Managing Chinese-African Business Interactions

Growing Intercultural Competence in Organizations
CONTENTS

Part I  Cultural Insights into Chinese-African Management  1

1  Introduction  3
Claude-Hélène Mayer

2  Chinese Cultural Concepts and Their Influence on Management  19
Zhaoyi Liu

3  African Cultural Concepts and Their Influence on Management  37
Samukele Hadebe and Dion Nkomo

Part II  Intercultural Training Cases: Dealing with International Communication, Cooperation and Negotiation  59

4  Case 1: Dealing with Organisational Strategies in the Tanzanian-Chinese Chalinze Water Project  61
Christian Martin Boness
5 Case 2: "Not who I am, not what I mean": Intercultural Communication in Chinese-South African Interactions
Fungai B. Chigwendere

6 Case 3: Dealing with Organisational Structures, Decision-Making and Participation in the Zambian Textile Industry
Christian Martin Boness, Naiming Wei, and Claude-Hélène Mayer

7 Case 4: A Negotiation Between Chinese and Namibian Organisations in Namibia
Haiyan Zhang, Chen Ni, and Liusheng Wang

8 Case 5: How to Make Friends in Rwanda: A Chinese Tea Ceremony
Christian Martin Boness

Part III Intercultural Training Cases: Entrepreneurship, Management Styles, Language and Identity

9 Case 6: Setting Up Small, Medium and Micro Enterprises by Chinese Entrepreneurial Immigrants in Maputo, Mozambique
Mattheus Johannes Louw, Lynette Louw, and Fiona Geyser

10 Case 7: Managing a Chinese-Angolan National Housing Project in Angola’s Capital, Luanda
Christian Martin Boness, Naiming Wei, and Claude-Hélène Mayer

11 Case 8: Language, Culture and Power in the Chinese-South African Telecommunications Sector
June Sun

12 Case 9: Transforming Employee Conflicts in a Chinese Construction Firm in Kampala, Uganda
Sidney Muhangi
Part IV  Intercultural Training Cases: International Human Resource Management  

13 Case 10: Sharing Knowledge in a Sudanese Oil Refinery Through Cultural and Language Trainings  
Christian Martin Boness  
171  

14 Case 11: Working Conditions in a Chinese-Ugandan Communications Company  
Christian Martin Boness and Naiming Wei  
179  

15 Case 12: Managing a Chinese-South African Restaurant in Port Elizabeth, South Africa  
Zhaoyi Liu  
191  

Part V  Intercultural Training Cases: Management Practices and Employment Relations  

16 Case 13: Employee Perceptions of a Chinese Heavy-Machinery-Importing Organisation Operating in Uganda  
Lynette Louw, Katherine Burger, and Mattheus Johannes Louw  
205  

17 Case 14: Hiring and Firing in the Chinese-Zimbabwean Mining Industry  
Christian Martin Boness  
215  

18 Case 15: Managing Chinese-Cameroonian Daily Interactions in a Company in Douala, Cameroon  
Jocelyne Kenne Kenne  
225  

19 Case 16: A Cross-cultural Conference in the Mozambique Confucius Institute  
Christian Martin Boness and Naiming Wei  
233  

Index  
247