

1<sup>ère</sup> session

1<sup>er</sup> semestre

<b>U.F.R. DE LANGUES</b> <b>Département : LEA</b> <b>Diplôme : Master</b> <span style="float: right;"><b>Niveau : 1</b></span> <b>U.E. : UEF 71</b>	<i>Date:</i> lundi 15 janvier
<b>Intitulé de l'épreuve : Langue de spécialité</b> <b>Documents autorisés : Aucun</b> <b>Durée : 3 heure (s)</b>	<i>Heure:</i> 11h30
<b>Nom du professeur responsable : M-F Narcy-Combes</b>	<i>Salle: C11405</i>

**CM Intercultural Communication for Business Purposes**

**For each of the tasks required your paper must not exceed the maximum word number indicated. Words in excess will NOT be considered for assessment.**

**Task 1 (4 points, 50 to 100 words)**

*Provide a brief definition of acculturation. Find examples in the interview that show how the Japanese and the French both acculturate to each other*

*Definition:*

*Examples*

*Social distance: give a brief definition.*

*How would you qualify the social distance between France and Japan? Justify your choice*

**Task 2 (6 points, 150 to 200 words)**

*In Geertz Hofstede's classification, explain what the following parameters stand for.*

**a/Individualism/collectivism**

**b/power distance**

What are the expected consequences in international business?

Now compare France and Japan along these parameters and find examples in the text to support your statements.

	France	Japan	Examples
Individualism/collectivism			
power distance			

In Trompenaar's classification, Japan is an external directed culture. Give a definition for this parameter and pick out an example from the text to illustrate this.

**Task 3 (3 pts, 50 to 100 words)**

Given Trompenaar and Hampden-Turner's classification, what type of corporate culture does Toyota belong to? Explain and justify your choice.

**Task 4 (7 pts, 200 to 250 words)**

*Toyota's Chairman has been interviewed about his British business partners. Here are the interviewer's questions. Imagine the answers.*

*How does Britain fit into Toyota's European venture?*

*How would you sum up the British?*

*What are they like to deal with?*

*What has the government done to help?*

# "THE JAPANESE AND THE FRENCH ARE SO DIFFERENT. HOW CAN THEY POSSIBLY FIND A COMMON GROUND?"

Toyota's Chairman Fujio Cho says Toyota is enjoying great success in fusing its business methods with French values.

## Toyota's Chairman Fujio Cho says France and Japan make a winning partnership.

Has it been difficult adapting to the French way of doing things?

We have had no difficulty at all. At Toyota, our management philosophy is based on two pillars: mutual respect and what we Japanese call 'Kaizen', which means continuous improvement. We actively encourage our employees to suggest new ways that can improve our system. Because inventiveness comes naturally to the French, we've had no difficulty adapting the spirit of Kaizen to France. In fact, the employees at our factory in Valenciennes have developed a new technical vocabulary that fuses Japanese with French words. I think this is a good example of how we've achieved a good blend of French thinking and work styles with the core values of the Toyota Production System. It is thanks to the French people that our French business is so successful.

So what has French innovation brought to Toyota?

Our strategy is to manufacture vehicles where the market is. That means designing models that meet the high demands and tastes of European consumers. We chose to set up a design center in the south of France with a mission to develop cars that precisely fit the European market. Our design center in southern France has created the styling for key models like the Yaris (sold as the Vitz in Japan) and Corolla.

### Toyota in France

- In France since 1971 with 5 business units covering all the value chain
- At Toyota's main plant in Valenciennes, 7,200 employees work round-the-clock producing 210,000 cars a year
- Toyota's studio in Sophia-Antipolis has designed two of the best-selling cars

In fact, the Yaris has won high acclaim not only in Europe, but also in many other markets around the world.

Are the French hard to work with? The people of the Nord-Pas-de-Calais region where we built our plant have demonstrated outstanding teamwork and a Kaizen attitude that got production up to speed very smoothly. Our star-shaped factory, which was state-of-the-art when we built it in 1998, became operative very quickly; the result of the local people's tradition of high-level skills and workmanship which combined beautifully with the Toyota Production System.

Has your joint venture with PSA Peugeot Citroen been a productive experience?

It has been a very challenging experience, in which both Japan and France have learned much from one another. There were differences in areas such as the stages of bringing plants on line and work procedures, but we overcame these. Our mutual strengths and weaknesses complement each other, and have created a good cooperative relationship for the future. It gives me great pleasure to know that we have been able to launch the Aygo, a car developed for the European market, as a concrete result of this partnership.

What do you find attractive about doing business in France?

France has a highly developed automotive industry and is an extremely important nation in Toyota's European strategy. It has a rich industrial infrastructure, numerous parts suppliers and a highly qualified workforce. And it is geographically in the center of Europe with a high quality transport infrastructure.

What has the Government done to help?

When we built the plant in 1998 the Government assigned a single dedicated person to handle all our negotiations. This streamlines decision making so that everything happens as quickly as possible. The French Government has been a huge help.

Toyota is the only Japanese car firm to manufacture in France. Haven't



"We've had fantastic support from the French. Great teamwork and a real understanding of the concept of 'continuous improvement'."

you ever felt any difficulty doing business here?

Absolutely not. After starting out in France as an importer, we've gone on to become an investor and now a full-scale industrial player. We design, engineer, manufacture and sell our cars here. We even have our own showroom on the Champs-Élysées.

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