1 Module content

Course	MA in InterCultural Management (ICM) - 1st year
University, Faculty	University of Burgundy, Languages and Communication Faculty
Module title	CROSS-CULTURAL MANAGEMENT IN CHINA, from theory to practices
Lecturer	Bernard FERNANDEZ Founder, Ekta Asia Management co., Ltd, Shanghai
	Professor of Cross-Cultural Management, leadership & Organizational Behavior since 1992 in Europe (Dauphine, Sorbonnes, IEP, CELSA, IAE Grenoble, INSA Universties) Business Schools (EMLyon, Vlerick Leuven Gent Management School, HEC Asia Institute), in China (Fudan, Tongji, Tsinghua & Shanghai Universities), and in Russia (Ekaterinburg University). Author of several chapters & books in the fields of cross-cultural management, expatriation, leadership and business systems in Asia, he has given conferences and presented research papers in different countries including South of Africa, Romania, Algeria, Morocco, UNESCO, IMASIE Paris, U.K., Germany, Switzerland, China, Russia & India.
Objectives	Already aware of intercultural issues, students attending the course will increase their knowledge and capacity to apply it to intercultural management. They will discover new topics dealing with: • Cultural values assessment and managerial practices between West and East • Cross-cultural communication between East and West • Help students acquire an *analytical methodology* of comparing management models, practices and methods with *national cultures* • Enlarge *theories* and their *practical adaptability* to professional everyday life situations in China
Number of hours	12
Semester	Second
Number of students	Around 30

2 Evaluation

Evaluation methods	**2 marks :** 1- **Group participation** – in cases, feedback, questions, small group activities and discussions work (case studies) : **50 %** Participation is more than just attendance, just as the quality of your comments counts more than quantity. Good participation moves the discussion forward and improves your learning experience. Besides, The aim of this assignment is for you to put some of the exercises, cases, and reading (reading required) we have done in the course to work for your own benefit. 2- **Group work written paper** based on the case study "Cross-cultural Management in China" or choose any articles, chapter or books in references (to be discussed with professor) : **50 %**
Weighting	100%
Examination types	Written test

3 Teaching methods

Pedagogy	Lectures and interactive courses
Teaching activities	Lectures, case studies, discussions, …

4 Program

Part. I Cross-cultural Management in China, from theory to Practices
China is an attractive market for foreign business and understanding Chinese business culture and ethics is paramount to conduct with China. This course is intended to introduce the cultural foundations of China and to show how they are applicable in organisations and business practices. In order to develop cross-cultural sensitivities and strengthen communication skills between East and West, students will solve concrete management case studies and other practical exercises. Through this in depth study, students will acquire specific tools that will enable them prepare for and deal with issues that face international managers and multi-cultural team builders in China.

Part. II Cross-cultural Management in China, from theory to Practices

This second part has been developed to meet cross-cultural management needs in both Chinese companies and foreign enterprises working in China. It focuses on real issues faced by both expatriates working in China and local Chinese and Asian people working in foreign companies or local companies in employing expatriates staff. It allows students to go beyond differences and create a vision and effective process for working together. It builds the foundations for sustained high performance in cross-cultural management in China. It combines executive experience, know-how and academic interpretations.

Reading required : (given pdf to students)

1. Fernandez, Bernard, ***Build trust in China : a cross-cultural & relational perspectives***
2. Fareed Zakaria, ***Culture is Destiny,*** A conversation with Lee Kuan Yew,
3. Jiing-Lih Farh, Jiang Liang, Li Fang Chou, and Bor-Shiuan Cheng, ***Paternalistic Leadership in Chinese Organizations : research progress and future research direction,*** In Leadership and Management in China, 2008, Cambridge, pp. 1971-205
4. Linn, Van Dyne, Soon Ang & David Livermore, ***Cultural Intelligence ; A pathway for leading in a rapidly Globalizing world,***
5. Candu Lin, ***Demystifying the Chameleonic Nature of Chinese Leadership***
6. Fernandez, B. ***Management and globalization in China, a cross-cultural perspective***
7. Zheng Lihua & Fernandez B, ***Culture et gestion en Chine, Gérer un grand pays, c'est comme cuisiner un petit poisson » (Zhi da guo zhe ruo peng xiao xian)***

5 References

Bartlett A. Christopher, Ghoshal Sumantra, 2002 (1998). *Managing across Borders, The transnational solution*, Harvard Business School press.

Bennet Milton J., 1998 : *Basic concepts of intercultural communication, Selected readings*, London, Intercultural Press.

Bond M.H., (1991), *Beyond the Chinese face, Insights from psychology,* Oxford University Press, Hong Kong, p. 125

Chao-Chuan Chen & Yueh-Ting Lee, *Leadership and Management in China, Philosophies, Theories & Practices*, Cambridge, 2008.

Hall E.T. , 1976 Beyond Culture, Anchor/Doubleday

Fernandez B. (2010), *Built trust in China, a cross-cultural & relational perspectives*, in (Zheng & Yang)), La confiance et les relations sino-européennes, L'Harmattan, 2010, pp.49-60.

Fernandez, Bernard, (2002) IDENTITE NOMADE, De l'Expérience d'Occidentaux en Asie, Editions, Anthropos-Economica.

Fernandez J.A. & Underwood L. (2003), *Succeeding in China : the voices of Experience*, Forthcoming Organizational Dynamics, vol. 35, issue # 1

Inglehart R. (1997), *Modernization and Postmodernisation, Cultural, Economic and political change in 43 societies,* Princeton University Press, Princeton, New Jersey, 453 p.

Kwang Ng. Aik, (2001), *Why Asians are less creative than Westerners,* Prentice Hall, Pearson Education Asia Pte Ltd.

Redding Gordon, Stening Bruce W. 2003 : *Cross-cultural Management, Volume I The Theory of culture*, Bodmin, Cornwall, "The international Library of critical Writings on Business and Management", EE Published.
Redding Gordon, Stening Bruce W. 2003 : *Cross-cultural Management, Volume II Managing Cultural Differences,* Bodmin, Cornwall, "The international Library of critical Writings on Business and Management", EE Published.