



Virtual Summer Program in Intercultural Management – 2021

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 greenfield 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 groups. 4 groups with 6/7 students per group. 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. 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:** 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 (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:** 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 in order to manage the expatriates and the foreign workforce.

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

Students can already start searching for valuable materials that will be complemented by companies during online meetings.

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

	DATE	HOURS	TOPIC	READINGS
1		2	Introduction to the Course Managing Across Cultures	
2		4	Managing Across Cultures	
3		6	Cross-cultural Communication and Negotiation	
4		8	Cross-cultural Communication and Negotiation	
5		10	Cross-cultural differences: distance or frictions? - Prof. Oded Shenkar CONFIRMED	
6		12	Cross-cultural differences: distance or frictions? - Prof. Oded Shenkar CONFIRMED	
7		14	Strategies and Organizational Structures across cultures	
8		16	Motivation and leadership across cultures	
9		18	Motivation and leadership across cultures	
10		20	HRM across cultures: selection & development	
11		22	Managing expatriates across cultures - Prof. Julie Felker CONFIRMED	
12		24	Managing expatriates across cultures - Prof. Julie Felker CONFIRMED	
13		26	China: economic and cultural aspects - Prof. Yuanxin Zhang TO BE CONFIRMED	
14		28	Negotiating across cultures Wang Jing & Co. Law Firm dr. Franco Fornari & dr. Valentino Lucini TO BE CONFIRMED	Virtual company meeting
15		30	Managing people across cultures: the Luxottica case Luxottica Group Dr Fabio Buoncristiano HR Asia Operation Dr Giuseppe De Castro Head of Group Welfare and Industrial Relations TO BE CONFIRMED	Virtual company meeting
16		32	M&A integration across cultures: the Visottica case Visottica Comotec dr Paolo Praloran COO Visottica Comotec TO BE CONFIRMED	Virtual company meeting
17		34	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 Dr. Marzio Damiani – Operation Manager DGDK Plant China TO BE CONFIRMED	Virtual company meeting
18		36	Learning from the internationalization path: the Lego Case Legor Group Dr. Giuseppe Maronato – COO Legor Group Dr. Francesca Poliero – HR Manager TO BE CONFIRMED	Virtual company meeting
19		38	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 TO BE CONFIRMED	Virtual company meeting
20		40	Consulting across cultres: the Hawksford case Hawksford dr Fabio Stella Associate Director, Corporate Services - China Head of Sales & Business Development dr Dario Marotta Associate TO BE CONFIRMED	Virtual company meeting
21		42	Course wrap-up	