

Cross Culture Management in China: The case of a Spanish Company operating in China

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Context and aims:

In short, the aims of this research are:

- To examine the general features of management, and perceive leadership effectiveness from Spanish Managers working with Chinese ethnic employees, in Mainland China, Hong Kong and Taiwan.
- To examine the general working attitudes, interaction, performance and perceived leadership effectiveness from Chinese ethnic employees working in a Spanish company.

Contrasting the LMX theory of leadership and the model presented by Cogliser, et al.(2009) with what Westwood (1997) understand to be paternalistic leadership. The most common and effective type of leadership on China.

Method:

For the proposed study. This research will conduct an empirical study by using the mentioned company, A mixed approach of qualitative and quantitative methods will be used for this study.

The study will be based firstly on the conduction of extended in-depth interviews, with the Spanish managers. This methodology aims to illuminates the particular practices of the Spanish managers in the company. And for the quantitative section a series of questioners will be distributed among the Chinese employees in order to measure their perception of the effectiveness of the leadership effectiveness shown by the Spanish managers. Aiming to test the hypothesis in the field of effective leadership contrasting western theories of leadership with what is know to the western scholars as Paternalistic leadership , which seems to be the dominant way of leading in China..

Analysis and Discussion

The objective of this research is to analyse the cross cultural interaction between Spanish Managers and Chinese Employees, working in a traditional Spanish firm in China. The project, aims at finding out, how the Spanish managers have been adapting their general Management style, and more specifically their leadership behaviour and how effective they perceive it has been, to suit the Chinese culture and environment where they are operating. Bearing in mind the potential problems and limitation that may emerge from a cross-culture study.

Implications and Impact

This proposed research is extremely relevant for the contemporary global situation and especially for China, which has been experiencing a rapid process of economic development and exposure to the global stage. As it is relevant to the overall situation, it is important to notice that Spain has undertaken extended economic development and international expansion during the last fifteen years, with a significant number of companies expanding to China and that China had exponentially increased the purchased of Spanish products, however that not much empirical research has been conducted aiming to understand this interaction.