


# Chapter 15

## Socio-Intercultural Management Competencies

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### ABSTRACT

*This chapter aims to analyze the socio-intercultural management competencies as they are integrated in any organizational setting, including individuals, groups, and communities. In the analysis, it is assumed that the development of socio-intercultural management in the organizations requires the integration of the socio-intercultural principles building competencies in transdisciplinary contents in current social issues, concerns, and solutions of problems of the organizations and society. The method employed is the analytical focusing on a reflective and comparative analysis of the literature reviewed and their achievements in practical implementation in the real managerial world. It is concluded that awareness of cultural differences for organizational management sustainability are the base for the development of socio-intercultural management competencies required in the new glocal labor market environment.*

### INTRODUCTION

In the economic globalization processes, these socio-intercultural entrepreneurial interactions become inevitable in any type of business transactions and analysis. The study of international entrepreneurship is current in emerging economies (Kiss, et. al., 2012) and is a holistic organizational process that integrates the organization immersed in several cultures to explore opportunities in the international market and generate value (Dimitratos & Plakoyiannaki, 2003).

However, socio-interculturalism in international entrepreneurship is a neglected issue not even explored, as it has been social and intercultural entrepreneurship. In developing countries, the activities of social entrepreneurship are supported by those who promote social changes in politics and in the media to solve problems of social inequality, poverty and environmental sustainability (Dey, 2006; Dancin, et. al., 2011).

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The countries with the greatest socio-intercultural entrepreneurial exchanges are those that have the tendency towards economic, trade and financial liberalization and integration policies. Various organizations and social networks support the contribution of social entrepreneurs to society (Bernard, 2012), although still the issue of social intercultural entrepreneurship is neglected.

Socio-intercultural entrepreneurship is in reality a complex issue to study and analyze, however, it brings a framework for negotiation in global and international business, trade and commerce.

This analysis allows the transformation of the type of social and cultural entrepreneur to a new type of socio inter-cultural entrepreneur whose main difference is having high visibility of the business in diversity context. In the first place, the study begins with the socio-intercultural concept to continue with the analysis of the relationship between social and cultural entrepreneurship to center on socio-interculturalism entrepreneurship. From this point, it is proposed a creative socio-intercultural entrepreneurship integration policy model. It's briefly exemplified with the case of the postgraduate program in economy and international business of an indigenous university in Mexico and finally, the analysis presents some concluding remarks.

### **THE SOCIO-INTERCULTURAL CONCEPT**

In order to specify the socio-intercultural concept is necessary to start from Bourdieu (2007), who conceives that society is structured with two types of relationships: socials, the ones of *strength*, referring to the value of uses and changes and that encompasses, entwined, other types of relationships such as the ones of *sense*, which are responsible for the organization of the relationships of meaning in social life; these last ones, in his perspective, are the ones that constitute culture. Society "is conceived as the ensemble of structures somewhat objectives that organize the distribution of the production media and power between individuals and social groups, and that determine social, economic and political practices" (García, 2004, p. 32).

On the other hand, culture is the result of the interactions between society and nature, through social processes of material and spiritual production. Culture manifests itself in the behavior of human beings that belong to the same culture. In fact, the cultural, intracultural and intercultural processes are phenomena that the dynamics of societies cannot control; In other words, the cultural relationship between peoples as an equitable, congruent, responsible and tolerant act is a noble intention and an elusive purpose. Furthermore, interculturalism and multiculturalism are polysemic concepts that have acquired different meanings and connotations, depending on the context and policies of the welfare state (Vargas-Hernández, et. al., 2017).

On this basis, it's understood that society and culture are two interrelated concepts. In an allusion that culture also refers to a collective, in a society there are cultures who relate with each other (interculturality), but none of them are static and are modified within time (intraculturality); even so, there are forces who affect all cultures (intrasocial) and that impress that strength that Bordieau mentions.

The socio-interculturality concept goes beyond culturalistic postures which leave aside social power, but also of economy-centered postures, where culture and its relationships are minimized. It refers to processes that involve a multitude of variables in continuous interrelation between societies and that occur in many situations in violent opposition (Guerra-García, 2005, 2004a, 2004b). Socio-interculturalism is also a process that notices the intimate relationship between nature, society and culture (Ochoa-Zazueta, 2006) and that allows identifying the relationship of meanings as a fundamental component of other

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