

Cultural Intelligence: Leveraging Differences to Bridge the Gap in the International Hospitality Industry

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Globalization has made the world seem smaller and 'flat' in many ways (Friedman, 2005). Still cultural differences and cultural diversity remains a challenge to be faced by individuals and organizations. Managers realize cultural differences when they realize that people from different cultures behave differently and that those differences affect the way in which their organizations function (Adler, 2007). This challenge of handling and managing multiculturalism is experienced in invariably all sectors of service industry including hospitality. Hotels and other sectors of hospitality have to duly engage in effective management of cultural disparities deeply rooted in the multicultural contexts to the advantage of the organizations at the individual, group and systems level. As Cultural Intelligence (CQ) is one of the key managerial competencies needed for dealing effectively with people from different cultural backgrounds, this paper shall introduce the concept of Cultural Intelligence (CQ) and discuss its relevance and implications in the hospitality industry from service encounters perspective. It is proposed that CQ is a critical individual capability for people associated with the international hospitality industry.

Field of Research: Management

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