



Understanding cultures and intercultural interactions using the three-level model in cross-cultural management research.

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Intercultural relationships—whether in professional or private life—present those involved with numerous challenges. In order to better understand interculturality and cultural systems and to shape intercultural interactions constructively, models can serve as a framework for orientation and for intercultural analysis. One example of this is the three-level model.

The basic assumption of this model is that actors and their actions are embedded in a complex social system. Although this system does not determine their actions, actors cannot completely detach themselves from it. The macro level of society, in which actors have been socialized, shapes and influences the meso level of the organization and the micro level of individuals. At the same time, cultures and cultural identities can have a pluralistic effect on behaviour at work. Individuals can reveal several identity affiliations, among others, to the region, profession or generation. So, the micro level of actors, the meso level of organizations and the macro level of societies influence each other. They are systemically interrelated and interconnected. The three-level model helps to specify the level of analysis when examining culture and highlights the interdependence of actors, organizations and societies. Moreover, it attempts to consider intercultural interactions at the three levels.

The lecture will illustrate the three levels using practical examples to show how important contextual knowledge is for intercultural interactions. We follow a constructive approach of intercultural management, which focuses on complementarities and synergies is particularly helpful to utilize the potential of interculturality.



Professor Christoph Barmeyer is head of the Chair of Intercultural Communication and co-director of the Bachelor and Master *International Cultural and Business Studies*, University of Passau, Germany.

His areas of research and teaching are Constructive Intercultural Management and the co-creation of new working cultures, Intercultural Competences Development, Biculturality, Intercultural Transfer of Management Practices and Intercultural Entrepreneurship. He has published several books and articles, e.g. *International Business Review*, *Multinational Business Review*, *Management International*, *International Journal of Cross-Cultural Management*, *International Journal of Intercultural Relations*. As well as books as *Multinational Enterprises and Innovation: Regional Learning in Networks* (Routledge 2012), *Intercultural Management. A case-based approach to achieving Complementarity and Synergy* (Palgrave 2016), *Constructive Intercultural Management*. (Edward Elgar 2021). His book *Key Questions and Inspiring Answers in Cross-Cultural Management. Conversations with Leading Women Scholars* (Edward Elgar 2024), has won the EURAM Best Book Award 2025.

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Notice: Members of the Transcultural Management Society (TMS), as well as faculty and students of Ritsumeikan University, are cordially invited to attend this lecture. Registration is not required. For directions, please consult the [OIC Floor Guide](https://en.ritsumei.ac.jp/gla/visit/pdf/oic-floorguide_en_all.pdf) available at the following URL https://en.ritsumei.ac.jp/gla/visit/pdf/oic-floorguide_en_all.pdf