

# MANAGEMENT IN FRANCE

Jean-Louis Barsoux  
and  
Peter Lawrence

Department of Management Studies,  
University of Loughborough



CASELL

# Contents

Acknowledgements	ix
List of Figures	x
List of Abbreviations and Acronyms	xi
<b>1 The Challenge of France</b>	<b>1</b>
The French economy	
When France feels free	
The French focus	
Energy and policy	
<i>La technologie au service de la vanité nationale</i>	
From Blue Streak to Ariane	
From projects to projections	
Individualism and authority	
Paradoxes	
<b>2 Cadres, Qui Etes-Vous?</b>	<b>11</b>
What is a <i>cadre</i> ?	
How to become one	
Defining the population	
Homogeneous body	
Consumer group	
A latent malaise?	
Social esteem	
Role of the <i>cadre</i>	
Masculine aura	
<b>3 The Making of French Managers</b>	<b>24</b>
The French education system	
Higher education	
The role of education	
Management education in France	
Post-experience management education	
Well prepared managers?	
<b>4 Destiny</b>	<b>47</b>
Recruitment procedures	
Education	
Performance	

	Career strategy Overview	
<b>5</b>	<b>The Nature of Work Relations</b> Impersonal Formal Hierarchical Partitioned Political Work versus social relations Overview	<b>76</b>
<b>6</b>	<b>Rituals in French Business</b> Greeting Form of address Written rituals Feeding rituals Business hours Holidays Future trends Overview	<b>89</b>
<b>7</b>	<b>Those Who Set the Tone</b> Reputation Ways to the top The new breed of managers Homogeneity? Women bosses The role of the <i>patron</i>	<b>118</b>
<b>8</b>	<b>Corporate Culture</b> Michelin L'Air Liquide L'Oréal Carrefour Common threads	<b>151</b>
<b>9</b>	<b>A Sideways Look at Labour Relations</b> Scene setting Company 1 Company 2 Company 3 Tying up the threads	<b>194</b>
<b>10</b>	<b>Audit and Prospect</b> Distinctive features	<b>204</b>

Coherent whole	
Brilliance and its limitations	
Aspects of management	
Universal versus culture-bound	
Restatement	
A French malaise?	
1992 and all that	
Bibliography	220
Index	229