



International Summer Program in Management – China Segment 2016

University of Padua, Department of Economics and Management (DSEA) and University of Guangzhou, School of Business



Intercultural Management: Theory and Practice

6 CFU – 42 hours

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June 27th – July 8th

Objectives	1
Contents	1
Materials	2
Teaching methods	2
Evaluation	2
Schedule of the activities	3

Objectives

Globalization and the corresponding internationalization of firms mandate that entrepreneurs and managers learn how to analyse different countries and develop competences to conduct effective international relationships. In so doing, a thorough understanding of how national cultures affect organizations, behaviours and managerial processes is essential (inter-cultural or cross-cultural management).

This course is aimed at providing students with concepts and tools of the Intercultural Management practices with a specific focus on China.

Contents

The course will concentrate on the following topics:

- The meaning and dimensions of culture
- Managing Across Cultures
- Organizational Cultures and Diversity
- Cross-cultural Communication and Negotiation
- Strategies and Organizational Structures across cultures
- Managing decision and control processes across cultures
- HRM across cultures: selection, development, motivation and leadership

- China: institutional, cultural and social aspects

Traditional lectures will be complemented by case studies discussions and company visits aimed at providing practical applications of the tools and concepts discussed in class

Required readings

- An e-book edited by McGraw-Hill through the *Create* service:
Campagnolo D., 2013, *Intercultural Management: Theory and Practice*, McGraw-Hill (chapters are mainly from Luthans F., Doh J.P., *International Management: Culture, Strategy, and Behavior*, 8/e, McGraw-Hill).

Here is the link where you can download the book

<https://create.mcgraw-hill.com/shop/#/catalog/details/?isbn=9781121943803>

- Croci M., 2011, *I cinesi sono differenti*, Francesco Brioschi Editore

Reading list

Browaeys M.J., R. Price R., 2008, *Understanding Cross-Cultural Management*, Prentice Hall Financial Times;

Capozzi A., Galli P., 2008, *Appunti dalla Cina*, Serendipità Editrice

Chee H., West C., 2004, *Fare affari in Cina*, Etas, Milano

Jullien F., 2006, *Pensare l'efficacia in Cina e in Occidente*, Laterza, Roma

Mazzei F., Volpi V., 2010, *La rivincita della mano visibile*, EGEA, Milano

Shenkar O., 2005, *Il secolo della Cina. L'impatto della crescita cinese sull'economia globale, gli equilibri planetari, il lavoro*, Il Sole 24 Ore, Milano

Luthans F., Doh J., 2011, *International Management: Culture, Strategy, and Behavior*, McGraw-Hill Education

Teaching methods

Lectures, case studies, seminars with managers, company visits

Evaluation

In class participation 10%

Final Project Work 40%

Final Test 50%

Project work

The project work consists in a workgroup on (some of) the companies we will visit. Students have to divide into groups. 5 groups with 5 students per group. Each group will analyse one of the company we will visit (Luxottica, De' Longhi, Magneti Marelli, Vibram and Visotica). The report must contain the following 5 chapters:

1. **Company description:** a brief history of the company activity, history and numbers including evolution of revenue, ebitda/revenues, employees, R&D, export, ecc
2. **International development:** a description of the company's value chain organization, i.e. all national and international activities

3. **China operations:** when did the company enter China, why the company entered China, what activities are located in China, how did the Company entered China?. Overtime, has the company increased its commitment to China? (i.e. when? what new activities? Why?=-
4. **Company organization:** a description of the relationship between the international subsidiaries and how the company manage them including how the company manages the relationship between hq and the china subsidiary
5. **Intercultural issues:** a description of the inter-cultural issues the company has dealt with in its Chinese activities

The project work is a document (word-pdf) of max 40,000 characters (spaces included). Students can already start searching for valuable materials that will be complemented by company visits and meetings.

The project work must be sent to diego.campagnolo@unipd.it by e-mail by July Sunday 17th

Schedule of the activities

ACTIVITIES IN ITALY, UNIVERSITY OF PADOVA

	DATE	HOURS	TOPIC	READINGS
1	28 APRIL 1.30-2.30	1	Course presentation and Introduction	
2	18 MAY 8.45-10.15	2	Introduction to China economic development Prof. Oded Shenkar – Ohio State University	
3	30 MAY 9.30-12	4	Company visit to De Longhi Group, dr Roberto Ceschin, HR and organization Director, Treviso De' Longhi Group, via Ludovico Seits, 47, Treviso	
4	10 JUNE 2.30 -5.30 room 32	3	China: economic, cultural and social aspects	Croci M., 2011, I cinesi sono differenti, Francesco Brioschi Editore
5	11 JUNE MAY 9.00-12.00 room 12	3	China: economic, cultural and social aspects	Croci M., 2011, I cinesi sono differenti, Francesco Brioschi Editore

	DATE	HOURS	TOPIC	READINGS
1	Mon June 27	9-12	OPENING CEREMONY The meaning and dimensions of culture Managing Across Cultures	Ch. 4, 5, 6 of the book International Management: Culture, Strategy and Behavior, 8 th edition by Luthans Doh, 2012
2	Mon June 27	14-18	The meaning and dimensions of culture Managing Across Cultures	Ch. 4, 5, 6 of the book International Management: Culture, Strategy and Behavior, 8 th edition by Luthans Doh, 2012
3	Tue June 28	9-12	Cross-cultural Communication and Negotiation	Ch. 7 of the book International Management: Culture, Strategy and Behavior, 8 th edition by Luthans Doh, 2012
4	Tue June 28	14-18	Cross-cultural Communication and Negotiation	Ch. 7 of the book International Management: Culture, Strategy and Behavior, 8 th edition by Luthans Doh, 2012
5	Wed June 29	9-12	Strategies and Organizational Structures across cultures	Ch. 8 of the book International Management: Culture, Strategy and Behavior, 8 th edition by Luthans Doh, 2012
	Wed June 29	14-15	Strategies and Organizational Structures across cultures	Ch. 9, 11 of the book International Management: Culture, Strategy and Behavior, 8 th edition by Luthans Doh, 2012
6	Wed June 29	15-16.30	Ecommerce in China, guest speaker dr Fabio Stella, P&P	
7	Thu June 30	9-12	Motivation and leadership across cultures	Ch. 12 of the book International Management: Culture, Strategy and Behavior, 8 th edition by Luthans Doh, 2012
8	Thu June 30	14-16	Company visit to Wang Jing & Co. Law Firm, Guangzhou, dr. Franco Fornari.	
9	Fri July 1	9-12	Motivation and leadership across cultures	Ch. 12 of the book International Management: Culture, Strategy and Behavior, 8 th edition by Luthans Doh, 2012
10	Fri July 1	14-17	Independent study	
11	Sat July 2	9-12	NO CLASS	
12	Sat July 2	14-17	NO CLASS	
13	Sun July 3	9-12	NO CLASS	
14	Sun July 3	14-17	NO CLASS	
15	Mon July 4	9.30-12.30	Company visit to De Longhi Group, dr Roberto Veneziani, operations manager of the Guangdong area.	
16	Mon July 4	15-18	HRM across cultures: selection & development	Ch. 14 of the book International Management: Culture, Strategy and Behavior, 8 th edition by Luthans Doh, 2012
17	Tue July 5	9.30-11.30	Company visit to MAGNETI MARELLI, dr Perle Song, 9-30-11.30	
18	Tue July 5	15-17	Company visit to VIBRAM TECHNOLOGY CENTER, dr Matteo Crovetto	
19	Wed July 6	9.30-12.30	Company visit to Luxottica Group, dr Giuseppe De Castro, hr manager. Address: Luxottica Tristar, OuDeng Zone, GaoBu town, Dongguan City	
20	Wed July 6	13-17	Company visit to Visottica, Comotec Optical Products (DongGuan) Ltd. 2nd Industrial District, Zhang Luo Administrative District, Zhang Mu Tou, Dongguan, China	
21	Thu July 7	9-12	Independent study	
22	Thu July 7	14-17	COURSE WRAP UP AND EXAM	

DATE	HOURS	TOPIC	READINGS
23 Fri July 8	10-12	Intesa Sanpaolo Group	CONFIRMED
24 Fri July 8	15-17	Generali Group	CONFIRMED

OTHER READINGS AND MATERIALS COULD BE PROVIDED BY THE PROFESSOR