



# International Summer Program in Management – China Segment 2014

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

June 23<sup>rd</sup> – July 4<sup>th</sup>

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### 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 the companies we will visit. Students have to divide into groups.

Each group is required to prepare a report on the companies, on their international activities and with a specific focus on the Chinese operations. The report must be as complete as possible and should contain the following topics:

1. a brief description of the company;
2. a description of all its international activities
3. a description of the reasons why the company is located in China
4. a description of the organizational solutions/structure it has adopted
5. a description of the inter-cultural issues the company has to deal with/has dealt with in its chinese activities and how the company is coping/has copt with them

The project work is a document (word-pdf) of max 30,000 characters (spaces included).

The project work must be sent to [diego.campagnolo@unipd.it](mailto:diego.campagnolo@unipd.it) by e-mail by July Sunday 13<sup>th</sup>

## Schedule of the activities

### ACTIVITIES IN ITALY, UNIVERSITY OF PADOVA (from May 30<sup>th</sup> to June 21<sup>st</sup>)

DATE	HOURS	INSTRUCTOR	TOPIC	READINGS
Friday 30 May 9-11	2	Campagnolo	Coure presentation and Introduction	
1				Croci, 2011, I cinesi sono differenti, Brioschi Editore, Milano
Friday 6 June 2.30-5.30	3	Marco Croci	China: economic, cultural and social aspects	Other readings will be provided later on
2				Croci, 2011, I cinesi sono differenti, Brioschi Editore, Milano
Saturday 7 June 9.00-12.30	3	Marco Croci	China: economic, cultural and social aspects	Other readings will be provided later on
4				
Wednesday 4 June 8.30-14	3	Company visit Campagnolo	Company visit to De Longhi Group, dr Roberto Ceschin HR and organization Director, Treviso De' Longhi Group, via Ludovico Seits, 47, Treviso	

### ACTIVITIES IN CHINA, GUANGZHOU UNIVERSITY (from June 23<sup>rd</sup> to July 4<sup>th</sup>)

	DATE	HOURS	TOPIC	READINGS
1	Mon June 23	10-12	The meaning and dimensions of culture Managing Across Cultures	Ch. 4, 5, 6 of the book International Management: Culture, Strategy and Behavior, 8 <sup>th</sup> edition by Luthans Doh, 2012
2		14-17	Cross-cultural Communication and Negotiation	Ch. 7 of the book International Management: Culture, Strategy and Behavior, 8 <sup>th</sup> edition by Luthans Doh, 2012
3	Tue June 24	9-12	Cross-cultural Communication and Negotiation	Ch. 7 of the book International Management: Culture, Strategy and Behavior, 8 <sup>th</sup> edition by Luthans Doh, 2012
4		14-17	Company visit to Wang Jing & Co. Law Firm, Guangzhou, dr. Franco Fornari.	
5	Wed June 25	9-12	Strategies and Organizational Structures across cultures	Ch. 8, 9, 11 of the book International Management: Culture, Strategy and Behavior, 8 <sup>th</sup> edition by Luthans Doh, 2012
6		14-17	Strategies and Organizational Structures across cultures	Ch. 8, 9, 11 of the book International Management: Culture, Strategy and Behavior, 8 <sup>th</sup> edition by Luthans Doh, 2012
7	Thu June 26	9-12	Motivation and leadership across cultures	Ch. 12, 13 of the book International Management: Culture, Strategy and Behavior, 8 <sup>th</sup> edition by Luthans Doh, 2012
8		14-17	Motivation and leadership across cultures	Ch. 12, 13 of the book International Management: Culture, Strategy and Behavior, 8 <sup>th</sup> edition by Luthans Doh, 2012
9	Fri June 27	9-12	In class discussion with managers: Intesa Sanpaolo Group, dr Alessandro Rotoli, manager of the HongKong subsidiary	
10		14-17		
11	Sat June 28	9-12	FREE - SIGHTSEEING	
12		14-17	FREE - SIGHTSEEING	
13	Sun June 29	9-12	FREE - SIGHTSEEING	
14		14-17	FREE - SIGHTSEEING	
15	Mon June 30	9-12	HRM across cultures: selection & development	Ch. 14 of the book International Management: Culture, Strategy and Behavior, 8 <sup>th</sup> edition by Luthans Doh, 2012
16		14-17	HRM across cultures: selection & development,	Ch. 14 of the book International Management: Culture, Strategy and Behavior, 8 <sup>th</sup> edition by Luthans Doh, 2012
17	Tue July 1	9-12	Company visit to De Longhi Group, dr Roberto Veneziani, operations manager of the Guangdong area. Address will be comunicated soon	
18		14-17		
19	Wed July 2	9-12	Company visit to Luxottica Group, dr Giuseppe De Castro, hr manager. Address: Luxottica Tristar, OuDeng Zone, GaoBu town, Dongguan City	
20		14-17		
21	Thu July 3	9-12	Indipendent study	
22		14-17	Indipendent study	
23	Fri July 4	9-12	COURSE WRAP UP AND EXAM	
24		14-17	FREE - SIGHTSEEING	

OTHER READINGS AND MATERIALS COULD BE PROVIDED BY THE PROFESSOR