



Virtual Summer Program in Intercultural Management – 2023

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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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 first by studying what is national culture, its various dimensions and how it affects business, inter-organizational and inter-personal relationships, and second, by analysing and comparing real examples of different international experiences of companies that developed abroad either through green-field investments, or through mergers and acquisitions or alliances.

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
- HRM across cultures: selection, development, motivation and leadership
- China: institutional, cultural and social aspects

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

Required readings

Selected chapters from Luthans F., Doh J.P., 2018, *International Management: Culture, Strategy, and Behavior*, 10/e, McGraw-Hill + other readings assigned by the teachers and uploaded on Moodle.

Further 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

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

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

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 meet during the course. Students have to divide into X groups. Each group will be assigned one of the companies. Then each group will produce a report that analyses the internationalization path of the company and the main intercultural issues it encountered with a specific focus on if and how the Covid-19 Pandemic affected its internationalization path, the management of the HQ-subsidary relationship and its HR practices. In particular, each group will have to produce a report with the following sections:

1. **Companies description:** a brief history of the companies, activity, history and numbers including evolution of revenue, ebitda/revenues, employees, R&D, export, etc.
2. **International development and organization before and after the Covid-19 Pandemic:** a description of the company's internationalization path (entry modes - e.g., when, how and why the company entered in China) and the actual organization of the company before and after the pandemic (what activities are located where, has the company increased its commitment over time? What relationships between the HQs and the subsidiaries)?
3. **International HRM and intercultural issues before and after the Covid-19 Pandemic:** a description of the inter-cultural issues the company has dealt with in its international path and of the HRM practices that have been activated to manage the expatriates and the foreign workforce before and after the pandemic.

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

The project work will be uploaded in the dedicated section of the Moodle page of the course. The deadline will be announced.

Schedule of the activities

N.	DATE	CUMULATIVE N. HOURS	HOURS	PROFESSOR	TOPIC	NOTES
1	02/05	2	08.30am-10.30am	Gianecchini Campagnolo	Introduction to the Course Managing Across Cultures	
2	03/05	6	10.30am-2.30am	Campagnolo	Strategies and Organizational Structures across cultures	
3	9/05	8	08.30am-10.30am	Campagnolo	China: economic and cultural aspects - Prof. Mo Huan (Guangzhou University)	
4	10/05	12	10.30am-2.30am	Gianecchini	Cross-cultural differences: distance or frictions? Cross-cultural Communication and Negotiation	
5	16/05	14	08.30am-10.30am	Campagnolo	Negotiating across cultures Wang Jing & Co. Law Firm - dr. Franco Fornari & dr. Valentino Lucini	Virtual company meeting
6	17/05 17/05	18	10.30am-2.30pm	Gianecchini	Motivation and leadership across cultures HRM across cultures	
7	23/05	20	08.30am-10.30am	Campagnolo	Managing people across cultures: the Luxottica case Luxottica Group Dr Fabio Buoncristiano HR Asia Operation	Virtual company meeting
8	24/05	25	10.30am-2pm	Campagnolo Gianecchini	M&A integration across cultures: the Visottica case Visottica Comotec dr Paolo Praloran COO Visottica Comotec	Company visit Visottica Industrie S.p.a. Via Vecchia trevigiana 11 31058 Susegana (TV) Departure from Via Bassi 1 at 9am. Back to Padova at 2.30pm
9	30/05	27	08.30am-10.30am	Campagnolo	Banking & Finance across cultures: the Intesa Sanpaolo Case - Intesa Sanpaolo Group Dr. Vittorio Oliva, Head of Business Development for Italian Corporates at Hong Kong HUB Intesa Sanpaolo	Virtual company meeting
10	31/05	32	2.00pm-6pm	Campagnolo	The internationalization path of a large firm: from China to Romania. The De'Longhi case De'Longhi Group - Ing. Nicola Serafin – COO & CTO De'Longhi Group, Dr Roberto Ceschin – Group HR Director De' Longhi Group	Company visit Via Lodovico Seitz 47 31100 Treviso (TV) Departure from Via Bassi 1 at 12.30pm. Back to Padova at 6pm
11	06/06	34	08.30am-10.30am	Campagnolo	Consulting across cultures: the Hawksford case - Hawksford dr Fabio Stella Associate Director, Corporate Services - China Head of Sales & Business Development, dr Dario Marotta Associate	Virtual company meeting
12	07/06	36	10.30-12.30	Campagnolo	Eco-Priority development in China Dr Margot Song	In presence
12	07/06	40	2.30pm-4.30pm	Gianecchini Campagnolo	Learning from the internationalization path: the Legor Case Legor Group - Dr. Jennifer Gomez – HR Legor Group	Company visit Via Via del Lavoro, 1, 36050 Bressanvido (VI) Departure from Via Bassi 1 at 1.30pm. Back to Padova at 5.30pm
19	14/06	42	10.30am-12.30pm	Gianecchini Campagnolo	Course wrap-up and preparation for the final exam Managing expatriates across cultures	

