contact with the authority. The average for the Power Distance is 4.30.

In our survey, we found an average of 4 for the individualism; in this question 1 represent a society that run only by groups and 10 represent a society completely individualistic. The Indian society is based on groups, people like groups. Yet, based on the data, it can be shown that Indians do prefer a sense of independence that the new generation is bringing in due to more opportunities in almost every fashion of society.

The survey further shows that the society in India has a moderately high femininity. The question concerning masculinity and femininity where the survey made 1 the option to show big differences between men & women and 10 show equality between both gender. The answers were for the most part either sharply 1 or either 6 or 7. This brought the average to 5.1 making the conclusion to be right in the middle.

The Indian society is quite open to new ideas and innovation; though it’s a traditional society with the customs being very central to the Indian culture, there seems to be willpower to embrace new values to match today’s time. This will later be confirmed with the Klukhon survey. The average ended up being 6.7 where 10 was the scale for
embracing new thoughts and 1 was to predominantly only stick to firm traditional beliefs. The uncertainty avoidance index measured in our survey points to one fact that a shift is definitely occurring in the thought processes of Indians.

The last dimension measured is the long-term vs. the short-term factor. People in India are more focused on the future than the present. Traditionally, Indian have planned for a long-term solution for societal matters. This includes, but isn’t limited to, planning the finances for a child’s marriage in later years when she is much younger, planning for higher education from a younger age, and retirement assurance. The question asked was “Do you plan on anything past the next than 3 years?” In the survey 1 was commented by “I don’t know where I’m going to be Friday let alone in 3 years” and 10 was commented by “Yes, I have a plan for everything that I have to do in my life”. We had answers between 3 and 10 with an average of 7.4.

![Figure 21: Hofstede’s dimensions - Indian Society (survey results)](image)

**Moroccan companies**

We talked about societies in Morocco and India, but work is an important part of life, that’s why we also asked questions about the work environment to our participant to the survey. As for the society part our questions about the Hofstede’s dimensions were asked on a scale of 1 to 10.
Moroccan companies have a high power distance, even with the spread answers. The responses gathered were between 2 and 9. 1 means that the people have a strong link with authority, they are close, and where 10 means that people have almost no contact with the authority. The average for the Power Distance in Moroccan companies is 6.61.

In our survey we found an average of 6.46 for the individualism. In this question, 1 represents a company where the work in groups is highly valued and 10 represents a company completely individualistic, where people work for themselves. The answers that we collected were in a range of 4 to 9. The Moroccan companies are based on individualism, people prefers to work alone.

The survey shows that Moroccan companies have an inequality between the roles for females and males. Moroccan companies have a high masculinity index. The question concerning masculinity and femininity where asked as 1 shows big differences in the values between men & women and 10 shows an equality between both genders. Further, it displays a company where men and women are equal, where a job worked by a man can be made by a woman and vice versa. All the answers that we got were between 3 and 6 with an average of 4.69.

A Moroccan company, in general, is relatively open to new ideas and innovation; Moroccan companies are managing, for a big part as a western company, but with its own specificity. The uncertainty avoidance index measured in our survey has an average of 6.15 with answers going from 3 to 10. In one hand, a value of 1 shows that people have their own protocol and rules; in the other hand, a value of 10 shows that they are open to new innovation and changes.

The last dimension measured is the long versus the short-term dimension. People in Moroccan company are more focused on the future for the survival of the company; they have a future-oriented vision for the development of the company, but in the next part (2-Kluckhohn and Strodtbeck) we will see on other relations to the time in Moroccan companies. The question asked was “Does your company focus on long-term survival or on short-term benefits?” In the survey, value of 1 was commented by “Today is today, we don’t care about tomorrow” and value of 10 was commented by “Yes, we try to develop loyalty of our customers ad to satisfy them”. We had 12 answers between 8 and 10 with an average of 8.84.

After adaptation and reevaluation of the scores we got, we can draw the following chart on the Hofstede’s grade:
Indian companies

Indian companies have a moderate power distance, even if we got some spread answers, we have answers between 1 and 8. 1 means that the people have strong link with the authority, their bosses, or superiors and they are close; where 10 means that people has almost any personable contact with the authority. The average for the Power Distance is 4.1.

In our survey we found an average of 3.7 for the individualism, in this question 1 represents a company where the work in groups is highly valued and 10 represent a company completely individualistic, where people work for themselves, with themselves, and by themselves. The answers that we collected were in a range of 1 to 8 with the majority choosing to stay in the numbers below 3. The Indian companies are based on individualism, ergo people prefer to work in groups. The survey shows in Indian companies have a very high femininity index. The question concerning masculinity and femininity where when one was asked to choose, 1 to show big differences in the values between men & women and 10 show an equality between both gender, it shows company where men and women are equal, where the job made by a man can be made by a woman and vice versa. All the answers that we got were between 3 and 10 with the majority leaning towards numbers above 7 and an average of 7.9.
The Indian companies tend to then be relatively closed to new ideas about management. The uncertainty avoidance index measured in our survey has an average of 4.0 with answers going from 1 to 8, in one hand picking 1 to show that people have their own protocol and rules; in the other hand picking 10 show that they are open to new innovation and changes in management and problem solving.

The last dimension measured is the long versus the short-term dimension. People in Indian companies are more focused on the future for the survival of the company; they have a future-oriented vision for development. The question asked was “Does your company focus on long-term survival or on short-term benefits?” In the survey, the value of 1 was commented by “Today is today, we don’t care about tomorrow” and the value of 10 was commented by “Yes, we try to develop loyalty of our customers ad to satisfy them”. We had 11 answers between 4 and 10 with an average of 7.8.

2) Kluckhohn and Strodtbeck

Morocco

The data presented in this part comes from the results of our survey. In our research, we focused on three dimensions developed by Kluckhohn and Strodtbeck, the relation to time, the relation with the environment and the relation with others humans.
Contrary to the Hoefstede’s part, we didn’t split our questions on the society and the professional environment because Kluckhohn and Strodtbeck is specifically focused on the social environment.

So concerning the society the survey results can be sum up as in these following charts:

**Figure 24: Relation to time in the Moroccan society (survey results)**

- Past: 46%
- Present: 46%
- Future: 8%

**Figure 25: Relation with the environment in Morocco (survey results)**

- Leader: 0%
- Harmonious: 8%
- Submissive: 0%
- No answer: 92%
**Figure 26: Relation with others humans in Morocco (survey results)**

![Pie chart showing relations with others in Morocco.]

**India**

**Figure 27: Relation to time in the Indian society (survey results)**

![Pie chart showing time orientation in India.]

**Figure 28: Relation with the environment in India (survey results)**

![Pie chart showing environmental relations in India.]
3) Leadership results

**Moroccan companies**

In our survey we asked the participants, to tell us what are the good and bad qualities of their managers.

The most commons adjectives employed to describe the good qualities of the managers were: Professionalism, sense of responsibility, comprehension, open-minded, flexible, team spirit, educational, make the important information going through the vertical chain of command, responsible, take the good decision at the good time, well-organized and meticulous.

However, the bad qualities revealed by the survey were a lack of communication, the managers does not hear enough the subordinates, the difference between men and women, the differences in the salary also and that the managers require too much to their subordinates.

For our study, we also wanted to know how the management is organized in the Moroccan companies. The answer that we got is that there is one chief and employees work individually, render an account to the chief of the managers manage the relations between the employees or they delegate the task or internal formation are available and the evolution inside the company is possible. Although, we also have a critic, who said that the managers does not appreciate enough the work of the employees.

These two questions may overlap but we see some differences in the answers provided.
**Indian companies**

When asked about the leadership and the management, almost unanimously the response was that the management was strict, demanding and expected more from the employees than they gave back. Even though, the survey takers have a majority of people in the collateral orientation.

The survey also asked the employees if they felt the working environment had stayed the same since their entry into the company. The response was a mixed one as 23 percent claimed things had stayed the same. Then 15 percent of the takers said things changed a little. Another 15 percent said things changed for the worse and the final 23% claimed things had changed a lot for the better. When asked about the satisfaction of the leadership in terms of good human relations, only one survey taker expressed dissatisfaction.

**C) Interview in Total Morocco**

Kenza Bouamrani, responsible of the marketing network and sales promotion, describes Moroccans as accessible people, who help you to make you feel comfortable. According to her, Moroccans are really welcoming people. They have basic needs; she referred to France in the 50’s. She said that they are in a search on the good conditions of life and the improvement of their lives.

We asked her how she perceives the Hoefstde’s dimensions. She evaluated the power distance at 9 on a scale of 20, she thinks that respect is an universal value, and that everybody has to be treated with respect, but that the distance between the boss and their subordinates has to be settled by the boss, and the subordinates have to respect this distance. She said that she felt a bigger distance with top managers whom come from foreign countries (predominantly from France) than with local managers, because they are consider larger than life, they are respected and employees are afraid of them.

Concerning the individualism in Total Morocco, she said that people are really individualistic, 15 on a scale of 20. People have their own personal objectives, and they are evaluated on these criteria. She explained that employees in Total Morocco are focused on the fact of accomplishing these objectives more than anything else.

She also that Total is really masculine, a grade of 15 on 20. She thinks that in Morocco there is a problem of gratitude. A man is more listened to than a woman. « There is still an
image of the housewife, in the kitchen. » (Bouamrani, 2011). The mentality is evolving, but today it is still harder to work when you are a woman.

She also said that Total, when they have a new (marketing) campaign, they try to avoid risks, and they test the product on the target. When you work you have to question yourself, because you are not perfect, and to make checkpoint permit to correct errors and improve the next campaign. She evaluates the Uncertainty avoidance at 14 on 20.

For the last dimension of Hofstede, the long-term vs. short-term, she said that the Moroccan culture has a short-term vision, which is not the case of her workplace, Total. Total, much like many of it’s corporate counterparts in the international stage, has a long-term vision especially in the Human Resource and the Development department. Total is in a thinking of how Total will be in the next 5 years.

She thinks that employees at Total are followers, not a lot of people have the leadership character. Employees do what the bosses say, they have a submissive way of being, but this submission is made for the harmony of everyone. Moroccans put lot of importance of the human aspect of work. They try to not hurt the feelings of the others or to have someone angry against them. Moroccans have a traditional relation with time that means that they focused on the past. They keep what they have already acquired; they are impermeable to changes. Contrary to the participants of our survey she thinks that people not in the society are individualistic and not collateral. She thinks that Moroccans emphasize on the individual or individual families within the group who make decisions independently from others.

She describes the manager she works with as a manager who likes to work in teamwork, and the collective work. She also said that he is someone who require good result fast, he want his subordinates to be effective, but he also have a long term orientation. He gives easily his truth to the subordinates and he his grateful. He also searches to develop the weaknesses of his subordinates.
A) Analysis of Morocco

The results of our study about Hofstede’s dimensions in Morocco can be showed in the following chart:

Figure 30: Comparison of Hofstede and the survey results about Morocco

<table>
<thead>
<tr>
<th></th>
<th>Hofstede</th>
<th>Survey (society part)</th>
<th>Survey (Work environment part)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Power Distance</td>
<td>70</td>
<td>46</td>
<td>68</td>
</tr>
<tr>
<td>Individualism vs Collectivism</td>
<td>46</td>
<td>42</td>
<td>80</td>
</tr>
<tr>
<td>Uncertainty Avoidance</td>
<td>68</td>
<td>43</td>
<td>74</td>
</tr>
<tr>
<td>Masculinity vs Femininity</td>
<td>68</td>
<td>78</td>
<td>64</td>
</tr>
<tr>
<td>Long-term vs Short-term</td>
<td>70</td>
<td>39</td>
<td>106</td>
</tr>
</tbody>
</table>

First of all, we can say that in Morocco, there is a difference between the society and the company. The power distance established in the society is not the same compared to the one established in the company. This study shows that people are closer in the society than in the company, which means that the Moroccan society is “flat” as people consider themselves as equals and like Ms. Bouamrani said, “respect is a universal value” (Bouamrani, 2011), and one should respect people in the same way no matter the “social rank in the society.” The influence of the religion on the power distance is a factor, respect is an important value shared between every religion, and in Morocco people practice, not like in Europe where we can see a decrease of “spirituality” in peoples’ lives. In Morocco, the “spiritual” part of life is quite important and that's a factor of such a low Power Distance. Although, Morocco has a low PDI in the society, we can see that the PDI for
professional world is more important (more than double, in fact). This can be explained by the “western” influence, Morocco contrary to a lot of Arabic countries choose in its recent (last 50 years) to turn itself into a destination for the international world, that can explain why Moroccans in their professional life don’t make the same decisions that they would in their personal life. Another factor that can explain this high PDI is that top-managers, especially in multinational corporations are foreigners. Ms. Bouamrani said that they are compared to being larger than life, and that explains why in the professional life, Moroccans put more distance with the authority. A fun fact that Ms. Bouamrani told us, it’s that “if you send an e-mail with your boss in copy to someone else, you will almost never get an answer.” Another factor that can explain this distance is the hierarchy of a company, in a company you have a boss and his subordinates, and as Ms. Bouamrani explained to us, Moroccans are followers, not a lot have a leader’s traits of character. That can explain why there is such a big difference between the social and the professional world.

The second Hofstede’s dimension, which is the collectivism vs. individualism, is also marked by a big difference between the social and the work environment. The index here is almost the double for the professional environment compared to the social. People in Morocco think groups are comfortable. They respect and have loyalty for others. In the professional environment, we don’t find the same results. People in Morocco work for themselves, not for the group, like in Total, everyone has their own objectives and try to reach them.

Then the Moroccan society has a low UAI. It means that Morocco evolves in an unclear situation where changes and risk are accepted. People are encouraged to find their own truth. Moroccan companies score a high UAI, they try to avoid ambiguous situations whenever possible. They are governed by rules and order and they seek a collective “truth” but the score is note “really” high (74/120). It’s more than the middle, which means that Moroccan companies evolve in a more structured environment than the society, but there is still an important part of uncertainty.

The masculinity and femininity is the fourth dimensions. It’s the only dimensions where we find approximately the same results through Hofstede, the survey on the society and on the professional environment. Morocco scores on this dimensions a high MAS with a little less in the professional area. This can be explained by the traditional and religious influence. Like Ms. Bouamrani said “there is still the image of the housewife in the kitchen”. This masculinity come also from the history of Morocco, where the man was supposed to be in command of the family, manage the family. It also comes from the family influence, where the father is a model for the son and the mother for the daughter. That’s why it’s
rare for a Moroccan woman to have a top-management job. The Moroccan woman is supposed to take care of the children, be the more time possible at home, or have a “woman” job as secretary, teacher, … A well known adage say: “A woman get out two times of the house, first to go out from her father’s house to her husband’s house, and the second time to go out from her husband’s house to the cemetery”. For example 34 on 325 seats at the parliament were allocated to elected women (in 2007).

Finally Hofstede doesn’t give a score on the long-term vs. the short-term dimensions, but through our survey we found that the Moroccan society is short-term oriented. The values associated to the short-term orientation are the respect of traditions and the satisfaction of social obligation, so live following the past standards. The values associated to a long-term vision are economy and perseverance that correspond to the answer we got from the survey about the professional world. It seems that Moroccan company are oriented on the long-term survival of the company.

The Moroccan society is a traditional society, with a focus on past, they focus on preserving and maintaining traditions and values passed down for generations. Like we already explain the “spiritual” life is really important in Morocco, so the influence of Islam is still really important. To understand that you just have to see the head of the state; the king is a king by divine right. That’s why the Moroccan society is oriented on the short-term. The companies are also focus on past but the results of our survey show that they are also oriented on the present. The focus is to embrace the current trends in values and traditions, this come from the European and the Western way of management, the Moroccan company are trying to follow this model that’s why they are oriented also in the present because they have to change their values and traditions to fit with the economic world which become more and more flat.

Moreover, Morocco is a harmonious and collateral society that is also pointed out by the dimension of collectivism by Hofstede. Moroccans respect other people and try to live together in a harmonious environment. Whereas, the results of the survey show that, the professional environment is not exactly the same. People in their work life are more submissive than in their personal life, but not as defined by Klukhohn. “The belief to never exhort force, but on the contrary be subject to a higher authority”, they are submissive because the work environment is harmonious like that, so to keep this harmony, they become submissive.

Morocco is a country of ambiguity, people are traditional but in the same time in the work life they try to fit the Western values, the look in the past but changes their values to integrate the economical world. In Morocco, people have a short-time vision but they about their company and want them to survive in the time. The Moroccan king’s father, Hassan
II, use the metaphor "Morocco is a tree, which the roots dive in Africa and breathe through its leaves in Europe." This contradiction between tradition and modernity is a big issue for the future of this country.

This issue, this contradiction between tradition and modernity, is something that the managers have to deal with everyday. The question is how the managers are working in Morocco.

If we focus on Goleman’s style of leadership and the roles of a manager by Mintzberg, we can say that Moroccan managers are using all the types of leadership except the affiliative. They are coercive in a certain manner, like MS. Bouamrani told us; people do what the boss says even if they think that the idea is not good, ergo they are more authoritative. The boss states the end objective, but gives people their own means to complete the task. They also easily give their truth to the workers who can work on their mission, the flexibility traits of character that come up the survey is an important factor to make this leadership style work. The democratic style is not really democratic in Morocco due to the fact that men and women are not the same in Moroccan companies. Not everybody can talk, a women even if she has a good idea will not be listen, “only” men subordinates can give their ideas about the problem or topic launch by the manager. The Moroccan managers require also high performance, they want to have results immediately, but they also want to have results in the long-term, so if we look like, it seems that employees has to give high performance work during all the time. Whereas the managers want their employees to be efficient all the time, they also know that it’s good to help someone to improve his weaknesses, there is the coaching style. Mangers in Morocco use internal formation, as the answer of the survey reveal and also through the interview with Ms. Bouamrani when she says that every new employee in Total has to participate, within their 2 first years in the company, at an integration conference in Paris.

According to Goleman, “leaders who have mastered four or more— especially the authoritative, democratic, affiliative, and coaching styles— have the best climate and business performance” (Goleman, 2000), Moroccan managers combine several styles of leadership, unfortunately they have a lack of gratitude, a lack of communication and they require too much from their subordinates. With these qualities lacking in their management style, three of the six more important factors of leadership can be affected, the clarity because if there is not enough communication the subordinates can have trouble to understand what the manager want from them. The rewards factor is also affected, because of the lack of gratitude from the managers and finally the standards, the standards are high and if an employee has difficulties to reach these standards, another
factor can affect the commitment of this employee to the mission, because they know that whatever they do, they will never beat the expectation of the manager.

In the point of view of Mintzberg, Moroccan managers can be described (with the results we have) as having, a leader role. Moroccan managers are the ones in charge to get the work done, he has to motivate the employees and they mentor them. Managers also have a liaison role because they give important information to their employees, they spend time with the client to keep them feel valued, and they have a long-term orientation so they need to assure the survival of the company in the future.

Informational roles are affected by the lack of communication; we can say that the big majority of the Moroccan leaders don’t have an informational role.

According to Mintzberg, the entrepreneur role needs the manager to always be the person who makes the improvements. Adapting the business practices to a changing environment is a responsibility of the manager. They have an important role model to the other employees of the company (Mintzberg, 2007). The Moroccan leader is the one in charge of that. They are the one who know what to do, to quote one of the participant’s answer “the manager takes the good decision at the good moment”

The resource allocator role means exactly what it is labeled as (Mintzberg, 2007). The Moroccan manager is the chief and his subordinates work individually and report to them. He is the one who say who make what.

We can say that the Moroccan leader is a Western leader with many improvements to make. To avoid the problem, companies like Total have installed a top-management in these foreign filial composed by foreigners and not with local managers and these top-managers are switching every 3 years to develop corporate values that every manager has to follow which are: solidarity, cross-sectional listening and team spirit.
B) Analysis of India

Figure 31: Comparison of Hofstede and the survey results about India

Going down the line, the empirical data seems to reinforce and contradict what the perception of India is according to Hofstede. As far a Power Distance is concerned, it seems that even in society, the power distance is taking a major shift. This survey comes off to show that the status quo in India is being either challenged by newer ideals or there is a trend to stop the seniority system and implement a merit system. This can be concluded due to the fact that the survey takers have displayed a consistent approach to power distance, but in society and the work place.

The society and the workplace are in tandem when it comes to the collectivism of people in India. Hofstede estimated too much of an individualism in India. The UAI is by far the most contradictory where society appreciates uncertainty and openness to ideas to improve yet the workplace just remains fixated with rules and rigid structures. This gives credence to the notion that even the public sector in India ends up burdened with protocol and procedures in order to deal with a matter.

India’s work environment needs to favor that of the Western powers whose business is driving India’s growth. By this assumption, its logical to conclude that the workplace is a more feminine environment as opposed to a still traditional society. The largest similarity
between the survey and Hofstede would be the long-term vs. short-term orientation. The results were spot on consistent to Hofstede’s perception of India.

India has always focused on adapting to the changing conditions of the world. This can be seen by the priority of the people to really focus on the present, to mix traditions with newer ideals and values that work for today’s generation. The second largest portion of the survey is focusing on the future, which leave only 10 percent of the survey takers to actually focus on the past, keeping stringent traditions.

The country is taking a very aggressive approach to the environment it’s placed into…and this only makes sense because there are 1.2 billion people in the nation. Competition, the strive to be the best, the vigor to be at the top will only come naturally due to the past lack of opportunity, with the current opening of doors for millions of people across the country, and with the coming future boom in the economy of one billion strong.

The leadership that was described in the survey in a majority of the organizations is the Pacesetting style of leadership. (Goleman, 2000) The management style asserts that the leadership will have high standards for what needs to be accomplished. Though this might seem like an ideal trait in management, the constant need to do things harder, better, faster, and stronger leads to an obsession for perfection. As discussed earlier, this leads to a negative impact on the rapport of the employees. This is clearly seen evident by the data complied from the survey.
CONCLUSION AND POSSIBLE SUGGESTIONS

The objective of this paper was to show how proper intercultural management can benefit companies by actively pursuing leaders who clearly understand the power of intercultural management. In order to meet this objective, we formed a quantitative compilation of data using a survey. We asked the survey takers questions about lives in their respective country with regards to three aspects: a) their surrounding society; b) their work environment and c) their personal growth. While this survey was being taken, there were second doubts on whether or not there would be adequate response from the survey takers. The underlying fear was that there would be 3-4 people with constructive feedback pertinent to the paper, however an astounding 26 responses were generated in a matter of a few days.

There is a gross understatement to the differences that Huntington overlooks. During our research, we were liberal with the Clash of Civilizations theory being put to use, but it definitely did come to a much more minor portion of the paper. The economic and political situations between the northern African Islamic nations are completely different from the Middle-Eastern countries that have dominated commerce in the region for the past 20 years.

The first big differences are the religion, which one of the most important component of the Islamic civilization. North-African Muslims (Moroccan, Algerian, Tunisian,...) don’t follow the same religious movement, in north Africa the most common movement is the Sunni, the more liberal one, countries such as South Arabia and Iran are by a majority followers of the Shia. Others religion are welcome in Morocco, and especially Jewish. The Jewish population in Morocco is largely present, and good relations exist between both, even if in time of big religious crisis from Israel and Palestine come up. A really known story happened during World War II, Morocco was under the French protectorate, and France was at this same collaborating with Hitler’s government. French try to send Jewish to the concentration camp, but Mohammed V, the Moroccan king at this time interfere and say that nobody will touch the Jewish population because he considered Jewish as the same as the Moroccan subjects of the kingdom.
To this point, Morocco’s economic and foreign policies have differed greatly from those of Saudi Arabia over the past decades. How, then, can two nations of the same “civilization” or bloc carry such differing policies? The issue rises again when the assertion is made that India is primarily a Hindu civilization which drive its economic and social policies. Again, simply speaking from a demographic point of view, though 80% of the Indian population is Hindu; the democracy in the past years has managed to have one of its main political parties led by a person from a Catholic background, elect a Hindu Prime Minister who made the way for a President from a Muslim background to take power. India, at the end of the day, is not a civilization of simply one religion or one creed. It’s as pluralist as a Western state would be while ensuring a safe haven for all major religions without a large conflict ever arising.

These assertions about the cultural and conflicting values between different worlds are a good way to determine a regional difference on a very general scale. It cannot be fully relied upon and only Huntington’s theory should not be applied especially when it comes to management of talent across multiple countries, in this case Morocco and India.

In addition to cultural rifts, an equal footing was put on the workplace. The approach taken was to understand the differences in workplaces around the world show large amounts of issues. One argument is that these issues wouldn’t be issues if proper intercultural management were taking place in companies. The suggestion that comes out of this is that proper acknowledgement of soft power…of local customs; traditions, and work ethics can come into use for a MNC as importantly as financial power.

A large player that explains the manner in which the employees responded is Schein as leadership and culture clearly go hand in hand. One can’t exist without the other and so though we were reluctant to admit at first, this author became a summit for paving the way in which responses can be understood. The group dynamic theory pays it’s due by putting itself to use automatically. We didn’t even notice it at first, but it makes complete sense as to the way the people responded. A majority of people that we had interviewed in India had only joined around two years prior to the survey. Very few of these responses came from titans of their respective division or office headquarters. The ones who are overly excited could possibly be in the “Group Building” phase, while the ones who were negative or wanted to abide by protocol have been in a mature group where a focus is on stability and differences or creativity could be seen as a threat to that group. Even the ones who were
passive and only wrote supportive commentary could might as well be in the “Functional Familiarity” portion as differences are embraced and there is a mutual acceptance.

Additionally, there was quite the interesting mix-up with the theory postulated by Goleman and the one by Mintzberg. It was ridiculously strange and fortunately quite welcoming that the two agree on one key aspect of leadership and proper management. Both parties agree that flexibility and the ability to remain liquid in interactions with the workers around the manager matter in order to create a safe working environment that is both productive and efficient. This, however, was the extent of their accord, as both parties then claim opposing ideals. This brings about one large analytical point, rather question: who made it acceptable to only adopt a singular theory to an issue or matter? In order to best contribute the theory to the coming generations, one idea could be to combine various theories to fit the portrait of the productive future. This way, the merits will be favored largely over accepting a “package deal” of 7 false claims to approve of 3 appropriate claims and 2 good claims. Hofstede’s theory is a fantastic tool to generally understand the outer limits of a society, but a personal outlook is required for the best possible way to understand a nation’s soft power, which is where the survey came into play.

During the analysis of the compiled results, we went on the challenge the existing theories about the perception of the society of India and Morocco. The largest being Hofstede’s theory of perceptions. This was discussed greatly at the expense on the fact that Hofstede was a fantastic beginner tool, but rather not the only tool in the toolbox. In that regard, we have shown the difference in perception of a nation with the reality that sits within. Additionally, we brought up the point that adopting incomplete theories or only half-right theories isn’t a bad idea so long as the theories are coupled with complimenting aspects from another theory.

Beyond just internal and local values being identified as key factors in doing business is a foreign country, the similarities and differences for international relations is just as vital. Over the length of this paper, it has been recognized that both nations are quite different. The size of the economy and geographical differences are vast enough to cause fluctuation in workflows. Add to that the religious differences, the language barrier, and others just to name a few. Despite all this, management and business still continues. This leads to the next suggestion, being that where there is a will to create economic growth, where there is a will to generate urban renewal policies, there will always be a way to
make business. As this is a given, the least companies can do is to understand how proper leadership can be cultivated from any country the company has offices in. Being able to coach executives from developing nations could go a long way in order to gain insight into further business markets.

As technology continues to change the pace at which businesses can form or be deformed, one thing will remain consistent: the consistency of human values. Though attitudes might change, policies might change, governments might lose or gain power…the values instilled by a culture seldom go away as quick as a four day old status post on Facebook. Understanding that there is a whole world outside one’s own nation and that there will be differing perspectives, the management and leaders of tomorrow can really gain a step up by being exposed to a multicultural spectrum.


http://www.businessweek.com/managing/content/oct2007/ca2007102_858572.htm
Appendix 1 - Hofstede five dimensions – World map

http://www.kwintessential.co.uk/map/hofstede-power-distance-index.html

**Power distance**

**Individualism and collectivism**

**Masculinity and femininity**
Uncertainty avoidance

Long Versus Short Term orientation
Appendix 2 – Interview Kenza Bouamrani

Kenza: Total is present in the world, through its headquarters and its various filial in 130 countries worldwide. It's dozens and dozens of different nationalities and cultural backgrounds. Of course like any self-respecting multinational, especially with the caliber of Total the 5th world oil group, we cannot settle in a country and drill for oil and act as if we are a foreign company and we do not care about the local population and that we are here only to do business. This is absolutely not the Group's value. And this is not the approach of the top-management of Total today. It is a culture of diversity and adaptability, and really the idea is to blend into the landscape in which we have just moved. Today, Total is settled in Morocco for more than 80 years. We have a distribution structure, a distribution network via the service stations, we provide in different products, fuel, lubricants, fuel, gas ... many companies and communities in Morocco. Total is also involved in sustainable development. All this in a very integrated approach, we are not the multinational that see from high the country where it is installed. Total try to support as maximum as they can the economic development of a particular country and try to make people with whom she works comfortable. Total respect the values and customs of the people with whom we work with and also people that are linked directly or indirectly to the business of the company. Total is in a process of adaptation and conformity to fit to the social environment of the country.

Franck: What is your professional background and what conduct you to work at Total?

Kenza: Actually I am from Morocco, I was born here, I made my college and high school here, I got my high school diploma then I moved to France where I did my studies in a business school, I have worked 4 years in Paris, in a telephone operator, SFR, in marketing and after 4 years, I got tired of living away from home so I left France without any real opportunity, I trusted the Moroccan labor market so I knew that in any case I will find a job, I applied in many business, such as mobile telephone companies and Total. It was a pure chance and opportunity; it was the mission that most closely matches my expectations. So I threw myself in there, I'm here for 1 year and a half. The big advantage of working in a multinational, we have a look of what is done locally, but we have also a lot of exchange and feedback from people from others subsidiaries. Total Morocco is part of the Africa-Middle East zone, and it is in regular contact with the marketing manager - marketing communications at the headquarters of Total, but also in contact with other
managers in Tunisia, Senegal, Ivory Coast, so ... it is an extremely rich environment.

Franck: So you have lots of contacts with Africa and the Middle East in particular, why?

Kenza: Why? Because these markets are similar. They look like more or less the same. What is natural, we look like our neighbors Algerian, Tunisian... because the market is more or less similar and cultures are also similar, but we realize that we also have a lot of similarity with sub-Saharan markets.

Franck: What systems or methods do you use to have these exchanges/contacts?

Kenza: It is a common formation for everyone because we all depend on the same group, we can have also training period that are provided by the Total group so we meet like that others people. Morocco is a hub between Europe and Africa so often the training takes place here in Casablanca. So it's an advantage, we welcome a lot of trainees; it is through these courses that we meet people. When we joined the Total Group, within 2 years we benefit from a program, a seminar of integration during a week, taking place in Paris where it brings together some of 200 new recruits of the group so it is extremely rich, we can meet people from the same zone than us, Africa and the Middle East, but we can meet people from around the world. These people work in all the different sectors of Total.

Franck: So in fact these formations are made in order for the participant to know the organization and the operations of the different businesses in order to communicate more easily?

Kenza: Exactly, to have a broader vision of the group. If I sum up Total is 80% of exploration and production and 20% of distribution.

Franck: Now I have more general questions to ask you about Morocco. Can you describe me, in few lines, Morocco, the Moroccan culture and the Moroccan society and the impact on the company?

Kenza: Compared to life and the people in Morocco, and daily reports, I compare with what I have experienced, compared to France where I lived 10 years. People are very accessible, they take things to heart and there is a lot of support between people. People do a lot to help you, to make you feel confortable. They are very friendly, they have very
basic concerns for example in Morocco today, because it is trendy to talk about the environment and all but it's far away from the needs and problems of people today. Morocco today is a bit of France 50 years ago, not in the outdated sense of speaking but in the sense that the needs and desires are very focused on welfare and the improvement of the life, in the sense that he must support himself and his family. It is very basic needs. The issues are completely different, it makes me laugh to hear about the environment, yes it is trendy worldwide but except that here and in most countries it is absolutely not the priority.

Franck: You mentioned the relationship with people, so do you think the relationship with others is more a research of submission, harmony or domination?

Kenza: In general, I think there is a lot of submission, there are not many people who have this spirit of leadership and who have the ambition to be more entrepreneurial. I think there are lot of people who are happy with what they have. They are more followers than the leaders for the majority of them. They give great importance to humans, to relationship; do not antagonize the person above you, for fear of hurting her. This is a submission that is made for the good of the community and its harmony. People avoid saying anything that could hurt the boss, which could show that you want to take his job.

Franck: So you think that both, the professional life and the personal life are traditional, where you keep what is acquired, or people we are now and it’s now that is important, or they oriented to change things?

Kenza: I think there are not a lot of changes and people keep what they have already acquired and they have a lack to look in the future. The French are like that, they speak of ‘France 50 years ago it was beautiful ... “and they have no future-oriented vision, which is very Anglo-Saxon. The French and the Moroccans evolve but based on the past. I think they are impervious to change; I'm not talking about politics because it's completely different, I speak about the personal and professional life, so yes it's still very traditional.

Franck: You mentioned the relationship with superiors. The relationship between the boss and subordinates is more I make what the boss tell me to do, or we work together or try to undertake, I do what to do for me?

Kenza: I think people are followers, when the boss says we do this even if you think he
is wrong, people will not say anything, the boss decided to do that so we do that and avoid the clash, fortunately there are people who stand out but the vast majority doesn't. It's very "political" be careful about what the boss thinks of us and try to not offend him. There's not a lot of initiative, they are very afraid of change, they prefer to stay confined to things that have already made rather than try new things and take more commitment in the project. They prefer to follow an existing guideline even of they know that it is not good.

Franck: Do you think this environment is an advantage or disadvantage for the company?

Kenza: I think that's a disadvantage, after in company have a little of everything, fortunately, we have people ho like that but also people who want to change things. We should equilibrate the balance; there are a lot of followers and who have far less people that initiative, it has to be rebalanced to make the jump, which would allow us to move faster. It's good to have both, because if you jus have people who want to change and do not measure the risk, it can be really bad for the company, so it's nice to have both people who temporized and others who evolve.

Franck: Do you think that Total is representative of the Moroccan society?

Kenza: Yes I think this is the case for Total and most businesses.

Franck: The fact that Total is a French group that has an impact on Total Morocco?

Kenza: all subsidiaries have their own organization; all subsidiaries have a General Director who is choose by Total group. Every 3 years we have a new CEO who comes with group's guidelines, a strategy, he has a number of directions and orders. He will pilot its executive committee with the declination of its guidelines.

Franck: What are the impact of religion on either the company and the organization of the workweek?

Kenza: Like all Moroccan companies, Total is adjusted for the month of Ramadan, there are times adapted, Total Morocco has set up a prayer room in the headquarters so those who want to pray at set times can go in the dedicated room. Total extol the virtues of freedom of religion that is to say that the person practicing it can practiced as he want, the
one that did not want can do whatever he wants.

Franck: Language is an important component of society, Morocco’s main language is Arabic but French is the second language. How employees talk between them?

Kenza: At Total we speak both, a mix of both, after we exchange a lot by email, so it is in French, but we have to be distinguished from what happens at the headquarters and at the industrial sites. We have 2 plants, of course we speak here at the headquarters both languages and by mail in French, after at plants site, 90% of people speaks only Arabic, and you need to talk to him, so you speak in Arabic. The official language via the internal notes for example remains the French.

Franck: When you communicate with other countries, in which language do you speak?

Kenza: The Group has two official languages, which are French and English. If the country is French speaking, we will use French if he did not we use English. And all communications group who are dedicated to the subsidiaries are written in both languages, in French followed by English translation. And at the industrial sites we talk in the local language.

Franck: What do you think is the power distance in Total, how would you rate?

Kenza: It's a little the continuity of what I said earlier, you really feel, especially among expatriates and others, a large power distance. Already we give great importance to his boss, and even more if that person is expatriate because it is considered as a “superman”, we have great respect for him, but we are also afraid. I less feel this hierarchical distance when I worked in France, today I realized that when you send an email to colleagues in making the boss a copy, you almost never receives an answer, because people are afraid to give their opinions for fear that it is different from the boss opinion. So if you want an answer you should never make the boss a copy.

Franck: If you had to rate it on a scale of 1 to 20, how would you rate this hierarchical distance, with 1 being perfect equality and 20 cannot speak to him ever?

Kenza: Respect is a human value, so there is no more respect between you and your boss or between you and your colleague. We do not respect a person more than another.
After the distance we have with the boss has to be put in place by him, if my manager puts some distance I'll respect it but if I feel it's pretty open, so I will be as open as he is with me. Therefore you had some company managers who are not available to talk to them must go through 10 people, but if it is opened why we will have to put limits. It's to him to settle this distance. I think that is important to provide at least a minimum contact. So on a scale of 1-20 I would say 9.

Franck: Do you think that Total have a collective vision or an individual vision?

Kenza: It's more individual, is “what are my goals on the paper, it's me that reach them and it is me that will advance as I want.”

Franck: On a scale of 1 to 20?

Kenza: That's very individual, so I would say 16.

Franck: In relation to masculinity and femininity, always on a scale of 1 to 20 where 1 represents perfect equality between man and woman and 20 represents the labor reserve in man.

Kenza: Widely for men I would say 15.

Franck: As a woman you think it's harder to evolve in the company if you're a woman?

Kenza: There is still a problem in Morocco gratitude in confronts of the women's work. We don’t recognize or we don't listen a woman like we will do with a man. For example if they say the same thing, the opinion of the man will be more heard than women. There is still an image of the housewife in the kitchen; it changes with the mentality, but being a woman today it's harder.

Franck: In the daily work, at Total do you try to clear up the situation and avoid unstable environment? And on a scale where 1 represent an unstable environment and 20 a clear situation?

Kenza: I think we tried to be as clear as possible; we assure us that something will work on the target. We try more and more to pre-test to remove the doubts. It is important to put
you in question because you are not perfect. We make assessments between an operation to another, in order to correct errors and what's wrong. If I have to grade it I will say 14

Franck: You mentioned earlier the traditional side, stay in the past, of Morocco, do you think that Morocco has not a long-term vision? On a scale where 1 is a short-term vision and 2 a long-term vision?

Kenza: not really but Total Morocco yes, it depends on top management. Today is truly a vision in the long term. Knowing what will be Total in the 5 next years. Of course there are things to manage daily. But the development part and the HR department are oriented towards the long term. I will say that on the scale we are around 18.

Franck: There is five kind of leaders, the coercive “Do what I say”, the Authoritative “come with me”, the affiliative “people come first”, the democratic “what do you think”, the Pace-setting who settle high performance expectations and the coaching style “I take you under my wing”. What kind of leaders are working in Total?

Kenza: I am not in direct relationship with all managers, I could not given a general idea, but I can talk about someone with whom I am in regular contact. It is a mixture of many of these types. My manager promotes teamwork, it is extremely demanding, he has a long-term vision. He require efficiency in the short-term, he wants results immediately. And he is someone who gives his trust, he is grateful, he has this side of take under his wing someone. He is not a tyrannical manager.

Franck: The work environment is a positive or negative?

Kenza: Very positive. We can develop our own ideas with him. After with some other it is less possible, they do not listen at all because they do as they want. Total has values including the ideal behavior of managers & employees, which are: solidarity, cross-sectional, listening and teamwork. My manager has turn a lot in the group, working in several subsidiaries; he corresponds closely to these values.

Franck: Do you want to add something on this subject, the intercultural management?

Kenza: Intercultural management is very important because our executive committee is
composed of expatriates, it is very important for someone who come to adapt to the country. We cannot require someone who comes in a country X, to work or think the same way as it was in a country Y. He must arrive and accept that people are different. And it is to the coming person to adapt rather than the contrary.

Franck: Do you think a manager who observes a problem in cultural behavior can change it even if it is against the local culture?

Kenza: You need a balance, it may impose as it cannot go against his nature and his role, but it should not go to extremes and hurt the beliefs of locals.
Appendix 3 – Results of the survey concerning Morocco
13 responses

Summary See complete responses

Information générale

Quel est votre nom?
Anonyme Anonyme LOPEZ garce DISIOZ DEHAIJ
NAGAT anonyme Anonyme NAVAL Anonyme Anonyme Anonyme Sami

Quel est votre sexe?

<table>
<thead>
<tr>
<th>Sexe</th>
<th>Nombre</th>
<th>Pourcentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homme</td>
<td>8</td>
<td>62%</td>
</tr>
<tr>
<td>Femme</td>
<td>5</td>
<td>38%</td>
</tr>
</tbody>
</table>

Dans quel pays travaillez vous?
MAROC Maroc MAERO MAROC Maroc MAROC Maroc Maroc Maroc

Etes vous employé à l’heure actuel?

<table>
<thead>
<tr>
<th>Réponse</th>
<th>Nombre</th>
<th>Pourcentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oui</td>
<td>11</td>
<td>85%</td>
</tr>
<tr>
<td>Non</td>
<td>2</td>
<td>15%</td>
</tr>
</tbody>
</table>

Quel est votre profession?

<table>
<thead>
<tr>
<th>Profession</th>
<th>Nombre</th>
<th>Pourcentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professionnel</td>
<td>10</td>
<td>77%</td>
</tr>
<tr>
<td>Étudiant</td>
<td>2</td>
<td>15%</td>
</tr>
<tr>
<td>Professeur</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Aucun</td>
<td>1</td>
<td>8%</td>
</tr>
</tbody>
</table>

Opinion sur la société

Pensez a vous et les personnes de votre pays quand vous répondez, ne tenez pas compte de l’environnement professionnel.

Quel est la relation entre vous et quelqu’un d’une autorité supérieure?

https://spreadsheets.google.com/spreadsheet/#!key=0AmE8zQMCnMBnGCV2XZkYsCXsXE5S3FzbUjFpLVz&hl=fr=fr&gridId=0#chart
Quel est votre relation avec le temps?

- Passé - concentrer sur le passé, sur la préservation et le maintien des traditions (66%)
- Présent - changer les traditions pour correspondre au monde actuel (66%)
- Futur - il faut planifier pour l’avenir et remplacer l’ancien par le nouveau (8%)

Quel est votre rôle dans un groupe?

- Maîtrise - la recherche du contrôle sur les autres (100%)
- Harmonie - quelqu’un est en charge des décisions importantes, mais décident pour le bien de tous (92%)
- Submissifs - exécute les tâches, et travaille sans poser de question au leader (0%)

Quel est la relation avec d’autres personnes ?

- hiérarchique - Chacun a un niveau prédéfini qui confère une certaine autorité (0%)
- égalitaire - basé sur le consensus de tous dans un groupe de personnes égales (92%)
- individuel - Basé sur l’individu ou sa famille, les décisions sont prises indépendamment du groupe (8%)

Opinion sur le lieu de travail

Si vous ne travaillez pas aux questions de cette section. Si oui, répondez et discuter de votre environnement professionnel.

Quel est la relation entre vous et quelqu’un d’une autorité supérieure?

- Vraiment très proche, nous sommes égaux (100%)
- Pas proche du tout, ils sont à un autre niveau hiérarchique (0%)

https://spreadsheets.google.com/spreadsheet/ccc?key=0AmF8zQMC3nM8dCV22FfZYZk85sCXE53F2bU1FMUtpV2c6Hl=en_US&gid=0&ccc
Lorsque vous avez un projet ou une tâche à réaliser, comment travaillez les gens

1. En groupe nous fonctionnons bien mieux 0 0%
2. 0 0%
3. 0 0%
4. 1 8%
5. 1 8%
6. 5 38%
7. 4 31%
8. 1 8%
9. 1 8%
10. Seul, c'est mieux pour tout le monde 0 0%

Les valeurs sont-elles différentes entre les hommes et les femmes sur votre lieu de travail?

1. Très différentes 0 0%
2. 0 0%
3. 1 8%
4. 5 38%
5. 4 31%
6. 3 23%
7. 0 0%
8. 0 0%
9. 0 0%
10. Non, c'est la même chose 0 0%

Lorsque vous avez un problème dans votre entreprise, avez-vous un moyen systématique (le même) pour résoudre le problème?

1. Oui, nous suivons le protocole 0 0%
2. 0 0%
3. 2 15%
4. 0 0%
5. 5 38%
6. 2 15%
7. 0 0%
8. 1 8%
9. 1 8%
10. Non, nous improvisons, c'est mieux pour nous 2 15%

Votre entreprise est-elle tournée sur la survie sur le long-terme ou sur les bénéfices à court terme?

Non, aujourd'hui c'est aujourd'hui, ne nous inquiétons pas de demainOui, cherchez à fidéliser le plus de clients possibles, nous essayons de les satisfaire à chaque demande...
Leadership dans l'entreprise

Quels sont selon vous les qualités et les défauts des mangers de votre entreprise?
Qualités : Professionalisme / Défauts : Manque de communication / Peu à l'écoute des employés Qualités : La communication. Compréhension et le sens des responsabilités. Défauts : Les écarts entre les différents salaires, l'insuffisance des moyens de loisirs au sein de l'entreprise. Qualité : proche de ses collaborateurs. Être ouvert à toutes discussions. Défaut : Ne pas écouter son entourage professionnel. qualité d'écoute les managers prennent les bonnes décisions au moment opportun. Les qualités : ouvertes d'esprit, intelligent, travailleur, flexible, esprit d'équipe, bon payeur de ces fournisseurs ...

Comment définiriez vous le management dans votre entreprise ?
Un chef dirige toute l'équipe. Les autres employés se managent seuls en fonction de leur travail et rendent des comptes au chef. Le management c'est la personne qui doit avoir un sens de responsabilité, de flexibilité au niveau recommandations et enfin un meilleur gestionnaire des relations entre les éléments de son équipe. Créer un hiérarchie, pour déléguer les tâches à accomplir avec le maximum de responsabilité tout en supervisant l'ensemble. assez bonne très bon management. Coopération complétée entre les équipes, encouragement et motivations de personnel, et formations internes, évolution au ...

Comment définiriez vous votre relation avec votre supérieur ? Si vous êtes le dirigent comment sont vos relations avec vos subordonnées ?
Relation avec le supérieur : aucune Relation avec le supérieur : relation basée sur l'amitié, la confiance mutuelle et enfin la transparence. Proche de mes collaborateurs, respect des tâches à accomplir. bonne nos relations avec les subordonnées sont excellentes. Ma relation avec le personnel ne doit pas dépasser la phase de travail RELATION BASSEE SUR LA REALISATION DES OBJECTIFS ET ALLOCATIONS DES MOYENS C'est une relation employé-employeur, pas beaucoup d'échange personnel. PROFESSIONELLE Pas beaucoup de relation, relation boss et employés. Relation de confiance hiérarchique. relation cordiale

Etes vous satisfait des leaders de votre entreprise en terme de management des relations humaines

- Oui 12 92%
- Non 1 8%

Pourquoi?
Peu à l'écoute Parce qu'elle répond à toutes les demandes précitées. Disponibles, sont à l'écoute des conseil. Ouvert à la discussion. chacun fait bien son travail qui est de trouver qu'il a plus d'avantages que le directeur que j'ai travaillé avec eux. L'ASPECT SOCIAL ET PRIS EN COMPTE Prend soin de ces employés même si il n'y a pas beaucoup d'échange il y a du...
merc i d'avoir prit le temps de répondre afin de nous aider dans notre recherche.
Appendix 4 – Results of the survey concerning India

13 responses

Summary See complete responses

Basic Info

What is your name?
Sharmilapraj, Anonymous, anonymous, anonymous, anonymous, anonymous, Arvind, Ram, Anonymous, Avani

What is your gender?

Male 6 46%
Female 4 31%

What country are you from or representing?
India, India, India, India, India, India, United States, India, India

Do you currently work?
Yes 10 77%
No 0 0%

What is your occupation?
Professional 10 77%
Student 0 0%
Academic 0 0%
None 0 0%

Opinion on Society

Think of the following questions as if you are talking about you, your loved ones, and the people in your country.

What is the relation between you and a person of higher authority?

https://spreadsheets.google.com/spreadsheet/gform?key=0AnGUVFAMlIDGN1Y1A1LX1c0iCRzEwEt3LORORU4&hl=en_US&pli=0#chart
No, I can't even plan where I'll be next Friday let alone 3 years. Yes, I have a plan for doing the things I need to do in life.

What is your relation with time?
- Past - preserving and maintaining traditions welded over time 9 0%
- Present - changing beliefs and traditions to fit today's world 1 8%
- Future - planning ahead and replacing the old with the new 6 46%
- "Today's world" 3 23%

What is your role in a group?
- Leader - the one in charge, searching to control the work dynamic and environment 0 0%
- Harmonious - the advisor, takes partial charge for key situations and issues 6 46%
- Submissive - the one who executes tasks, works without questioning the leader or taking charge 3 23%
- "Other" 1 8%

What is the relation to other people?
- Hierarchical - everyone is at a predefined level which gives authority to certain people 0 0%
- Collateral - where consensus is the most valued 3 23%
- Individualistic - everyone is on their own and decisions are taken without dependence on others 0 0%

Opinions in Workplace

(Please do not respond to the following if you have no had a working occupation) If you have a job, only discuss the way things work in your current workplace.

What is the relation between you and your boss, teacher, or person of higher authority?
- Very close, we're almost equals 1 15%
- "Other" 2 15%
- "Other" 3 23%
- "Other" 4 0%
- "Other" 5 0%
- "Other" 6 0%
- "Other" 7 0%
- "Other" 8 0%
- "Other" 9 0%

https://spreadsheets.google.com/spreadsheet/gform?key=0AnGUn0F6mDQ1Y1ALXh1o0jCRtZwenojLORUS&hl=en_US&gridId=0#chart
When there is a project or task that needs to be finished, how do people work?

- In groups, we work faster together: 2 (15%)
- 3 (20%)
- 5 (18%)
- 7 (8%)
- 1 (8%)
- 9 (0%)
- Alone, we work better by ourselves: 0 (0%)

How different are the values between women and men in the workplace?

- Very different: 0 (0%)
- 3 (8%)
- 7 (8%)
- 9 (23%)
- Almost the same: 2 (15%)

Are there systematic ways to solve issues in your organization?

- Yes, we must follow documentation or protocol: 1 (100%)
- No, we try to do things unconventionally: 0 (0%)

Is the workplace you work for preparing for their long-term survival or rather just short-term gain?

- No, today is today. We'll worry about tomorrow later: 0 (0%)
- Yes, we go out of our way to keep our clients happy every single time. No exceptions: 1 (100%)

Do you feel like your working environment has stayed the same in your workplace for a long time?

https://spreadsheets.google.com/spreadsheet/ccc?key=0AnGUvFAMldONZ3Y1A1LKh10oCRzEwenJLUORRUE&hl=en_US&gridId=0#chart
Leadership and Your Company

What are the good and bad qualities of the management in your organization?
I will not be in the position to suggest the management qualities. HR policies are not good in my company. Management is good because they drive us to succeed. The qualities of management in my organization can be seen as both good and bad depending on the perspective. They tend to be very straightforward, explain things well, and set very strict deadlines. Management encourages the individuals/employees and gives freedom to choose their career path and guide/mentor them through experts and seniors. They treat us well; we feel we are a part of something. But they are not the best with their ...

Describe how the management operates in your organization?
As per the CMMI Level 5 Process followed. Strict and easy going. Management is strict, which is good because it keeps us on our toes. They are strict in the sense that deadlines are of the highest importance but yet they expect high quality. Definitely management creates an environment where people can share and grow together. They’re demanding, which is good, but they also want too much from us sometimes. I feel like they tend to not associate with us which doesn’t feel very reassuring. The management is rather lenient when it comes to how a task is done. Any strictness that is shown/enforced usu ...

What is the relationship between you and your superiors? If, you are the head then what is the relationship with your subordinates?
Its very good relation in between them. Good. Friendly. I need to say. And depends upon the supervisor purely and not company. My superiors are wonderful people and I can not speak more highly of them. I very much enjoy my work. It is fairly close in that it is relaxed and friendly. However, there is still a sense of respect and knowing if the work is not done on time and correctly that they are in charge and there will be penalties. I will try to be as friendly as possible and will guide them achieve their professional objectives. I enjoy my relationship with my superiors and I have had no pr ...

Are you satisfied with the leadership in your organization in terms of good human relations?
Yes 9 89%
No 1 8%

Why or Why not?
Easily Intractable with Superiors. Employee satisfaction is not in a good level. I am satisfied. They are very knowledgeable with good educations. I am very honored to be working with them. We get things done and it is a fairly relaxed environment. Besides the professional goals, leaders often give importance to personal values also. The leadership is good, but again, the
THANK YOU FOR TAKING YOUR TIME TO ASSIST IN OUR RESEARCH!!!