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Final Thesis

Expatriate managers working in international luxury hotels in China: analysis of challenges and opportunities, with a lexicographic collection

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前言

本论文的目的是研究在中国建立的豪华酒店工作的外派经理。特别是关于外派经理的职能，以及机遇和挑战。

二十世纪七八十年代中国对外开放时，酒店行业是最早对外开放业务之一。国内市场的住宿业最先取得进展，因此，全世界对中国市场的兴趣越来越大，国际性酒店也在中国开展业务。通常情况下，豪华品牌的酒店连锁是外国人在中国建立业务最常用的方法。

国际饭店进入中国市场的时候它们有必要外国人用国际公司的牌子经营它们在中国的业务。在中国建立的豪华连锁酒店里的外派经理有重要的职能。

我对分析外籍酒店经理的职能感觉非常感兴趣，特别是分析外籍经理在独特的中国的职能。

为了有效地解释外派经理在中国必须克服的机遇和挑战，我将我的论文分为两部分。第一部分是引言部分，共分三章，第二部分为术语集录，主要分析在中国豪华酒店的工作的外籍经理使用的英文、意大利文以及中文词语。

第一个章探讨了中国旅游业和酒店业的初步传播。首先，我将分析国内外旅游业的发展历程以及它如何吸引来自世界各地的游客。从旅游业开始，我将继续介绍在中国发展的当地酒店，并解释政府影响住宿业的政策。然后，我想分析国际酒店业的扩张，包括国际牌子进入中国市场用的不同的方式。我还将讨论关于中国酒店业标准的相关指标的星级系统。本章最后比较了中国最常见的经济型酒店和在中国逐渐受到欢迎的豪华酒店。

第二章重点讨论国际豪华酒店对外籍经理的重要性。我将把中国人才的本土化现象与外国公司从母公司招聘经理的态度进行比较。之后，我将介绍让外派经理在中国成功他们的工作的全球素质。在这个章我也会解释一下"西方优势"(Western superiority)的概念，这一重要特征凸显了中国人对"西方"在中国存在的积极看法。然后，我会说明对工作人才培训的重要性，特别是文化培训。我会

解释这个培训对经理准备去中国工作的重要性。我也将讨论关于在中国背景采取西方培训方法的影响力。最后，我将介绍一下动机在外籍经理培训的过程中的重要性。并且我会解释人才的动机为何可以为外派经理的未来成功起核心作用。我还解释对中国员工动机的重要性和外籍经理如何找到最好激励职工的方式。

第三章是关于外派酒店经理在中国开始工作战胜的挑战。这个章内我会介绍最常见外国人战胜的困难，尤其是关于文化契合的困难。然后，我解释怎么做出未来外籍人员问题的预报：用 U-curve 理论。这个理论为学习外籍人员在外国的经验的不同的阶段是很有用的办法。之后，我将比较中西文化，强调文化的多样性。首先，我将谈论文化冲击的内涵和这个文化冲击为何对外籍人员在中国的经验很重要。然后，我将继续讨论关于语言隔阂和沟通错误问题，这些问题影响了大部分外籍人员在中国的逗留，并限制了他们的工作。本章的核心部分是对中国国际酒店管理中"关系"和"面子"的中国价值观的研究。我还将对"中国关系"的价值与西方的 LMX 理论进行比较，后者是指工作环境中主管及其下属之间的关系。之后， 我将解释流动率的问题和外籍人员的失败原因。我就会结束这个章阐述遣送制度，外籍人员回家以后感觉什么，以及这个过程对人才重返社会的意义。

本论文的第二个部分是与我的研究有关的术语集录。每种语言的术语有一个定义和它属于的概念领域，以及所使用的三种不同的语言中的术语之间的潜在相关。本部分还提供一个包括书录的来源的集录。本论文为使术语的参考比较容易，以一个意英中文（汉字和拼音）的字汇结束。

INTRODUCTION

The present thesis deals with the role, the opportunities and the challenges that expatriate managers face when they are appointed to manage luxury hotels in China.

Since 1978-80, China opened its doors to the external world and the hotel industry was one of the first business sectors which started to look abroad and to be opened to the outside reality. The domestic market of the lodging sector was the first to see progresses. Consequently, due to the increasing worldwide interest towards China, international hotels inaugurated their presence in the country. Hotel chains, usually belonging to luxury brands, have always been the most common way used by foreigners to establish their presence in China.

Entering the Chinese market with international lodgings also implies the necessity to hire foreign people who can run the business adopting the brand's values. Expatriate hotel managers have a fundamental role when talking about luxury hotel chains established abroad.

I found interesting the idea of analysing the role covered by foreign expatriate hotel managers sent to a different and peculiar country as China.

To explain effectively the opportunities and challenges that expatriate managers have to overcome in China, I divided my work in two sections. The first one is an introductive section divided in three chapters, the second one is a lexicographic collection.

The first chapter investigates the initial diffusion of tourism and hotels in China. First of all, I will analyse the period in which domestic and international tourism developed and how it interested tourists coming from all over the world. Starting from tourism, I will then move on with a description of the local hotels developing in China, explaining the government's policies affecting the lodging industry. Then, the focus will shift on the expansion of international hotels including the different formal ways by which international brands were able to penetrate the Chinese market. I will also explain the star-rating system which is a very relevant indicator of lodgings quality in China. The chapter ends with a comparison between budget hotels, which are the most common accommodation in China, and luxury hotels, which are becoming gradually appreciated in the country.

The second chapter focuses on the importance that international luxury hotels give to the role of expatriate managers. I will compare the phenomenon of localization of Chinese talents against the foreign companies' attitude of hiring managers coming from the organization's parent country. Afterward, I will describe the global qualities that make expatriate managers adequate to succeed in their assignments in China. I will also explain the concept of western superiority, an important characteristic that underlines the positive opinion Chinese have towards "western" presence in their country. I will discuss the considerable importance that training, especially cultural training, has in the formation of managers who are preparing for an assignment in China. I will also explain the impact of western training when adapted to a Chinese context. Finally, I will analyse the importance of motivation during the process of expatriates' training and how motivating candidates play a central role for their future success. I will investigate how important is motivation towards Chinese employees and how expatriate managers can find the best way inspire the staff.

The third and last chapter regards the several challenges that expatriate hotel managers have to overcome when they start working in China. I will describe the most common issues faced by foreigners, mostly related to difficulties in the cultural fit. Then, I will explain how to forecast future expatriates' issues using the U-curve theory, a useful tool to study the different stages of expatriates' experience abroad. Afterwards, I will compare the western and the Chinese culture, stressing the cultural diversities. First of all, I will discuss the meaning of cultural shock and why it is so relevant in expatriates' experience in China. After that, I will move on talking about language barriers and the problem of miscommunication that affects most of the expatriates' stay in China and limits them in their work. The central part of this chapter is the study of the Chinese values of *guanxi* and "face" related to the international hotels' management in China. I will also make a comparison between the Chinese value of *guanxi* and the western LMX theory which refers to the relation between a supervisor and its subordinates in working environments. Then, I will explain the problem of staff turnover and the expatriates' failures. I will conclude the chapter describing the process of repatriation, what expatriates feel once they go back home and how this process is fundamental for the reintegration of talents.

The second section of this paper is a lexicographic collection of terms related to the topic of my research. Each is provided with a definition, the concept field it belongs to and the potential correlation between the term in the three different languages used. This section offers also a lexicographic bibliography which includes a collection of the sources. The thesis is concluded with an Italian- English- Chinese (characters and pinyin) glossary, to facilitate the consultation of the terms.

FIRST SECTION

Chapter 1 – The hotel industry in China

1.1 Development of domestic and international tourism in China

"Leisure travel in China dates back thousands of years. Emperors, scholars and monks were frequent travelers in ancient China, due to their status, intellectual interest or free time."[1] International tourism developed in the past also thanks to foreigners who managed and controlled the travel industry as participants and business supervisors. One of the first travel companies managed by Westerners was originally opened in the 1920s in Shanghai and subsequently moved to the Chinese capital. The pleasure journeys around the country continued until the wars of the 1930s and the 1940s, which represented a critical crossroad for the country.

After the foundation of the People's Republic of China (PRC) in 1949, China undertook a process of industrialization, which regarded mainly the heavy industry. The tertiary industry was barely affected since it was considered an unproductive sector. With the penetration of the communist principles, Chinese people changed the way of looking at things and their priorities evolved consequently. "Culture and leisure had no place in people's life as being considered part of a bourgeois lifestyle and contractionary to the communist frugal living doctrine"[2], this idea influenced the interests of Chinese people and curbed people's willingness to travel.

Tourism activities were considered purely as a way to promote and cultivate friendships with other nations. For this reason, travels outside the country were only diplomatic and business activities. Other forms of travels were considered dangerous and a waste of money. The flow of tourism was further limited by the fact that the PRC was founded on a centrally planned economy. The PRC developed the tourism sector with the

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[1] Yiping LI, "The impact of Tourism in China on local communities", *Asian Studies Reviews,* 26, 4, 2002, pp. 471-486.

[2] Lingling BI, Dominique VANNASTE, Jan VAN DER BORG, "Tourism development in China since 1949: a regime perspective", *International Journal of Tourism Policy*, 6, 3/4, 2016, pp. 321-340.

scope of getting closer to the worldwide community and propagating the socialism supremacy. It was with these goals that the China International Travel Service (CITS), an institution which helped overseas tourists during their stay in China, was established in 1954. Moreover, Chinese indifference towards the service industry pushed the tourism business to a marginal position in the economic scheme.

Later, the Cultural Revolution broke out and during its 10 years the development of the travel industry was frozen. Tourism entered in a standby situation and Chinese people started thinking about travels as something only linked to diplomatic functions in order to spread China's prestige all over the world and to encourage the understanding between Chinese people and people from other countries.

The end of the Cultural Revolution paved to way for a period of change for China. Among the reforms initiated by the country, the fact that China shifted the attention from politics to the economy, was one of these changes. Moreover, during the same years, tourism started to be accepted and to be integrated into the political view. Tourism started to be seen by the people as an activity able to accelerate economic reforms and as a springboard to build China's worldwide reputation.

As already mentioned above, before 1978, tourism in China was an activity limited to economic and political purposes and international tourism was even less common during these very same years. However, foreign tourism had a prior diffusion compared to the domestic one. First of all because travelling was not rooted in the Chinese culture and, second, because there wasn't originally a tourism service targeted for Chinese people - the service was developed to target overseas and foreign tourists instead. "From 1978 to 1989 was a most dramatic period of change for China's hotel industry. When China first opened up to international tourists the sudden influx of visitors created a great demand on China's underdeveloped hotels".[3]

The Chinese tourism industry evolved through 4 stages. The first stage spanned the period between 1978 and 1985; 1978 coincides with the year of "the Third Plenary session of the CPC's 11th National Congress was held"[4] and it represents the date when two important choices were taken in the Chinese industry: the beginning of an economic

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[3] *Ibid.*

[4] BI, VANNASTE, VAN DER BORG, "Tourism development in China since 1949: a regime perspective", *cit.,* p. 9.

transformation and the opening towards the external world. Due to the privatization of the economy, private ownership was formally "recognized as complementary to public ownership since 1982".[5] Even though the privatization of enterprises and businesses had already entered the Chinese economy, the State continued to occupy an important place in the management and in the planning of the country.

Deng Xiaoping, through five speeches, encouraged the nation to develop its domestic and international tourism activity. "These talks have been of strategic significance for China's tourism industry at a transitional stage in that young communist regime"[6]. However, this decision put China in front of some difficulties as the country lacked the necessary infrastructure needed to host overseas visitors. For this reason, measures to limit the flow of incoming guests were necessary. Deng's actions aimed at attracting foreign trade flows needed to build the country's new economy. For this reason, most of the discriminatory actions and the travel barriers were gradually suppressed. As a consequence, tourism was integrated in the economic activities with the aim of providing the cultural exchange needed for the modernization of China. In December 1985 tourism was recognized as a fundamental unit for economic and social progress and it was incorporated in the Seventh Five-Year National Plan.

The second phase covered the period from 1986 to 1991 when tourism was integrated in the government plan for social and economic expansion (the National Tourism Plan 1986-2000). The goal of this plan was to bring China at the top of the ranking with the most advanced countries welcoming tourists for infrastructure and service development. Despite all the good plans, the events occurred in 1989 (the Tiananmen incident) caused a significant slowdown in overseas arrivals. As a consequence of these events, several economic sanctions were imposed on China and Westerners, morally supporting Chinese students fighting for democracy, avoided travelling to China. It took two years for the Chinese international tourism to recover from such a decline and strategies designated to support the nation in becoming an important international destination. The main

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[5] David AIREY, King CHONG, *Tourism in China: Policy and development Since 1949*, Routledge, London and New York, 2011.

[6] Honggen XIAO, "The discourse of power: Deng Xiaoping and tourism development in China", *Tourism Management,* 27, 5, 2006, pp. 803-814.

strategy to attract potential travelers was to focus the attention on Taiwan and the southeast Asian countries. Another emerging market useful to improve the tourism situation in China was the Soviet Union, a country with which China established good relationships. For this reason, Taiwan and The Soviet Union played an important role in the recovery of the Chinese international tourism. Even though China was affected by difficulties, during the second developing stage of the travel industry, tourism turned into an economic industry with a political function, especially in 1986 when tourism was considered adequate to be part of the national plan. It was in those years that the State underlined the value of tourism as an important activity in the tertiary industry with the potential of getting big profits without too much previous investments and which would have given great possibilities to improve people's occupational status.

It was in the 1980s that also tourism education started developing reaching a higher expansion in the 1990s in the sphere of secondary schools and in higher education sectors. This fact highlighted the progressive penetration of tourism as a recognized activity by the State.

The period between 1992 and 1998 represented the third phase faced by the Chinese tourism industry in which China opened its doors to the external world, a fact that attracted a lot of foreign investments. During these years international visitors increased again and "the tourism industry entered an adjustment stage to meet intense competition and explore new markets"[7].

It was in this period that "the tourism industry has established itself as one of the most important industry in the national economy as well as regionally"[8]. The importance of tourism in China increased a lot during the last years of the last century and when Deng Xiaoping announced a willingness to develop economic reforms in 1992, it acquired even more relevance for the country because it was further opened to the external world due the introduction of foreign investments which were exclusively allowed in the hotel sector. "Opening up to and a deeper contact with the world created more cultural awareness and

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[7] Hanqin Qiu ZHANG, Ray PINE, Terry LAM, *Tourism and hotel development in China*, New York, The Haworth Hospitality Press, 2005.

[8] *Ibid.*

nationalism and facilitated China's cultural and heritage protection. China started to re-evaluate its past heritage since the reform and opening up."[9]

The third phase ended with the advent of the Asia-Pacific financial crisis that interested the oriental world, but which didn't affect the beginning of the fourth stage (1999-2001). During this period Chinese infrastructure improved, the international tourism continued to develop and with it also the country's cosmopolitan reputation improved.

These developments in the tourism industry and the progresses done after the economic reforms changed the way in which China was approaching the world and its internal organizational structure. These reforms brought two big innovative changes in the Chinese tourism market: first of all, the shift from non-profit to profit-oriented business projects and, second, the tourism sector managed to find an equilibrium between government-led and market-driven policies.

Tourism in China knew a flourishing history which led it to become one of the most important sources of income for the nation and, during recent years, the country promoted the development of leisure travel and tourism needs. Both domestic and inbound tourism grew over the same period of time strengthening the industry.

Looking at the underlying table that shows data relative to tourism in China, it is easy to see that the inbound flow kept increasing over the years helping the country to reach a high worldwide consideration and importance.

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[9] BI, VANNASTE, VAN DER BORG, "Tourism development in China since 1949: a regime perspective", *cit.,* p. 9.

<div align="center">2010 年－2018 年旅游业主要发展指标</div>

年　份	国内旅游人次（亿人次）	国内旅游收入（亿元）	入境旅游人次（万人次）	入境旅游收入（亿美元）	出境旅游人次（万人次）	旅游总收入（万亿元）
2010 年	21.03	12580	13376	458.14	5739	1.57
2011 年	26.41	19305	13542	484.64	7025	2.25
2012 年	29.57	22706	13241	500.28	8318	2.59
2013 年	32.62	26276	12908	516.64	9819	2.95
2014 年	36.11	30312	12850	1053.80	10728	3.73
2015 年	39.90	34195	13382	1136.50	11689	4.13
2016 年	44.35	39390	13844	1200.00	12203	4.69
2017 年	50.01	45661	13948	1234.17	13051	5.40
2018 年	55.39	51278	14120	1271.03	14972	5.97

Figure 1 Major development indicators for tourism in China (2010-2018)[10]

Year	Domestic tourism (billion people)	Revenues from domestic tourism (hundred million yuan)	People travelling (ten thousand people)	Income from people travelling (hundred million dollars)	Number of outbound tourists (ten thousand people)	Total tourism income (hundred million yuan)
2010	21.03	12580	13376	458.14	5739	1.57
2011	26.41	19305	13542	484.64	7025	2.25
2012	29.57	22706	13241	500.28	8318	2.59
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2018	55.39	51278	14120	1271.03	14972	5.97

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[10] "Zhonghua renmin gongheguo wenhua he lüyoubu 2018 nian wenhua he lüyou fazhan tongji gongbao" 中华人民共和国文化和旅游部2018年文化和旅游发展统计公报 （2018 Cultural and Tourism Development Statistics Bulletin of the Ministry of culture and tourism of the People's Republic of China) in "Zhongguo rengong he guowenhua he lüyoubu" 中国人共和国文化和旅游部 (Ministry of Culture and

1.2 Development of the hotel industry

When did the hotel industry appear in China for the first time? Hotels established their presence in China since ancient ages, since the Sui and the Tang dynasties. "This long history has significance for there exist long established modes of practice, patterns of commercial hospitality and practices of food service that never wholly vanished during the Maoist period (1949-c. 1976)".[11] Along Chinese history, due to some historical events such as the opium war, the country began opening its door to the unknown external world leading to an increased inflow of tourists. "With the improvement of transportation systems in China, the first hotel boom appeared in the 1920s in almost all open cities, and travel and tourism became a flourishing industry, quite similar to most Western countries".[12] However, hospitality services on a large scale in China didn't develop before 1978, because "the travel business was treated as a form of special political activity"[13] and for this reason only people with special permission were able to move around.

The undervalued condition of hotels remained the same till the arrival of Deng Xiaoping who, in 1978, introduced China to the four modernizations which led the way to a wider opening towards the foreign world.

1978 was an important date for the service sector and for China itself because it was in those years that the country faced economic reforms and those modernizations which introduced a sort of political freedom creating the conditions for many internal businesses to develop and grow. The hotel industry was one of the first sectors which took advantage of these reforms and started to be opened to foreign investments.

1988 was a particularly important year for the hotel sector. "The China National Tourism Administration (CNTA) established a star rating system"[14] which enabled a comparison between the several hotels active in the country. Actually, China was "among

Tourism of People's Republic of Republic),

http://zwgk.mct.gov.cn/auto255/201905/t20190530_844003.html .

[11] Huimin GU, Chris RYAN, Larry YU, "The changing structure of the Chinese hotel industry: 1980-2012", *Tourism and Management Perspective,* 4, 2012, pp. 56-63.

[12] ZHANG, PINE, LAM, *Tourism and hotel development in China, cit.*, p. 14.

[13] *Ibid.*

[14] *Ibid.*

the first countries [to develop] its foundation of hotel classification system"[15]. Thanks to these developments, travellers could be aware of the quality of every lodging in advance and China quickly reached a higher consideration in the travellers' eye.

Because of some government's policies, hotels have always been controlled and manged by the state which, at the beginning, didn't give a lot of attention to the financial and economic aspect of the hospitality industry. The main issue caused by the government-owned model in China were registered in the field of human resources. The staff was not motivated to learn and speak English and consequently it didn't possess an international vision. This shortcoming confined the state-owned hotels in a weaker position compared to the international lodgings. Local hotels, compared to their foreign competitors, were lagging behind on a number of features such as the quality of service, marketing and website advertising. This situation was caused by the lack of a market for domestic lodging and by the absence of a strategic planning capable of strengthening the competitive position of the state-owned hotels compared to the peers.

China pushed state-owned hotels to become independent from the central government in order to have much more freedom in reacting to market changes. To develop the lodging business, the country moved two ways. The first direction regarded the opening of four- and five-star hotel to catch the interest of overseas tourists; the second move was to launch local hotels with limited services "to fit the demand of domestic and budget minded visitors"[16]. "The Chinese hotel industry is dominated by mainly two types of market. The first type is upscale, luxury, four- and five- star hotels that provide full services and facilities guests […]. The second type is those individually owned or state-owned economy small hotels."[17] The great success that budget hotels experienced in the United States and in Europe contributed to the development of the hotel owners' belief of replicating the same business model in China. "Some of these projects included local

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[15] Katalin CSER, Azuma OHUCHI, "World Practices of Hotel Classification Systems", *Asia Pacific Journal of Tourism Research,* 13, 4, 2008, pp. 379-398.

[16] Benny CHAN, Sylvester YEUNG, "Hotel development in China: The Hoteliers' Perspective", *Journal of China Tourism Research*, 5, 2, 2009, pp. 210-223.

[17] Wilco W. CHAN, Shanshan NI, "Growth of Budget Hotels in China: Antecedents and Future", *Asia Pacific Journal of Tourism Research,* 16, 3, 2011, pp. 249-262.

brands such as Home Inn and JJ Inn (the firsts budget hotel opened in China in 1996) and international chains such as Ibis of France."[18]

Even though China started innovating its hospitality industry, the country still had to acquire suitable services to meet visitors' expectations which were benchmarked to international standards.

During years, steps done in the Chinese hospitality industry were huge, but costumers kept considering international hospitality better than the local one.

The number of hotels both high-star rated, and budget ones has increased with the passing of the years and the category which kept the first place in the ranking has been the three-star hotel sector.
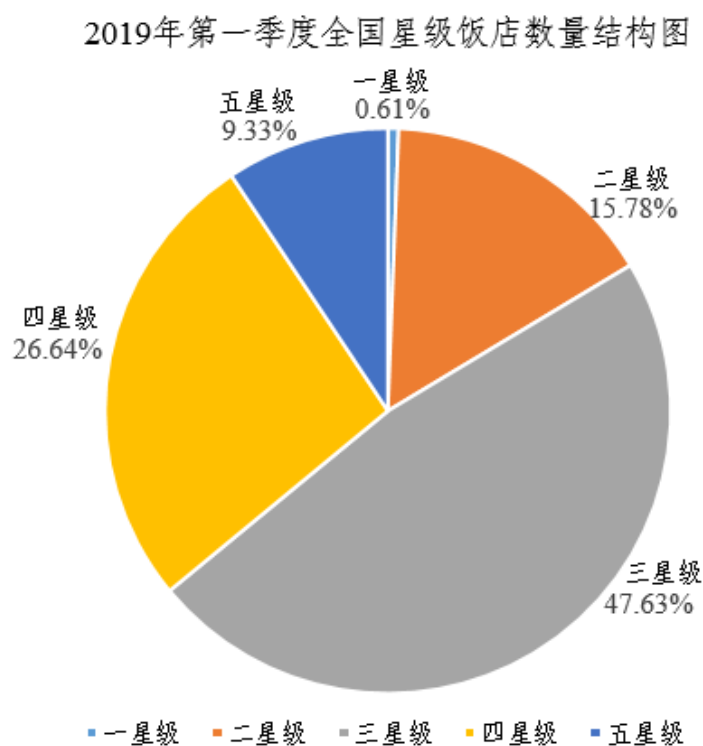
Figure 2 Number of National star-rated hotels in China (first quarter of 2019)[19]

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[18] *Ibid.*

[19] "Wenhua he lüyou bu fabu 2019 nian shang bannian quanguo xingji fandian tongji baogao" 文化和旅游部发布2019年上半年全国星级饭店统计报告(Ministry of culture and tourism issues the National Star Hotel statistical report in the first half of 2019) in "Zhongguo rengong he guowenhua he lüyoubu"

Number of star-rated hotels in China in the first quarter of 2019
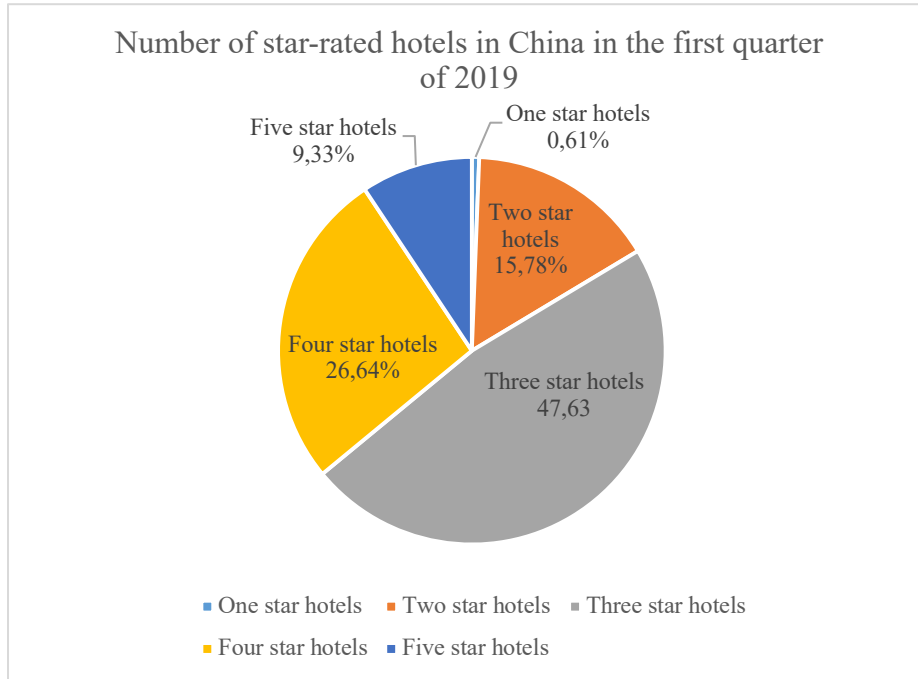
2019年第二季度全国星级饭店数量结构图
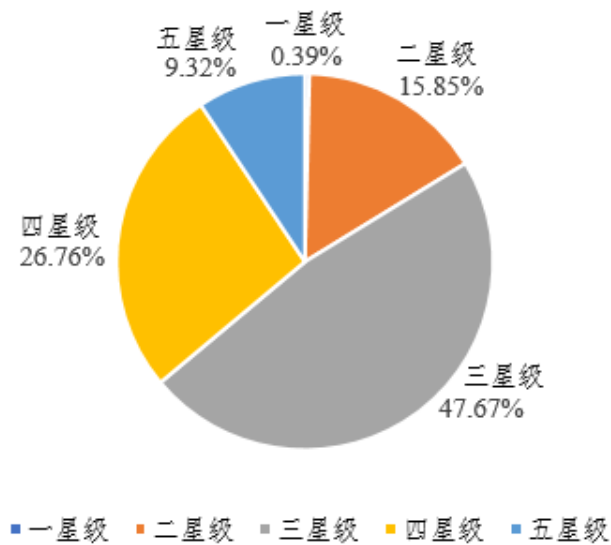
Figure 3 Number of National star-rated hotels in China (second quarter of 2019)[20]

中国人共和国文化和旅游部 (Ministry of culture and Tourism of People's Republic of Republic),

http://www.gov.cn/xinwen/2019-11/23/content_5454829.htm.

[20] *Ibid.*

Number of star-rated hotels in China in the second quarter of 2019
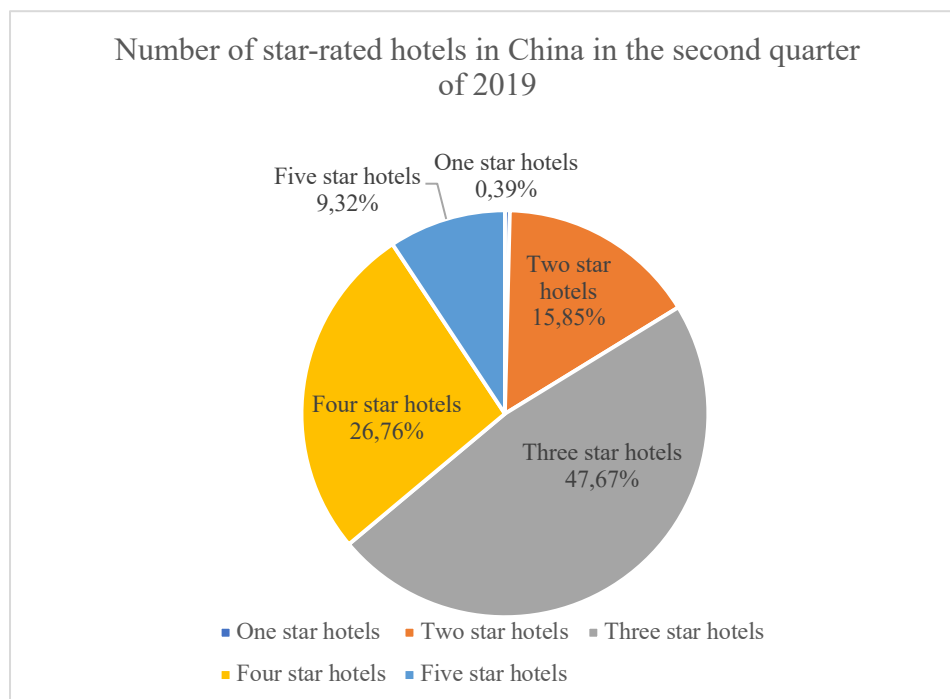
1.3 Government policies affecting hotel expansion in China

Even though China introduced some innovations to get closer to a market economy instead of a planned economy and reached a higher degree of openness to the external world, the country still had to deal with the limitations caused by the state government. Chinese government issued policies affected and constrained the development of the hospitality industry.

Among the restrictions, the first to be documented was *the Notice on the Basic Requirements of the Successful Operation of Hotels* in 1982 which focused principally on the hotel sector supply-side. "This policy was issued when China was experiencing severe shortages of hotels beds and facilities because of the huge influx of international tourists. The 1982 regulation required the continuous transformation of state-owned guesthouses used for official and diplomatic purposes into hotels that would be operated on a profit-making basis. It also allowed and encouraged foreign investment in the construction of new hotels or the renovation of existing ones."[21] An important change in the policy field took place in 1984 when the China National Tourism Association promulgated *The notice*

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[21] Hanqin Qiu ZHANG, Qi YAN, Haobin YE, "A comparative analysis of the mechanism of Policy change in china's travel agencies and hotel sector", *Journal of China tourism research,* 4, 3-4, 2008, pp. 229-247.

on the Expansion to the Fifty Experimental Hotels of the Operational and Managerial Practices of Beijing Jiangguo Hotel, "the 1984 regulation was significant in its endorsement of the internal management structure of this hotel and its profit centered external business activities, both of which are in contrast to the traditional stereotype of Chinese hotels being guided under the planned economy."[22]

In 1993 another policy was implemented: *The Provisional Methods on the Administration of Hotel Management Companies* which embodied the permission for the government to enter in the business of the domestic hotel management companies. With this procedure the attention of the government moved from private estates to lodging groups.

An additional policy was introduced in 2002: *The Industrial Standards of Chinese Tourist Hotels*. "The 2002 document is by far the most comprehensive regulation of the product and service quality of tourist hotels in China, and it stipulates in detail the procedure to be followed should there be any disputes between guests and the hotel. However, the most distinct feature of this regulation is its jurisdiction allocation to the China Tourist Hotel Association (CTHA), an industrial group mainly composed of upper- and middle-scale hotels of diverse ownership structure, rather than the CNTA."[23]

A turning point in the hospitality industry happened in 2009 when the government issued the *Notice on accelerating Tourism Development*, a policy that signed the recognition of tourism as a fundamental business for the country. A consequence of this policy was the increase in the number of lodging accommodation which was taken as a priority to be accomplished in the short run.

A further improvement happened in 2010 when the *National Twelfth five-year Tourism Plan* was issued. The plan determined an increase in the number of lodging groups in the country.

1.4 International hotels in China

The Chinese open-door policy signed a significant moment for the tourism and hospitality industry, "it was reported that more than 50% of the inward foreign investment in China

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[22] *Ibid.*, p. 242.

[23] *Ibid.*, p. 243.

in the 1980s was invested in hotel industry".[24] Since the first foreign contribution in the Chinese hospitality industry, Deng Xiaoping appeared to be a great supporter of overseas investments because he saw this opportunity as a launching pad for the Chinese hospitality market and as a possibility to take advantage of the western capital inflows to become independent in managing the future of hotels in China. In addition to the economic reforms, during the first 10 years of the XXI century, China hosted three global events: the Beijing Olympics in 2008, the Shanghai World Expo in 2010 and the 16th Asian Games Guangzhou in 2010. The international presence started to be increasingly significant inside the country and it penetrated the Chinese market in three main ways: joint ventures, management contracts and franchising.

Joint ventures are a procedure used by the Chinese counterparts to build a partnership with foreign partners and to have the possibility, consequently, to move their shares to international partners. Usually, the overseas counterpart contributes with half of the financial assets, machinery and management know-how while the Chinese partner provides the estate, the equipment for construction and the work force. This form of partnership is a smart way to acquire management expertise, technical assistance and the brand name. The Chinese counterpart takes advantage of the experience of the Westerners for the first five years of hotel operations in order to train people and let them assimilate all the foreign teachings. After the first five years have passed, management duties become responsibility of the Chinese partner. Regularly, hotels joint-ventures have a fifteen-year term. "From 1978 a group of joint-venture hotels established a presence on the Chinese market–Guangzhou White Swan Hotel, China World Hotel and Beijing Jianguo Hotel."[25] The Beijing Jianguo Hotel, "a Sino-U.S. joint-venture property, opened in 1982 under a management contract with Hong Kong's Peninsula Group"[26].

Hotel management contracts are a common agreement between the owners and the management companies: this method is a smart way to acquire management expertise,

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[24] GU, RYAN, YU, "The changing structure of the Chinese hotel industry: 1980-2012", *cit.,* p. 58.

[25] *"Reform and opening up: a brief history of China's Hospitality industry"* in "China Global Television Network", 2018 https://news.cgtn.com/news/3d3d514d35497a4d31457a6333566d54/index.html 24-09-2019.

[26] Ray PINE, "China's hotel industry: serving a massive market", *The Cornell Hotel and restaurant Administration Quarterly,* 43, 3, 2002, pp. 61-70.

technical assistance and the brand name. Contracts are a convenient means through which hotel groups can expand themselves without excessive expenses. "Before the arrival of foreign hotel management companies, China's hotel industry had little exposure to international management and service standards. Poor industry and inadequate hotel service were the major complaints from overseas tourists. Foreign management companies can provide contemporary systematic management practice and provide adequate training from local employees serving western tourists."[27] "Management contracting is a low-cost and low-risk expansion method."[28] The first management company that was founded was the White Swan Hotel Management Company in 1988, after that many other companies were established in China mainly in cities like Beijing and in the Guangdong Province of South China.

Another form of cooperation is franchising. It is a form of business arrangement that "enables a franchisor to enter an international market and achieve large economies of scale with minimal capital investment and relatively low levels of risk and, therefore, is among the most effective and attractive vehicle with which multinational corporations expand internationally."[29] The adoption of franchising in China brings companies to shift from a government-oriented system to a market-oriented one because hoteliers realized that government management became more and more incomplete and insufficient. Using franchising for businesses is the cheapest way to become well recognized by costumers and benefit from customers' loyalty to the brand. One of the biggest obstacles franchising could meet is the strict government ownership that regulates every business in China. However, this form of foreign investment in the country doesn't change the property of the lodgings and the owners' rights on it, enabling easier acceptance terms for the owners.

Foreign penetration in the Chinese lodging industry made international tourists feel more comfortable while staying in China. Furthermore, this external presence encouraged the government to promote new policies with the purpose of making the Chinese hospitality industry grow faster.

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[27] Lawrence YU, "Hotel development and structures in China" *International Journal of Hospitality Management,* 11, 2, 1992, pp. 99-110.

[28] ZHANG, PINE, LAM, *Tourism and hotel development in China, cit.*, p. 168.

[29] Qu XIAO, John W. O'NEILL, Huiyang WANG, "International Hotel development: a study of potential franchisees in China", *International Journal of Hospitality Management,* 27, 3, 2008, pp. 325-336.

"In addition to investment from the Chinese diaspora, international hotel firms also entered the Chinese lodging market, being initially attracted by the forecasts of increasing overseas arrivals to China, and then subsequently the rapidly growing domestic market and the ever growing China outbound tourism that permitted opportunities for the development of guest retention policies based on loyalty schemes across a domestic and international pattern of Chinese hotel patronage".[30]

Since the Chinese entrance in the World Trade Organization (WTO) in 2001, the investments made by foreigners in the country steadily grew year by year. The increasing international demand in the hospitality industry stressed the four- and five-star rated hotels which had to align their offering to international standards.

A consequence of overseas investments was the establishment of international hotels on Chinese territory and, consequently, the competition between domestic and foreign hotels increased. International hotels established their presence in China addressing their services to overseas tourists but also to the domestic ones providing both luxury and budget lodgings. The intense presence and work conducted by international hotels exacerbated the competition with their domestic peers that tried to line themselves at the same level.

Given that the domestic lodgings sector was encountering a difficult stage facing the foreign presence, reforms in the hospitality industry took place and this struggle stimulated national hotels to upgrade and to develop their management know-how looking at the developed countries.

Investing in training and in innovation was a solution with the potential of bringing China to close the big gap between its lodging system and the international one "making the Chinese hotel industry less dependent on foreign investments."[31] "These reforms are intended to transform domestic hotels into profitable and competitive operations by

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[30] Huimin GU, Chris RYAN, Larry YU, "The changing structure of the Chinese hotel industry: 1980-2012", *Tourism Management Perspectives,* 4, 2012, pp. 56-63.

[31] Tarik DOGRU, "Development of the Hotel Industry in China: Mega events, Opportunities, and Challenges", *E-review of tourism Research,* 13, 3-4, 2016, pp. 471-489.

shifting hotel ownership from the state to the nongovernment business enterprise".[32] Domestic hotels increasingly attracted finances from domestic authorities to build competitive infrastructures and also to be able to acquire expertise from international entities.

Even though internal hotels tried to reach the high level of international lodgings, foreign ones had better skills in managerial know-how, knowledge capital and human resources. For this reason, the collaboration with overseas figures was a good learning opportunity for Chinese. Foreign hotel business, however, needed to expand their popularity and their importance among Chinese people. A suitable strategy to achieve this objective was to take advantage of localization.

"Localization makes the hotel brands well adapt to Chinese culture and business environment, which is crucial for the hotel brands to use the local resource such as talents".[33] Local talents can help the business to take advantage of the environment reducing costs and increasing profits; furthermore, acquiring local talents can help in improving and accelerating the brand development. Localization also helps the business to establish itself in the Chinese reality getting more familiar with local consumers' needs and gaining a faster understanding of the evolving market requirements. Localizing the brand can also help to form a clear idea of the label in the consumers' eye and increasing their trust in it. Integrating Chinese elements in the foreign business has the potential to bring local people closer and more confident in the brand itself.

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[32] Larry YU, Gu HUIMIN, "Hotel Reform in China: a SWOT analysis", *The Cornell Hotel and restaurant Administration Quarterly,* 46, 2, 2005, pp. 153-169.

[33] Yu WANG, "Localization of international Hotel Brands in China", *American Journal of Industrial and Business Management*, 6, 9, 2016, pp. 942-946.

Item	Number of Corporation Enterprises (unit)	Engaged Persons at Year-end (person)	Business Revenue	From Hotel Rooms	From Meals	Total Assets	Total Current Assets	Total Fixed Assets	Total Liabilities	Total Owners' Equities	Revenue from Principal Business	Cost of Principal Business	Taxes and Other Charges on Principal Business	Profits from Principal Business
Hotels	19780	1820851	3963.9	2051.2	1403.3	12648.1	4881.0	4914.1	9279.1	3369.0	3731.5	1501.5	68.9	2161.0
by Status of Registration														
Domestic Funded Enterprises	18941	1637086	3416.2	1778.3	1224.5	10397.7	4075.0	3996.6	7696.3	2701.4	3208.9	1325.0	56.8	1827.1
State-owned Enterprises	1487	191630	359.9	158.9	139.2	1010.7	298.7	520.9	536.5	474.2	337.1	121.6	6.3	209.2
Collective-owned Enterprises	250	19405	39.7	18.6	14.0	74.7	28.5	36.1	52.3	22.5	37.6	14.0	0.6	23.0
Cooperative Enterprises	51	4145	8.6	3.4	3.1	18.0	7.9	5.7	15.4	2.6	7.4	2.9	0.1	4.3
Joint Ownership Enterprises	16	1925	3.8	2.1	1.4	7.6	3.4	2.4	4.1	3.5	3.6	1.1		2.5
State Joint Ownership Enterprises	6	1361	2.2	1.2	0.8	5.3	2.4	1.5	2.2	3.1	2.1	0.6		1.4
Collective Joint Ownership Enterprises	6	301	0.5	0.2	0.2	1.1	0.1	0.7	1.3	-0.2	0.5	0.2		0.3
Joint State-collective Enterprises	2	118	0.7	0.4	0.2	1.0	0.9	0.2	0.4	0.7	0.6	0.1		0.5
Other Joint Ownership Enterprises	2	145	0.4	0.3	0.2	0.1			0.1	-0.1	0.4	0.2		0.3
Limited Liability Corporations	6883	747253	1607.7	811.4	575.1	5882.2	2255.8	2267.7	4419.3	1462.9	1519.7	593.9	29.0	896.8
State Sole Funded Corporations	411	73871	153.0	70.5	56.5	660.4	205.4	270.2	384.2	276.2	144.9	57.4	3.3	84.3
Other Limited Liability Corporations	6472	673382	1454.7	741.0	518.7	5221.8	2050.4	1997.5	4035.0	1186.8	1374.8	536.5	25.8	812.5
Share-holding Corporations Ltd.	495	56781	122.0	57.7	43.6	472.1	189.0	147.0	282.8	189.3	115.3	51.3	2.6	61.3
Private Enterprises	9589	606523	1258.5	717.4	442.1	2908.3	1284.2	1004.0	2374.0	534.3	1173.2	531.8	17.8	623.6
Private-funded Enterprises	968	38904	84.6	47.9	30.6	106.3	39.8	51.8	56.3	49.9	81.1	49.9	2.0	29.2
Private Partnership Enterprises	231	12604	24.5	10.7	11.2	26.2	10.1	12.1	13.2	13.0	22.5	13.1	0.5	8.9
Private Limited Liability Corporations	8013	528491	1094.0	630.0	378.5	2657.0	1185.6	894.2	2218.7	438.3	1016.9	441.8	14.2	560.9
Private Share-holding Corporations Ltd.	377	26524	55.3	28.7	22.0	118.8	48.7	45.9	85.7	33.1	52.8	27.1	1.0	24.6
Other Enterprises	170	9424	16.1	8.8	5.9	24.1	7.4	12.8	12.0	12.1	15.1	8.4	0.3	6.4
Enterprises with Funds from Hong Kong, Macao and Taiwan	515	120574	357.1	173.8	120.2	1513.8	534.3	618.3	1072.2	441.7	339.7	115.3	8.2	216.1
Joint-venture Enterprises	211	53338	146.8	70.0	51.3	603.5	222.5	215.9	493.7	109.8	140.1	42.8	3.8	93.4
Cooperative Enterprises	42	10339	38.7	19.3	12.1	106.3	44.4	45.0	59.3	47.0	37.2	15.7	0.8	20.7
Enterprises with Sole Fund	231	51188	158.1	77.4	51.7	758.0	253.5	331.9	488.5	269.5	149.6	51.9	3.3	94.4
Share-holding Corporations Ltd. with Investment	23	4548	10.8	5.7	4.1	33.6	10.2	19.0	22.4	11.2	9.9	3.7	0.2	6.0
Other Enterprises with Funds from Hong Kong, Macao and Taiwan	8	1161	2.8	1.4	1.1	12.5	3.6	6.5	8.4	4.1	2.9	1.2	0.1	1.6
Enterprises with Foreign Investment	324	63191	190.6	99.2	58.6	736.5	271.7	299.1	510.6	225.9	182.9	61.2	3.9	117.8
Joint-venture Enterprises	127	26091	82.2	41.5	25.8	339.5	108.4	120.7	243.3	96.2	78.5	19.2	2.3	57.1
Cooperation Enterprises	35	10495	30.6	15.4	8.6	109.4	44.0	57.4	97.9	11.5	31.3	15.6	0.3	15.5
Enterprises with Sole Fund	134	22997	65.5	35.9	19.4	264.6	113.9	107.9	160.3	104.3	61.4	21.6	1.2	38.5
Share-holding Corporations Ltd. with Foreign Investment	13	1019	3.7	2.3	1.1	8.6	2.4	2.5	5.5	3.0	3.2	0.8		2.3
Other Foreign Funded Enterprises	15	2589	8.7	4.1	3.8	14.5	3.1	10.6	3.5	11.0	8.4	3.9	0.1	4.4
by Sector														
Tourist Hotel	11663	1406118	3059.4	1462.4	1166.9	10628.9	3989.3	4248.5	7868.5	2760.5	2893.7	1112.7	55.5	1725.5
Fonda	7456	372781	813.3	537.4	210.3	1699.9	728.1	577.6	1166.9	533.0	751.9	349.2	11.7	391.0
Others	661	41952	91.3	51.5	26.1	319.3	163.6	88.0	243.7	75.5	85.9	39.6	1.8	44.6

Figure 4 Main indicators of enterprises above designated size of Hotels by Status of registration and sector (2017)[34]

1.5 Star rating system in China

With the introduction of the lodging classification, the hotels industry in China made a qualitative leap. "Official rating systems are established and managed by the tourism authorities of the countries. China is one of the countries with its official hotel rating system."[35]

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[34] Zhongguo tongji nianjian 中国统计年鉴 in "China Statistical Yearbook"
http://www.stats.gov.cn/tjsj/ndsj/2018/indexeh.htm.

[35] Daniel LEUNG, Hee ANDY, Rob LAW, "The Impact of Culture on hotel ratings: An Analysis of Star-Rated Hotels in China", *Journal of China Tourism research,* 7, 3, 2011, pp. 243-262.

"In hospitality research on China, the star rating system is a distinctive characteristic of the hotel industry. Chinese hotel proprieties are rated by the government on a number of hotel attributes"[36]. The aim of this star-rating system was to improve Chinese infrastructure and standardize the hotel business to line the Chinese reality to the international ones. Chinese hotel ratings include 5-starts ratings and, above that, "a platinum level for the highest level".[37] Four- and five- stars hotels are classified as luxury lodgings, the three stars hotel are considered as a mid-scale service. "The entry requirements for each of the five-star categories focus on nine specific area: architecture, lobby, guest room, dining room, lounge and coffee shop, public space and facilities, service quality, kitchen and guest security."[38]

Between the 80s and the 90s, the hospitality industry had a good improvement thanks to a higher level of uniformity and professionalism. With the implementation of the star-rating system, the dimension and the number of hotels increased till the 1993 when the country chose to adopt the star-rating system as a national standard. Later, in 1998, "the system was further revised according to industry practice, which included the rating of facilities, equipment, maintenance, cleaning, hygiene, service, quality and guest satisfaction."[39] The star rating system was re-examined several times in 1993, 1997, 2003 and, finally, in 2010. It was just since 2003 that this system was extended to all the lodgings and not only to those hosting overseas clients.

While evaluating services, different cultures can condition the perceptions of people and this can affect considerably the judgment of different sectors. What mostly affects the difference in the evaluations of different hotels is the cultural distance which refers to the gap between two cultures. The more the cultural backgrounds are similar, the more there are possibilities in developing similar opinions concerning the level of service. Since China is characterized as a society with a high-power distance and collectivism, it comes

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[36] Zhenxiang (Eddie) MAO, Yang YANG, "FDI spillovers in the Chinese hotel industry: the role of geographic regions, star-rating classifications, ownership types, and foreign capital origins", *Tourism Management,* 54, 2016, pp. 1-12.

[37] Katalin CSER, Azuma OHUCHI, "World Practices of Hotel Classification Systems", *Asia Pacific Journal of Tourism Research,* 13, 4, 2008, pp. 379-398.

[38] Lawrence YU, "Seeing stars: China's hotel rating system", *The Cornell Hotel and restaurant Administration Quarterly,* 33, 5, 1992, pp. 24-27.

[39] ZHANG, PINE, LAM, *Tourism and hotel development in China, cit.*, p. 168.

as a consequence that the perception of Chinese people towards the evaluation of lodgings is better than the one of other cultures. Cultural aspects such as the importance given to *guanxi* (relationships) and the concept of harmony affect the feedback local people give about business. Moreover, Chinese society is based on the principle of conflict avoidance, mediation to solve controversies and harmonious stability. All these values and principles that characterized China, played a role also in hotel classification. Thus, ratings given by Chinese always resulted to be higher than those given by international customers.

1.6 Budget hotels and luxury hotels: two different lodging sectors in the Chinese reality

Since China opened its door to modernization, especially when the hospitality industry started to be a relevant sector in the country, budget hotels began to spread all over the nation recognizing the market potential. These hotels were essentially absent in the country before 1990s, and it was only with the flourishing economic period that China experienced that they came to light.

It is difficult to define this new concept of lodging because it contains different characteristics; it is characterized by limited services and limited equipment but with offers addressed to money-minded clients and suitable benefits for customers. This term refers to a sector within the hospitality industry which offers qualified services and meets clients' needs with modest prices.

In the beginning, budget hotels were only an underdeveloped lodging sector which provided a service to those people who wanted an economic but comfortable hotel service. With the passing of the years these budget hotels gradually became a very appreciated solution for local people who started travelling around the country. "Among Chinese who are increasingly travelling but have limited income, budget hotels are more easily accepted than expensive star hotels or cheap, small inns with poor service".[40]

Since China entered in the WTO, tourists' inflows and the number of businessmen visiting for business purposes increased and with them the demand for lodgings. The limited allowance given to these workers sent abroad on business trips, drove them to look

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[40] Zhang LU, *Budget hotels gain popularity,* in "China daily", 2008, http://www.chinadaily.com.cn/english/doc/2004-06/24/content_342145.htm 24-09-2019.

for comfortable hotels at a contained price. This driver contributed to the growth of the budget hotel sector in China.

Talking about budget hotels it is important to underline that they address their services to different kind of clients. Some of them fit businessmen's needs, some others provide services for holidays or families; some others, instead, are available for small or medium meetings. Thus, budget hotels include different services focused on different target markets.

Chinese government "by easing restrictions and providing Chinese workers with extended vacation time"[41] and by introducing policies allowing Chinese employees to be in the position to afford travelling on holidays contributed at improving tourism in the country.

The increasing demand for these affordable lodgings is driven by the target costumers they address their services to. The growing number of clients is producing more possibilities for these hotels to develop. Chinese citizens have already started to travel a lot but always with a budget-minded attitude. For this reason, they are in favor of spending less money in cheaper accommodations rather than wasting money in overcharged hotels.

The first budget hotel in China was founded in 1997 and it was the Jin jiang Inn. It is a branch of the biggest lodging organization in China, the Shanghai Jin Jiang International Hotels. This conglomerate of hotel possesses a huge quantity of lodging services that vary from budget hotels to 5-star hotels.

In a first moment these budget lodgings established in the wealthiest cities of China, located on the east coast. Subsequently, together with the expansion of the sector, budget-hotels penetrated also in the west part of the country and in small cities in the oriental part of the nation.

The success of the economy hotels relies on the high flow of people and it is for this reason that these kinds of lodgings aim to satisfy costumers' needs meeting their expectations. It's only welcoming a lot of clients and keeping their satisfaction rate high that budget hotels can expand maintaining low costs.

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[41] Li CHEN, Fiona FANG, *Economy Hotel Development Trends in Mainland China,* in "HVS", 2008, https://www.hvs.com/article/3119-economy-hotel-development-trends-in-mainland-china 24-09-2019.

Budget hotels and luxury hotels developed simultaneously. Even though most of the Chinese tourists look for a complete but cheap lodging service, there is still a significant part of the market that is looking for high quality services, giving attention to the value of the brand. Services in luxury hotels are the key for the success of these businesses. Thus, leisure hotels must provide adequate assistance and attention to clients taking care of the differences in different customers' cultures.

Most of the luxury hotels that established their roots into the Chinese territory were owned by foreigners. This implied a partnership between the Western and the Chinese counterparties. As already explained above, there are several forms of partnership but the one which is most commonly used in China is franchising.

Over the years, the luxurious lodging business entered the Chinese life being composed of both local lodging and international ones which still dominate the four- and five-stars hotels market. China understood the need for a change in the hospitality industry during the 1980s and this urgency was translated into the welcoming of international companies which entered the country seeing good expansion possibilities. The good outlook about the increasing tourist inflows in the nation stimulated foreigner to look forward to establishing themselves in the Asian territory.

Because of their advanced technology and experience in the field, international lodgings entered in China developing high star rated hotels with a high-level management know-how.

State ownership has always limited the possibilities for hotels to cultivate an "independent" method to manage the business. With the state-ownership model, the Chinese hotel industry, being regulated and controlled by Government officials, continued having a political purpose instead of an economic one. However, Chinese hotels had some advantages concerning the policies regarding hotels. Chinese government is very restrictive concerning foreign presence in China and with its restrictive regulations, sometimes, dissuades the external investors to even start a business in the country.

Even though the long and exhaustive bureaucracy for foreigners to start a business in China and the restrictive barriers to foreign multinationals, the latter still enjoy some favoritism compared to local hotels as "the Chinese government has welcomed multinational hotel brands with experienced management, offering discounts for real estate and

tax incentives, as well as streamlining regulatory approval."[42] That's the reason why local lodging seek the help of foreigners to place themselves in a better position.

Hotel chains are the most diffused way that foreigners use to impose their presence in the country. Penetrating the new territory using famous brand names has been a revolutionary and smart way of marketing that won the loyalty of many Chinese customers. Establishing international presence on Chinese land and importing branded hotel chains, attracted not only indigenous but also foreign tourists which saw in the brand the certainty to find the already known western services and management.

The main advantage multinationals have always had in China was their excellent managerial style with which Chinese peers couldn't compete. This external management style is a key element in the determination of the high scale-rate those hotels belong to.

Luxury services started to be a relevant component of Chinese life that look at those commodities as something that can help them to save "face"[43]. "In the 1980s, when luxury hotel brands first began to enter China, the customers were primarily foreign tourists and business-people, but nowadays, the situation has been reversed."[44] Chinese people began to be more aware of the quality of life and also when travelling they demanded a high level of services that, most of the times, they could find in luxury foreign hotel chains. Indigenous appreciate luxurious services because it's a way they can use to show their well-off lifestyle in order to be recognized as someone who keeps his/her own "face" showing the increasing social and economic status.

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[42] Cynthia MEJIA, James ADAY, Kelly Virginia PHELAN, Xiaoli YI, "Subordinates' perceptions of western expatriate hotel managers in China: the effects of conflict avoidance", *Journal of Human recourses in Hospitality industry,* 15, 4, 2016, pp. 388-415.

[43] In Chinese "*mianzi"* 面子, refers to a very important value in the Chinese culture, that can be associated to the term "reputation" in the social context.

[44] Honggang XU, Tian YE, David CHAN, "When cosmopolitan corporations meet local environments: The impact on managerial structure in international luxury hotel", *International Journal of Hospitality Management,* 74, 2018, pp. 30-39.
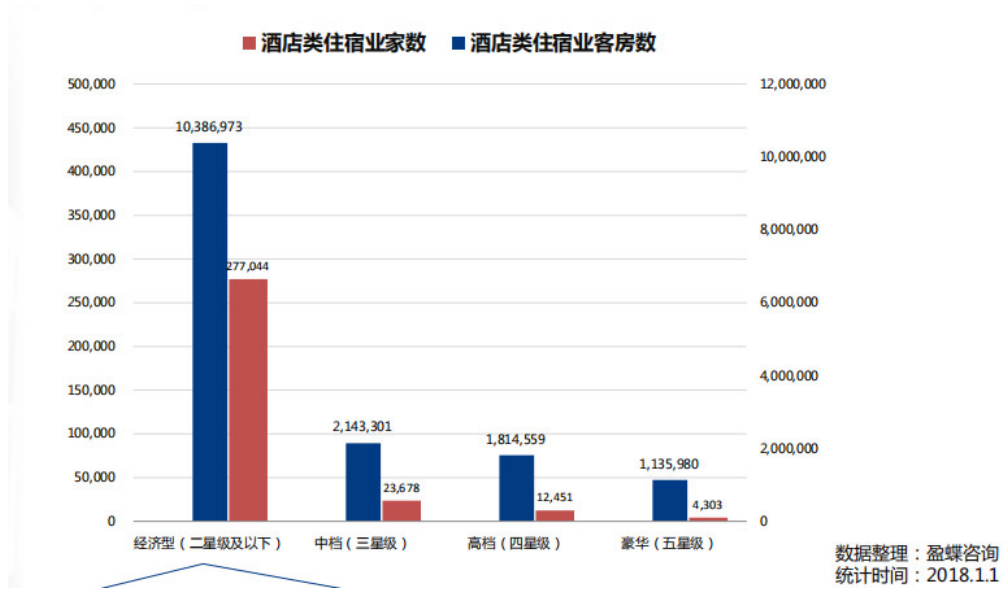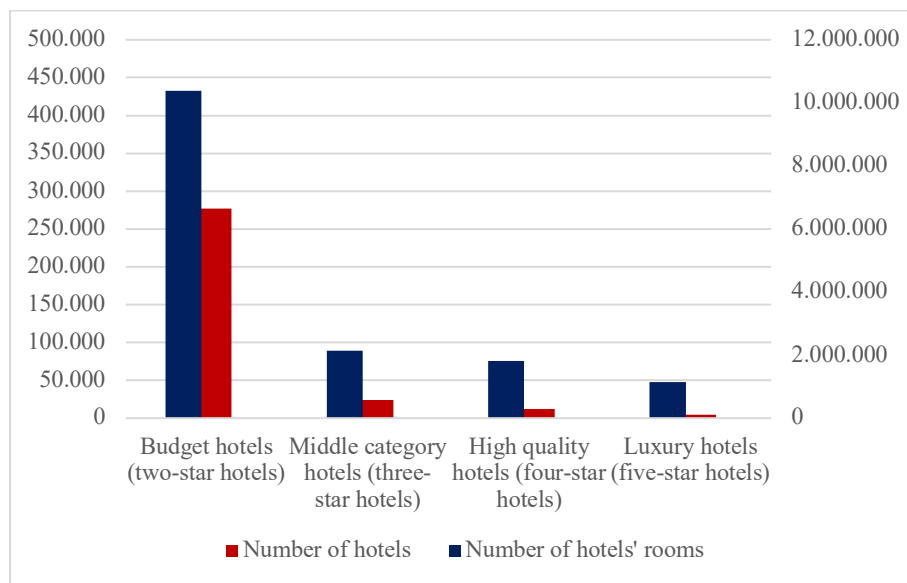
Figure 5 Accommodation facilities grade in China[45]

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[45] "2018 Zhongguo da zhusu ye fazhan baogao：jingji xing jiudian zhan bi 87.3%，bei shang guang kefang shu zuiduo" 2018中国大住宿业发展报告：经济型酒店占比87.3%，北上广客房数最多 (2018 China hotel industry development report: economy hotel accounts for 87.3%, with the largest number of rooms in Beijing, Shanghai and Guangzhou) in "Zhongguo yu shijie yuan ju yu ci"中国与世界缘聚于此 "China go Abroad" http://www.chinagoabroad.com/zh/article/economy-hotels-form-87-3-of-china-s-ac-commodation-supply-in-2017 .

As the graphic above shows, the number of luxury hotels - four- and five-star hotels - is lower compared to budget hotels, but this data doesn't affect the positive consideration and appreciation Chinese people have for international high-star rated hotels. Foreign hotels kept expanding in the nation finding new Chinese customers to attract, stimulating their loyalty and trying to get closer to the Chinese culture.

Chapter 2 – Expatriate hotel managers: a gamble for international hotels in China

2.1 The initial presence of expatriate managers in international hotels in China

Expatriates are professional workers in their home country that, for the skills developed and for the experience acquired during years, are assigned to work abroad to bring an important contribution to the business built in the host country. Expatriates are very important because when businesses decide to expand and to establish abroad, they want to maintain the same standards they have in the home country also in the foreign country. Expats help organizations they are working for to develop their cosmopolitan management team in order to acquire a wider global vision.

The majority of expatriates sent abroad are managers in organizations which have already acquired the right competences and an international mentality. Addressing employees overseas can improve the knowledge institutions have of the market they are investing in. Acquiring more information about the new market can reduce risks and avoid mistakes linked with the management of the business in the host country.

The foreign presence can also facilitate the understanding of the culture of the country of origin, its values and its standards. Expats working closely to the local staff and the local reality can study cultural differences and think about how to deal with them in order to integrate in the best way the standardization of services. The contribution of expats to the local market can also include some advantages for the host country itself; locals can learn from the foreign presence some technologies and ways to penetrate new markets looking at the different managerial styles owned by outsiders. By assigning positions to expats, organizations also try to control the local reality ensuring the compliance with the institution's values and principles. Moreover, the communication between the headquarters and the subsidiaries results to be improved. For international organizations, sending people they trust and who already know the corporate culture of the business abroad is a source of value added because it's easier for them to maintain the control over their business.

As I already mentioned in the first chapter, international hotels started to develop and expand in China during the first decade of the XXI century thanks also to events that led the country to start opening to the external world.

When establishing on the Chinese territory, international companies had to face some challenges. Differences in culture and the local management model are two of the main obstacles that high star rated hotels have to deal with.

International lodgings are usually based on a standard model to adopt in every estate they possess in order to guarantee the same service in every location they have established. That is the reason why they seek cosmopolitan-oriented people who can be able to adapt to different cultures and to expand the hotel's policy and management practices. "In order to effectively manage business operations in different markets and societies, corporations need to reorient and are required to be cosmopolitan, adopting a universal perspective to implement global strategy as well as having an open mindset to understand different cultures."[46]

International lodging which developed during the last century have been affected by globalisation on large scale; it is for this reason that the base pillar of this hospitality sector is the globalization and internationalization of all its business. "Numerous corporations have developed global strategies to go transnational, and as a result, they face more complex and dynamic environments involving different countries and cultures."[47]

Expatriation of western managers to China started during the 1970s simultaneously with the opening to the outside world. People hired to manage and supervise each international organization which operates abroad are required to be open-minded and to be willing to adapt to different situations when facing new realities. Moreover, an expatriate manager should "be able to integrate and coordinate geographically dispersed operations with culturally diverse workforces, and simultaneously respond effectively to local costumers."[48] Usually, expats hired to work abroad have solid and considerable experiences in their background, speak fluent English and come from countries with a significant level of internationalization. "Expatriate managers are often hired specifically for

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[46] XU, YE, CHAN, "When cosmopolitan corporations meet local environments: The impact on managerial structure in international luxury hotel", *cit.,* p. 31.

[47] *Ibid.*

[48] *Ibid.*

start-up operations in joint venture hotels managed by international hotel chains. Employment contracts are usually for two years."[49]

Expatriate managers have to deal with different situations, distinct market conditions and distinctive cultural issues, especially in a totally different environment as the one found in China. One of the roles of foreign managers is to adapt the firm management to a new context, taking care of local staff and local regulations. Since China is a country with deeply rooted values and with a different kind of operations compared to western countries, entering and settling an already standardized way of doing business typical of international brands is a challenge for expats who start working in China. Foreign managers are preferred compared to locals because Chinese people lack the international mobility and the worldwide exposure required to cover some roles such as the hotel manager.

2.2 Hiring locals or hiring expatriates?

Dealing with different cultures and management styles brings international hotels companies to seek employees that can manage and unify controversial situations and environments. Thus, both foreigners and locals can bring advantages to the firm's purpose.

From one side, foreign presence can transfer international management know-how to the entire branch teaching how to run the business and helping the firm to keep an international image. This is something crucial for the international hotel chains which already possess a worldwide fame, especially in China, where people are always very careful about the reputation of the brand. Westerners are also preferred to Chinese managers for the trust companies have in them. Firms can rely on them because they guarantee their international background and a culture closer to the firms' one. Usually brand hotels prefer to hire managers who come from the headquarter, who know the brand, and who are comfortable with the firm values.

On the other side, working for international hotel chains in China also means dealing with the Chinese reality. From this point of view, locals can offer a substantial contribution to the organisation thanks to their knowledge of the local environment, the local businesses and the local workforce. "Daily operations and management in China involve

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[49] Marianna KAYE, William G.K. TAYOR, "Expatriate culture shock in China: a study in the Beijing hotel industry", *Journal of Managerial Psychology*,12, 8, 1997, pp. 496-510.

a lot of local regulations in term of finances, taxes, food safety, engineering, hiring and firing staff, etc. correspondingly, departments such as Finance, Hygiene, Engineering, and Human Resources Management would have a greater need for a local manager familiar with these local rules and policies."[50]

"As a result, there is substantial pressure for any multinational companies to actively plan for the displacement of expatriate managers with local managers as an operational directive. […] It means the strategic transfer of corporate executive power in multinational companies from managers belonging to the original culture in which the company was first established to those who are members of the culture in which the company is operating".[51] Indigenous have a natural inclination towards the values of Chinese society, which is an extremely important value added for international businesses in China, as relevant as having a global mindset.

Localization of talent is an important aspect of international businesses abroad; companies are trying to take some benefits from locals in order to advantage their business. Hiring locals can help reducing workers' and operations' costs; moreover, "since hotels of international brands in China are usually owned by Chinese enterprises and managed by foreign hotel groups, the selection of general managers is coordinated by the owner and the management company. Local managers have advantages in communicating with local owners. They are more familiar with Chinese consumers and their needs and can respond more promptly to the local market."[52] Local managers can also improve the direct communication with employees and their fidelity to the business avoiding the gap created by the differences of the two societies. "Due to the culture differences, most foreign managers are unable to understand the unique Chinese sociocultural environment and the market situation while the number of expatriates with working experience in

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[50] XU, YE, CHAN, "When cosmopolitan corporations meet local environments: The impact on managerial structure in international luxury hotel", *cit.,* p.35.

[51] David CHAN, Tian YE, Honggang XU, "Localization of Senior managers of International Luxury Hotels in China: The current Situation and Influencing Factors", J*ournal of China Tourism Research*, 12, 1, 2016, pp. 126-143.

[52] *Ibid.*, p. 133.

China is limited. On the contrary, local executives can solve these problems, which leads to a demand for talent localization."[53]
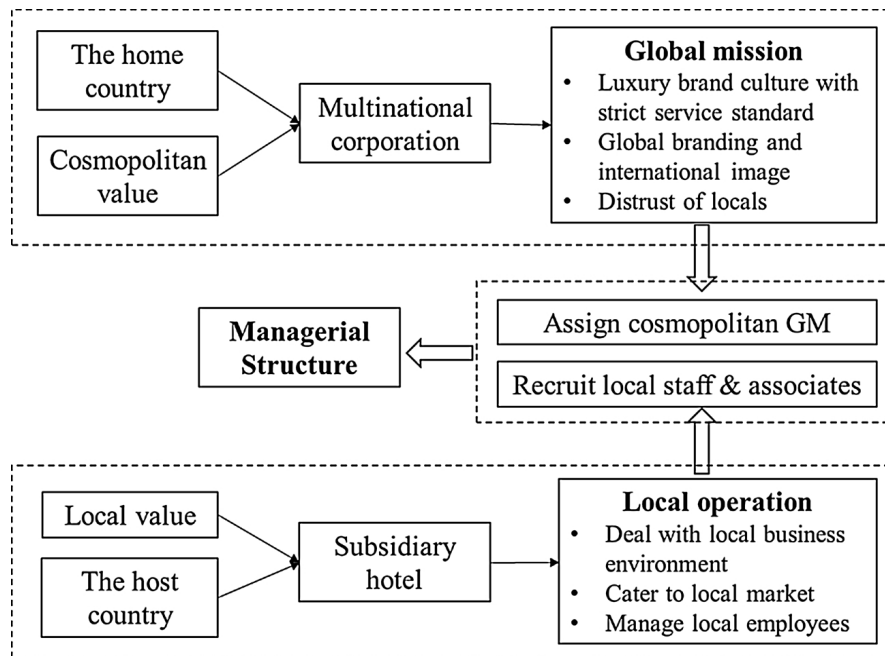

Figure 6 Paradoxical forces that shape the current managerial structure of luxury hotels in China.[54]

It can be said that both indigenous and external people could bring a value added to run the business in the hotel industry in China. What makes an important difference when choosing the mentor for a luxury enterprise owned by foreigner is the individual's education. "Personal experience and quality are an important factor limiting the localization of luxury hotel top managers. Originated in the West, international luxury hotels entered and developed in China relatively late. Domestic talents in hotel management are not fully developed for now."[55] Additionally, Chinese people may not deeply understand the meaning of luxury like westerns do, and this is why the Chinese hospitality industry needs foreigners to learn international values and concepts already well seated in international businesses. "In the eyes of hotel groups, locals need to be educated about luxury brands as well as luxury services, and expatriates can bring in such ideas; only when Chinese people gain enough education and work experience abroad to obtain a global

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[53] *Ibid.*, p. 138.

[54] *Ibid.*, p. 134.

[55] CHAN, YE, XU, "Localization of Senior managers of International Luxury Hotels in China: The current Situation and Influencing Factors", *cit.,* p. 135.

mindset and a western way of thinking can they receive better opportunities from a hotel company."[56] Luxury brands are more conservative when talking about talent localization because they give a lot of importance to the brand principles and they are not really inclined to rely on locals to run their businesses abroad. "They build a global talents pool within the company to match their international managers' needs. As incumbent expatriate managers play a key role in the localization process, their unwillingness to bring about their own replacement may also block or delay the localization process".[57]

At the moment in China the disparity between locals and outsiders who perform the role of managers is huge. The highest percentage of managers in international hotels are westerns while local people work in the lowest positions. This big gap between indigenous and foreigners shows the necessity to educate and improve the position of Chinese workers giving them the possibility to go abroad and acquire a wider vision of the world which, nowadays, is still limited by the restricted visa opportunities they have.

Hotel industry requires people with comprehensive skills and working experiences which locals still lack. The problem in China is that the education system focuses more on theoretical knowledge rather than practical works. The education system, especially in the lodging industry, should "be geared to international standards and absorb the Western advanced experience. Theory should be combined with practice to equip students to have more comprehensive understanding of the international hotel management."[58]

This lack of global vision is also due to the discouragement Chinese people get from their parents about starting a career in the hospitality sector which is not considered a good employment area to ensure a high quality of life. Chinese parents are still very attached to the idea that working in an office can bring better life conditions to their children. The negative idea of the service industries doesn't push locals to put a lot of effort in acquiring suitable competences to gain high positions in the international hospitality

[56] XU, YE, CHAN, "When cosmopolitan corporations meet local environments: The impact on managerial structure in international luxury hotel", *cit.,* p. 37.

[57] David CHAN, Tian YE, Hongguang XU, "Culture Differences and Challenges in Localization of senior executives of international Luxury Hotels in China", *Journal of China Tourism Research,* 12, 2, 2016, pp. 196-215.

[58] CHAN, YE, XU, "Localization of Senior managers of International Luxury Hotels in China: The current Situation and Influencing Factors", *cit.,* p. 138.

sector. To solve this stereotypical conception, the Chinese government should promote policies to encourage talents to apply for positions in this sector and international hotels to hire more locals.

"For an international hotel, 'the international face' of expatriate managers can present its international brand image, and the familiarity with the hotel brand and relevant working experience can ensure its standards and values better. At the same time, a foreign executive chef understands western food and culture better."[59] Foreigners are therefore still considered the only ones adequate to perform as international hotels' managers but, even if they are more appropriate to these positions, they are still required to study and to get closer to the Chinese culture in order to improve the relationships they have with locals, to understand how to motivate them and to establish good cooperation.

Position	Mainland Chinese (%)	Hong Kong/ Macau/Taiwan (%)	Overseas Chinese (%)	Foreigner (%)
General Manager	0	12.5	12.5	75
Hotel Manager	43	0	0	57
Executive Chef	0	0	14	86
Director of Rooms	50	33	0	17
Director of Food & Beverage	0	43	0	57
Director of Sales Marketing	28.5	56.5	14	0
Director of Human Resources	62.5	12.5	12.5	12.5
Director of Finance	37.5	37.5	25	0
Director of Engineering	75	25	0	0

Figure 7 Constitution of senior leaderships team of International luxury hotels[60]

As it is shown in the table above, the percentage of foreign managers in the hotel sector covering the position of general manager is much greater than the quantity of locals covering that same role. These data are a proof of the preference to rely on expatriate managers to cover specific tasks.

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[59]*Ibid.*, p. 134.

[60]CHAN, YE, XU, "Culture Differences and Challenges in Localization of senior executives of international Luxury Hotels in China", *cit.*, p. 203.

2.3 Expatriates' global qualities

When selecting expatriate managers, organizations target people who have precise features that enable them to succeed in their overseas assignments. "The main and mostly addressed qualifications include international vision, overseas working experience, language and communication skills, and leadership. A lack of these competencies has become a major restriction on the localization process. International vision is crucial because there are a large number of foreign customers from different countries. Hotel managers should know different customs and cultures in order to understand the guests' needs and serve them better. More importantly, managers with an international vision can better convey the brand value to customers and maintain the brand standards. They also have a better understanding of the various policies and understands of their headquarters and can transfer them better."[61]

First of all, managers should have clear in mind the company's culture and values in order to transmit them in a clear and convincing way. Expats should have developed a good understanding of different cultures to adopt constructive methods to make their international staff work together and benefit from each other.

The ability to adapt to different contexts and different environments is a fundamental skill required from managers that go abroad. Multicultural situations have to be managed by someone who has already gained familiarity with these aspects through previous experiences in similar circumstances.

Expats' family situation is another good point to take into consideration. The family support is fundamental for people working abroad because this can encourage them to put much more effort in their work. Being able to adapt to different situations and finding always a solution when problems arise are additional characteristics that round the ideal expatriate profile.

Covering a manger position in an international hotel in China means reflecting some qualities that the international business requires. Expatriate managers have to show their willingness to learn from other cultures, to demonstrate they possess a multicultural mentality and to distinguish changes.

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[61] CHAN, YE, XU, "Localization of Senior managers of International Luxury Hotels in China: The current Situation and Influencing Factors", *cit.,* p. 135.

Multicultural mind-set means possessing the ability to identify the limits of other cultures and find the best solution to manage these limitations. In China, managing differences between cultures means learning and getting closer to the culture; to be successful in China, expats must be flexible and adaptable to the diversity in business culture that characterizes every region. "Such adaptability, however, does not mean giving up one's home-country business culture to adopt local business cultures. Rather, it is the ability to find a workable balance of the business practices between the home country and those found in China."[62] Expatriates need to use their background and their experience to find an equilibrium between different cultures.

Expatriate's willingness to learn means that they need to study and get closer to the Chinese culture in order to understand its impact on business management. "Learning about the influence of culture on local and national behaviours also helps the expatriate to understand social and economic changes as they occur in China."[63]

Being able to distinguish and accept changes is difficult especially in developing countries because it means that expatriates should keep updated with all the social, cultural and political events that take place. Expats should develop good listening skills in order to be open to listen to their colleagues' forecast; moreover, showing sincerity can also bring advantages to the expatriate position by getting more information about the developing market he is working in.

Managers operating on Chinese territory have to develop great skills in building relationships. This is a fundamental step to get deeper in the Chinese reality. Expats have to be patient and study the Chinese work environment in order to be able to build good relations which can help them to find a harmony with the Chinese context. Studying Chinese language can help expatriates to establish these relationships and to be considered more respectable by Chinese employees.

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[62] Daniel W. LUND, Ronald Jean DEGEN, "Selecting Candidates and Managing Expatriate Assignments in China", *Global Business and Organizational Excellence,* 30, 1, 2010, pp. 60-72.

[63] *Ibid.,* p. 65.

2.4 Western Superiority

One of the main aspects that affects the predominance of western managers is also the consideration international businesses have towards international employees. "They appreciate and believe in western hotel management techniques as they are affected by the "Western superiority" and have a stereotypical belief that western culture and knowledge are more advanced."[64] Additionally, the number of locals that already have experience in luxury hotels is limited because the diffusion of the luxury hospitality services is still in an early stage.

Western culture is seen by Chinese as something advanced and innovative from which they can learn to make progress with the aim of being able to take westerners' place in the future.

When creating a global image, international hospitality services try to make their western policies and procedures adopted in the places where they are establishing in. This is why outsiders' way of running business is seen as something progressive, especially in China where people lack a good luxury hotel management education. Moreover, the presence of 'white faces' confer a greater image of internationalization and superiority.

Western superiority is a status that international hotels in China need to possess to demonstrate to live up to indigenous' expectations. That's another reason why western managers are hired. From one side their educational background is fundamental to run international businesses, from the other side their 'being outsider' is something to show to prove excellence and supremacy over other local hotels.

2.5 Managers' training

To be able to work in different environments, managers need to be trained in order to acquire the right education and knowledge about the new reality they are going to face. Training is useful for several reasons: it helps managers to understand their roles in the organization they will work in, and it can help westerners to get a deeper knowledge about the cultural differences that will be encountered during the new experience.

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[64] CHAN, YE, XU, "Localization of Senior managers of International Luxury Hotels in China: The current Situation and Influencing Factors", *cit.,* p. 136.

International training is always something important to develop in order to have improvements in the managerial process. Multinationals adopt training programs in order to help the accomplishment of foreign assignments. There are three different kind of international trainings. Among these there is the preparatory training for expatriates which includes the pre-departure training with which candidates start studying the new environment, the future role and the skills required to be successful. During this preparatory stage, expats take into consideration the economic, political and social characteristics of their future hosting country. The second step of training is the preparation done after the expatriate's arrival in the parent country. This step focuses on getting closer to the colleagues and the new atmosphere. The third type of training regards the host country nationals who have to be educated to accept the new corporate.

Organizing cultural training is a challenge for every hotel because a universal preparation model to be adopted for every business doesn't exist. This means that hotels have to put a lot of effort to provide an adequate education to managers and employees. Usually, hospitality services tend to adopt a standard and scarce method without explaining in depth the real goals of the organization and without giving a complete education to employees.

Developing a more detailed and a better training that fits every hotel's needs and outlines its goals can help every employee to know the organization's values and feeling more comfortable with the work environment. That's the reason why cosmopolitan organizations that establish abroad should adopt a training method that includes cultural studies: this kind of training is called Cross cultural training.

Cross cultural training (CCT) is a cultural preparation to help new expats to be prepared to enter in a different reality during their experiences abroad. "CCT has grown out of the need to ensure the success of the expatriate manager by bridging the gap of cultures […] While there are many types of CCT available, most sources of literature have CCT identified in the following categories: selection, pre-assignment training, cross cultural awareness, communication skills, specific country/regional briefing, business procedures, international negotiating skills, building and sustaining multinational teams,

language, training, transfer of skills and knowledge and repatriation".[65] This is an important step to do in order to get closer to such a different culture as the Chinese one can be.

Usually people chosen to manage businesses abroad are already familiar with the position they will cover but they are not familiar with the environment they will work in. The training has the aim to help those managers who will move to a totally different country. They need to know the habits and customs of the new culture to be able to achieve a better integration.

Cross cultural training is an important passage for managers sent abroad because it can radically change the expatriate's experience in the host country. China is one of the most challenging country for western expatriates. This condition can only be changed through a guided training to understand how to face this far culture.

CCT is a kind of orientation program that is important to adopt for both managers and local employees.

Organizations invest money and time in educating expatriate to better interpret new situations and to help westerns in the integration progress that can bring them to be successful in the host country. A manager trained and familiar with the new culture is more prepared to face new environments and realities and this can help him to start the new job more motivated and more aware of what will expect him.

Locals who receive a cross cultural training, instead, are ready to accept and welcome the new outsider thanks to the previous studies on the expatriate's culture and background. As already mentioned above, Chinese people are not used to what comes from the outside and the fact of not receiving a wide education on what there is outside the country limit them in understanding a newcomer sent to manage a business in their country. People working for international organizations deal with different cultures and to perform at their best they need training and preparation to face new circumstances.

Providing cross cultural training to western managers can add value to their experiences avoiding the risk of failing to meet their goals which would cause financial losses to their international organizations. Learning the art of dealing with a different culture can be a key for success in an expatriate career. It means acquiring a higher awareness of

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[65] Ben DEWALD, John T. SELF, "Cross Cultural Training for Expatriate Hotel Managers: An Exploratory Study", *International Journal of Hospitality & Tourism Administration,* 9, 4, 2008, pp. 352-364.

the people that will be met in the new country and starting to think about how to move in the new working environment.

Cross cultural training is a particular treatment reserved to expatriate managerial positions but not very diffused in the local training system. Usually indigenous receive a simple training on how to behave and on what to do in the hotel sector but most of them don't know how to really deal with managers coming from a different country. Chinese are used to their own values and to their reality and are not very familiar with what comes from the outside world.

If, on one side, hotels should provide an adequate education to employees in order to optimize the business, on the other hand expatriates who are in charge of running an international hotel chain business in China should educate locals in order to make them familiar with the brand policies and environments. Managers need to increase the loyalty locals have toward them to increase the productivity of the businesses and the job performance of every employee.

One of the goals of adopting CCT is that hotels can unify different cultures in one in order to establish an environment that empower people in working together even if they come from different realities and situations.

2.5.2 Western training in the Chinese context

Importing foreign training in a country with different traditions and customs is one of the main challenges for international companies. When talking about China, organizations have to face a completely different culture with its own methods to train workers. This means that foreigners have to study the new field of business in order to think about a learning method to stimulate Chinese enthusiasm. The main point to consider when thinking about China is that everything in the country is done embodying a political and social aim. So does the professional training for workers. This is an unknown concept for westerners who give a lot of importance to the education and training comprehending every aspect of them.

Chinese people have their comprehensive method which relies on a teacher in charge of giving the useful information to scholars. Chinese method is passive, it doesn't stimulate the active participation of indigenous and that's why this is one of the main obstacles for the adoption of western-style training in China. Because of the difficulties

in entering in a country with totally different values, foreign companies need to train people who need to be enthusiastic and ready to learn a different way of doing business rather than the one they are attuned to in China. Westerners cannot impose their doctrine and their culture, they should "try to understand the conditions in which the Chinese managers are expected to manage before telling them how to manage their enterprises. In other words, to appreciate fully the reasons for the Chinese to have such a particular approach to training one has to look at the context in which the managers operate."[66]

Another aspect in contrast between the two cultures is that Chinese culture is a collectivist society, while western countries promote individualism and competition which stimulates more workers to do better. Moreover, when talking about compensation aspects, in western societies employees' premium is a direct consequence of the promotion they can reach through training but training itself doesn't constitute a reason to get a promotion. Conversely, in the Chinese society the mere attendance of a training course gives employees access to the reward.

Chinese society has always been skeptical about the contamination coming from different managerial styles or different cultures till 1982 when was created a plan to open the door to western development and training into Chinese territory. With this formal innovation, the Party accepted to welcome the transfer of western know-how into Chinese society in order to acquire more knowledge and increase the locals' skills. This event signed a great change in Chinese mentality and an even greater advantage for international organizations.

Nowadays the diversity between westerners and Chinese management styles still exist but the gap between the cultures is reducing.

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[66] Mohamed BRANINE, "Observations on training and management development in the People's Republic of China", *Personnel Review,* 25, 1, 1996, pp. 25-39.

Figure 8 Effective Expatriate Development Cycle[67]

2.6 Motivation

"Work motivation is a topic of serious concern in hotels. This concern is largely due to flagging worker productivity and organizational inefficiency. The intensification of competition on a global scale creates pressures on hotels to provide not only international standards of food and service, but also an unforgettable experience for every single customer entering the hotel."[68]

One of the most important aspects that organizations need to think about while hiring expatriate mangers is to keep their level of motivation high for all the overseas stay. A great challenge for international institutions is to create an environment where employees, especially expatriates sent abroad to work, can feel comfortable and motivated in order to carry out all their tasks at their best.

Motivation means encouraging individuals to be active and productive. "Motivation has two important characteristics as a form of energy which directs and determines human behaviors. Firstly, motivation is a form of energy that directs people to behave in a certain way. Secondly, motivation is effective in inclining towards aims. The common point in these definitions is that the motivation affects individual behavior and it encourages individuals to take action to a certain end. […] For an organization, motivation is a

[67] LUND, DEGEN, "Selecting Candidates and Managing Expatriate Assignments in China", *cit.*, p. 63.

[68] ZHANG, PINE, LAM, *Tourism and hotel development in China, cit.,* p. 248.

process of triggering individuals by creating an environment to meet their needs, influencing and encouraging them".[69]

Motivation helps employees to increase their loyalty towards their work, helps them to put a lot of effort in what they are doing and increasing productivity eventually. Motivated people can improve productivity of an organization. Introducing employees in taking part of the decision process and of the core business is fundamental to let them feel part of a sole identity. Usually the motivation process includes some points that contribute to increase the workers' ambitions. Among these points there is the possibility to acquire a leader position in the work environment which can stimulate employees to work better in order to move on to a better working position. A good reward can also be an incentive for workers to put much more effort in their job. Moreover, creating an emotional attachment to the work environment can stimulate people to feel more their responsibilities and consequently to be able to achieve every goal.

When talking about the hotel sector, creating motivational tools able to encourage and stimulate employees acquires a substantial importance. Three main types of tools emerge among all these motivational instruments: economic, psychological and organizational-administrative.

Economic instruments used to motivate employees are the most common because it is known that financial incentives stimulate workers to do better and put much more effort in what they do. Giving employees the possibility to increase their salaries and to have financial rewards are the most popular methods used by organizations to encourage people to increase the productivity.

Phycological tools to motivate employees can include the possibility given to employees to acquire an autonomous or a more powerful position. These tools manipulate workers' psychology in order to encourage them to bring more personal contributions to the institution.

Organizational-administrative tools for motivation regards the relation between who administrate the organization and who is a subordinate of this individual. If it is possible to build a mutual trust between authorities and employees, it is also easier to manage the level of satisfaction and motivation of each worker. It is easier to be more

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[69] Ibrahim ÇETIN, "Motivation and its impact on labour productivity at hotel business 'a conceptual study", *International Journal of New Trends in Arts, Sports & Science Education,* 2, 1, 2013, pp. 70-79.

stimulated and to have the desire to do a better job when a person can trust and feel comfortable in the environment which surrounds him/her. In an atmosphere of trust, giving authority's positions and giving more important assignments to subordinates is a right way to increase the satisfaction towards the work of every employee.
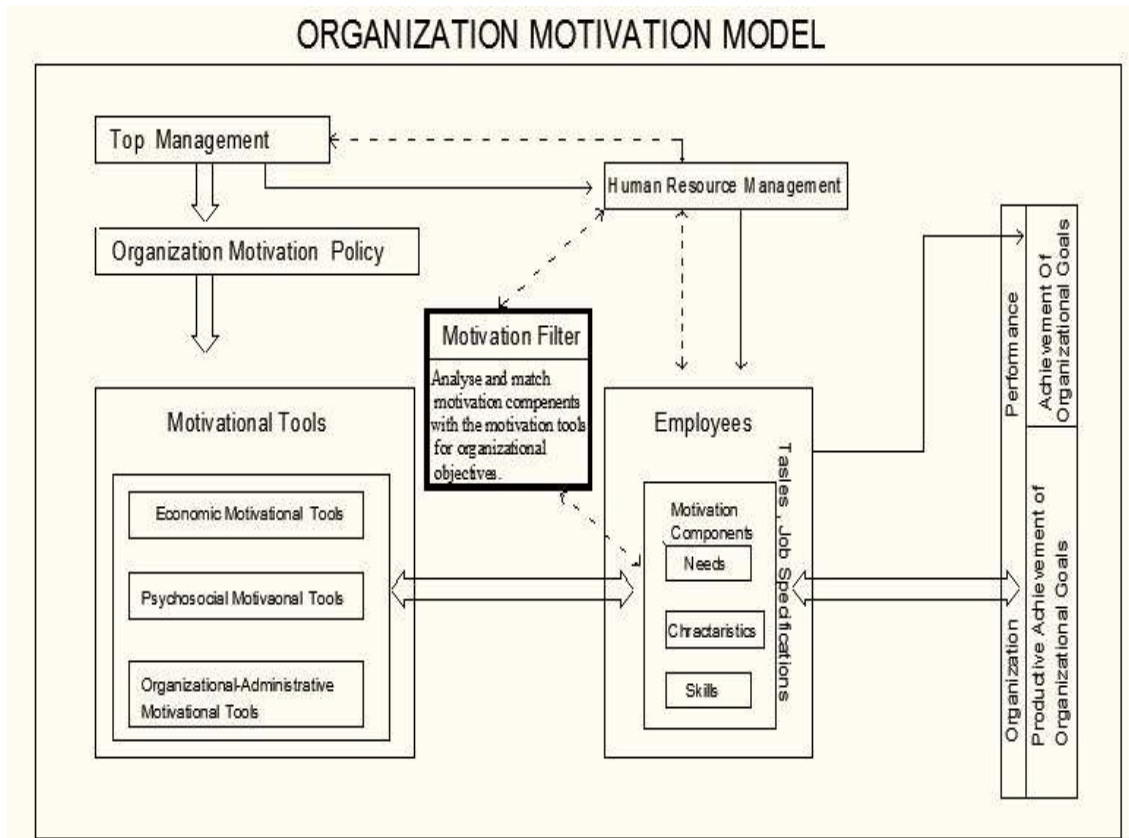
Figure 9 Organization Motivation Model [70]

The model shown above is a brief scheme about what is the process that should be adopted to increase the motivation among employees in an organization, basing every decision on employees' needs in order to incentivize them to work hard and reach the organization's goals.

In China, when international hotel chains hire managers, it is important that they already have schemes in place to encourage managers' motivation to accomplish their overseas assignments. Providing financial benefits can help pushing westerners to accept

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[70] ÇETIN, "Motivation and its impact on labor productivity at hotel business 'a conceptual study'", *cit.*, p. 77.

assignments abroad but what can really motivate westerners is giving them a clear under-standing of how their performance in the hosting country will positively impact their ca-reers. Managers who receive benefits for themselves and their families are more willing to start a new experience abroad and, moreover, if they feel motivated it's easier for them to integrate with the new environment.

2.6.2 How to motivate Chinese employees

Thinking that westerners' way to motivate can be easily adopted to enter in China is something wrong and superficial. International companies which are used to adopt a kind of motivation method in their home countries, have to keep in mind that China is a place where people are motivated to do what is the best for the country and not to think about themselves. Putting efforts in order to enrich the industrial productivity has always been seen as something superficial and, for this reason, it has always been set aside.

Since the choice of opening to the external world, a lot has changed in China. The kick-off coincides with the reforms of the Chinese internal markets which were no more ideologically and politically focused but were concentrated on improving productivity. "Chinese workers have long been working under an autocratic management style where the rules were set by the cadres of an organization. Workers were supposed to implement what had been decided by senior decision makers and were not allowed to participate in any decision-making processes. Since the introduction of free market reforms in China, the transition to his economic regime has brought western enterprises with new manage-ment styles into the country. Western management styles invite workers to get involved in running the business, and workers are highly recognized and respected."[71]

Foreigners apply different tactics to stimulate and encourage indigenous in doing a good job adopting different methods. First of all, they try to create a safe environment for Chinese employees in order to make them feel psychologically safe and inclined to work better. Providing a good environment where employees can feel comfortable and secure helps stimulating a fruitful work.

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[71] ZHANG, PINE, LAM, *Tourism and hotel development in China*, *cit*., p. 254.

The reward system is another key point that westerners should rely on when dealing with Chinese staff. Guaranteeing a reward to employees can help them to increase their trust and loyalty towards the company and so to feel more motivated in their work.

Also, giving trust to Chinese employees can add value to their experience and increase their motivation. "Foreign companies may have a particular kudos for Chinese workers, and this could be built on to encourage long term loyalty. Effective supervision would involve doing by example. New patterns of behavior (including creativity and innovation) would be encouraged by emulation, both in the workplace and on training courses in China and, where appropriate (particularly for managerial and supervisory staff who can act as role models) abroad".[72]

As hotel expatriate managers need good reasons and stimuli to accept an assignment abroad, employees also need their supervisors to motivate them to acquire more confidence in their duties, feeling more satisfied while working. Among the requirements of a manager there is the ability to understand and recognize the needs of employees helping them to achieve their goals and to satisfy their expectations. Managers need to be sure each employee is satisfied with the job tasks to ensure their maximum efficiency.

Especially in a peculiar society as China, international organizations which have a totally different culture and managerial style from the Asian country, should follow closer indigenous' needs and attitudes to make them clear with the idea of the value of the brand and the institutional policies. Chinese people need to trust the environment they are in, especially the work environment. That's why the role of expatriate managers is very important in China and, above all, why expats should feel satisfied and motivated in the environment they work in.

"The owner or the manager of a hotel should understand that employees rely on the survival of the enterprise and an enterprise relies on its employees. Thus, only when owners or managers know and treat the needs and wants of employees seriously, guarantee their legal rights and interests, help them improve their skills and quality and strengthen their cohesive force, can the enthusiasm and creative forces of the employees be raised. In addition, one's needs and wants to change continuously as society changes. To maximize employee motivation in the hotel industry, hotel managers in China need to

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[72] Terence JACKSON, Mette BAK, "Foreign companies and Chinese workers: employee motivation in the People's Republic of China", *Journal of Organizational Change Management,* 11, 4, 1998, pp. 282-300.

think in terms of flexibility. For example, many studies have shown that people of various characteristics will have different types of needs. Managers need to understand what employees need at work, and what types of employees need what kinds of incentives".[73]

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[73] ZHANG, PINE, LAM, *Tourism and hotel development in China, cit.,* p. 259.

Chapter 3 – The several obstacles to overcome as an expatriate manager in China

3.1 Common issues faced by expatriate managers in China

Compared to local hotels, international lodgings in China enjoy more benefits as better autonomy, less discrimination and give more attention to talents' education and development. Despite all these advantages, they also face several challenges such as the diversity between local and foreign staff, the insufficient qualification of local staff, differences among societies etc. China is one of the countries which attracts most expatriates but at the same time it is one of the most difficult places for foreigners to have success in. Interactions between foreigners and locals happen often and cultural misunderstandings arise frequently because of the diversities existing in different cultures. In some instances, the misunderstandings were severe enough to interrupt the cooperation between the Sino- and the foreign cooperators.

The most common problem faced by multinationals is how to attract and recruit skillful and talented people to rely on when conducting a business abroad. Finding talents who can meet international requirements and training these resources is a great challenge for organizations who want to maintain high standards, especially when establishing abroad.

Luxury hotels have to spend a lot of time in hiring and training local staff in order to keep companies' image high. When doing business abroad, another challenging aspect is managing the relationship with the government of the place the organization establishes in. In the case of China, dealing with the government can be struggling because it requires to adapt the management-style to comply with the government's directives.

There are several difficulties in working close to the Chinese culture. Frequently, expatriate managers fail to complete their assignments because of the pressure they feel on them for not being able to get closer to the society they work in. Moreover, multinationals have to sustain high costs to maintain an expatriate working abroad and consequently they bear even a larger loss in case of a failure. This is why, with the passing of the years, multinationals seek to localize managers. Localization can help organizations to have permanent skillful talents that don't risk facing cultural issues.

Even if the localization of managers could bring many advantages to international companies and also to the lodging sector, training and development of local talents is a very long process that is still under review. Training and teaching companies' values and ethic to someone who is not familiar with them is something that companies do rarely because it implies a great investment of time and budget. For this reason, multinationals often rely only on expatriates who are already aware of all the principles needed to accomplish international assignments, even if locals would be a better choice for companies. Especially when talking about hotels, showing an international presence is a way to demonstrate the Western and the international identity.

Risks in starting a business in a different country are several. Particularly so if the country chosen is China. "China's cultural complexities and distinct living conditions create challenges for cross-cultural adaptation and the management of expatriates and their families. Yet, for many MNEs [multinational enterprises], success within their Chinese operations depends heavily on the performance of expatriate managers".[74] Moreover, "The Chinese market always presents significant challenges for multinational companies (MNC) where cultural difference, regional economic disparity, insufficient managerial talent, and distinct consumer behaviour can be obstacles for success in this specific market".[75]

There are many factors that affect the positive success of expatriate managers. Among these there are personal qualities of expats and also some external factors such as the features affecting the home country and the parent country. But, in many cases, when the differences between the foreign and the local sphere become too consistent, the expatriate decides to leave determining the failure of his/her assignment abroad.

Expats' failures are mostly caused by the absence of cultural fit, but also family or personal matters occupy an important position regarding this issue. Another remarkable cause of the failure of expatriate managers is the lack of sufficient guidance and poor goal determination.

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[74] Nareid SEAK, Peter EDERWICK, "The management of New Zeeland expatriates in China", *The International Journal of human Resource Management,* 19, 7, 2008, pp. 1298-1313.

[75] Lingfang FAYOL-SONG, "Reasons behind management localization in MNCs in China", *Asia Pacific Business Review,* 17, 4, 2011, pp. 455-471.

3.2 Forecast future expatriate's issues

In 1950 was introduced a theory to investigate the expatriate managers' experience abroad: the U-Curve theory.[76] It "can be a valuable tool for helping expatriates and their families understand and anticipate their own cultural adjustment process. Such understanding helps alleviate the confusion and uncertainty that often accompany adjustment challenges. Easing adjustment is especially pertinent in China with its high expatriate failure rates."[77]

The U-curve theory (UCT) includes four different stages that characterize the life of an expatriate manager: honeymoon, cultural shock, the adjustment phase and the mastery.

The honeymoon phase starts during the first week after the expatriate's arrival in the host country, "wherein the expatriate and accompanying spouse or family members are fascinated with their adventure in the new culture, and everything seems new and interesting".[78] Newcomers find interesting and stimulating the new environment. They have positive feelings concerning the new adventures they will experience. When foreigners start coping with the real condition of their daily routines, they enter in the second phase: the cultural shock. During this second stage, the newcomers feel frustration and disappointment for the new country and the new society they have to live in close contact with. The moment in which expatriates and their families start adapting to the environment and gradually accept the characteristics of this new atmosphere, they enter in the third phase. "In this stage, they are able to function more calmly without criticizing or rejecting the culture."[79] When individuals manage to integrate with the situation around them and begin to feel more comfortable in the new environment, they enter in the last stage of the theory: the mastery. During this phase, managers and their families also start to get closer to the foreign culture and to accept it. This degree of acceptance is reached thanks to the satisfaction and the motivation that managers develop after staying sometime in the host country and getting in touch with the new reality.

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[76] Sverre LYSGAARD, "Adjustment in a foreign society: Norwegian Fulbright grantees visiting the United States", *International Social Science Bulletin,* 7, 1955, pp. 45-55.

[77] LUND, DEGEN, "Selecting Candidates and Managing Expatriate Assignments in China", *cit.*, p. 61.

[78] *Ibid.*

[79] *Ibid.*, p. 62.

"The different stages of the curve suggest a progressive understanding of the culture and the perceived quality of living in the new country. These understandings and perceptions can help expatriates and their employers explain and make sense of ongoing adjustment process. The needs of the expatriate can thereby be anticipated, and improvements can be made for future expatriate training and support programs."[80]

The U-curve theory is only a general model of what can be an expatriate's experience abroad. Talents spend a lot of time to shift from one stage to another because the time for adaptation depends a lot on the cultural distance existing between the home and the host country. In the case of China, managers not always experience all the steps described in the theory previously explained. Issues that expats encounter during their stay in China are multiple and individuals are not always able to cope with them. Thus, for the majority of people sent to China on international assignments, the stay comes to an end before having found an adjustment.
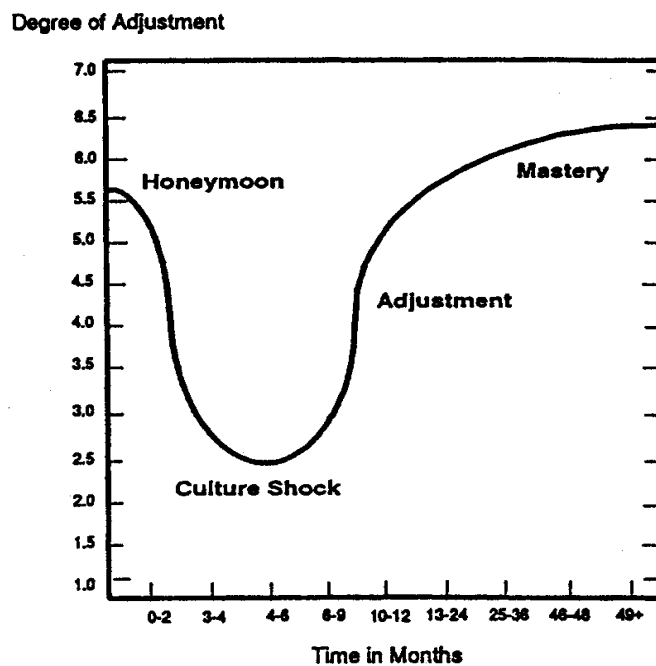

Figure 10 The U-curve of cross-cultural adjustment [81]

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[80] *Ibid.*

[81] Lee HUNG-WEN, *Perceptive of Expatriation and Cross-Cultural Adjustment,* Taiwan, National Chiayi University, 2011.

3.3 West vs China: a cultural conflict

"Cultural difference is one of the most difficult obstacles confronted by MNCs and it consists of three aspects: different cultural backgrounds of the members of the staff, enterprises' unique and different corporate cultures and the social-cultural differences among various nations and ethnicities, presenting at the individual, organizational, and social levels respectively. Furthermore, national culture differences can affect the workplace and corporation culture, and people's way of thinking and behaving". [82]

"Culture-related issues are becoming increasingly crucial in the hospitality context due to its particularly diverse and complex characteristics as well as the growing mobility of the global labour market and the internationalization of business".[83]

Hofstede[84] classified four different value systems based on culture that can help to analyse the differences that exist between societies: power distance, individualism/collectivism, masculinity/femininity and uncertainty avoidance. Power distance is "the extent to which the less powerful members of organizations and institutions (like the family) accept that power is distributed unequally"[85]. Individualism versus collectivism represents the extent to which people are incorporated into groups. "On the individualist side, we find societies in which the ties between individuals are loose: everyone is expected to look after him/herself and his/her immediate family. On the collectivist side, we find societies in which people from birth onwards are integrated into strong, cohesive in-groups, often extended families which continue protecting them in exchange for unquestioning loyalty."[86] The third cultural value is represented by the dimension of masculinity and

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[82] CHAN, YE, XU, "Culture Differences and Challenges in Localization of senior executives of international Luxury Hotels in China", *cit.,* p. 199.

[83] Stefan GROSCHL, Liz DOHERTY, "The complexity of culture: Using the appraisal process to compare French and British managers in a UK-based international hotel organization", *International Journal of Hospitality Management,* 25, 2, 2006, pp. 313-334.

[84] Geert HOFSTEDE, "The Business of International Business is culture", *International Business Review,* 3, 1, 1994, pp. 1-14.

[85] *Ibid.*, p. 2.

[86] *Ibid.*, pp. 2-3.

femininity; this value refers to "the distribution of roles between the sexes which is another fundamental issue for any society."[87] The last value underlined by Hofstede is the uncertainty avoidance, it describes the level of tolerance owned by a society in front of "uncertainty and ambiguity: it ultimately refers to man's search for truth."[88]

When examining Chinese culture versus western one, it's easy to notice that the two spheres don't match in any of the values studied by Hofstede. While Chinese society is affected by a higher power distance, with a great emphasis on personal relationships and a hierarchical society, westerners rely on equality and on a democratic way of conducting businesses. Concerning the uncertainty avoidance, Chinese people are worried about their future, the possibility to lose everything they have; westerners, instead, are more relaxed and they accept easily the unpredictability.

Another point that stresses the difference between the Chinese and western society is that the former relies on a collectivist society, individuals assume a meaning only when they work together creating a secure atmosphere. Western culture is based mostly on an individualist society which highlights the individual independence. Talking about the additional difference existing in the contrast masculinity/femininity, Chinese society values the importance of harmony between nature and human beings and gives less importance to logic while western society gives importance to the rational nature.

Because of the great influence of Confucian principles, a fifth value dimension distinguishes Chinese culture, the so-called Confucian dynamism[89] also known as long-term orientation. Confucius taught that the society is based on the relationships between people. Family is the model for a harmonious society and people need to work with passion being patient and trying their best. Thus, Confucian dynamism has its foundations on these values and stresses another point of disparity between Western and Chinese culture. Chinese society, obviously, is based on a long-term orientation and this means that it is built on future-oriented values. Long-term attitude refers to a way of conducting a life without wasting money and time, relying on social relationships and contacts.

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[87] *Ibid.*, p. 3.

[88] *Ibid.*, p. 4.

[89] Geert HOFSTEDE, Michael Harris BOND, "The Confucius Connection: From Cultural Rots to Economic Growth", *Organizational Dynamics,* 16, 4, 1988, pp. 5-21.

Western society, instead, is characterized by a short-term orientation and so on past-oriented values and traditions. Short-term orientation depends on personal firmness, the respect for traditions and a static mentality.

All these diversities between Chinese and western culture contribute to the hard success of hotel expatriate managers who have to deal with quite a totally different reality from what they are used to.

3.3.2 Cultural shock

As already said before, cultural issues are the main cause for expatriates' problems in the host country. The feeling of not being able to deal with a new reality and an unknown environment brings expatriate hotel executives to experience what is called cultural shock.

"This shock is a stress reaction when salient physiological and physical rewards are generally uncertain and difficult to control or predict."[90] Individuals feel anxious and confuse. They don't understand what surrounds them and they don't feel comfortable with the new ambient they work in. This phenomenon is a diffused sensation that affects the majority of people sent abroad to work. They always experience a sense of loss and a mix of feelings that shift from positive to negative sentiments.

There are three possible responses to cultural shock: resistance, assimilation or acculturation.[91] Resistance occurs when people reject the new culture defending one's own culture and values. This phase impedes the opening to the new reality. The assimilation stage is characterized by the abandon of past traditions and values in order to welcome the new culture. Acculturation, instead, is a process in which individuals learn how to live in a new and unknown reality remaining entrenched in one's own traditions and customs.

International luxury hotels in China, because of their attachment to their origins and their values, hire western managers who have to adapt to Chinese culture and to learn how to deal with this unknown society.

Main cultural issues exist because of the principles rooted in different cultures, as previously explained, and for this reason challenges exist regardless of the place where

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[90]KAYE, TAYOR, "Expatriate culture shock in China: a study in the Beijing hotel industry", *cit.* p. 498.

[91] *Ibid.*

the expatriate will go. The more the cultural spheres are different, as in the case of western and eastern, the more the challenges are evident.

One of the issues that can arise, is related to the avoidance of uncertainty. In the case of China, this is linked to the ability to deal with risks. Doing business also include the possibility to experience something new investigating a new market and providing innovations to it. When international hotels establish in China, inherent risks are high and individuals who work with the new foreign organization are asked to be ready to deal with any peril and to be prepared to propose quick and useful solutions. Chinese never expose themselves to uncomfortable positions because of the fear of losing the job or having retaliations. For these reasons, they find difficult to deal with uncertain situations. Westerners, instead, are used to expose themselves in the moment they have to. Discussions can be constructive in a multi-cultural environment but Chinese employees need to be educated to learn how to expose their own thoughts and ideas in order to grow and open their minds. Arriving in a China-based hotel and finding a society unable to help solving problems can hinder expats who are alone in coping with usual situations and without a staff that supports them.

A western expatriate in charge of conducting a business in China, especially in the lodging sector, has to guide employees that are foreigners to him and that are not used to a western management style. Chinese people have always been used to be part of a society working in group and always without taking any personal decision. In China, everything is usually managed with a hierarchical basic idea - with a boss at the head of this hierarchy. Expats, instead, tend to work in groups where every individual can bring personal contributions and thoughts. Finding themselves in a reality where the business management styles are completely the opposite compared to their home country, pushes westerners to study new strategies and methods. When establishing abroad, international hotels need individuals who can ensure the organization's culture abroad as much as they need indigenous who can help the head of the hotels to explore the local environment and understand the market atmosphere.

The relation between leader and employees is another point to analyze when looking at the difficulties that westerners face during their stay in China. In western culture, the leader occupies a bottom position in the organizations' structure because his role is to support and motivate employees to push them to accomplish their role properly; in China,

the relationship between the boss and his subordinates is exactly the opposite. In Asian culture, there are more moral implications in this relationship and the chief owns the highest position in the staff pyramid and he is supported by every employee who stay under him. This contrasting way of perceiving the leader role in the work environment is crucial in sectors such as the lodging one where every role is fundamental for the success of the business. Expats are required to bring together the western and the Chinese way of managing hotels to successfully reach company's goals and also to train locals to a different managerial style.

3.3.3 Language barriers and miscommunication

"The language barrier is the most obvious negative factor encountered by expatriates. Unfortunately, language training, which should be a part of the preparations for expatriate assignments, is very often neglected by the multinationals."[92] Hotel expatriate managers don't receive language classes because they are usually flanked by translators and a secretary who can translate for them. These benefits are perceived as advantages from some expats' point of view because not knowing the language can help them to avoid taking a position and answering to some questions that could let them say something perceived as offensive.

Chinese language is perceived as too difficult by most of the western people who work in China and, for this reason, it is something they don't give so much importance to. Spending a lot of time in learning a language is not perceived as useful as spending time to train employees or to receive a training in order to improve one's own career and skills.

Even if most of the hotel managers think the same about the importance of Chinese language, some others have the desire to learn it. "Realizing the importance of interacting with local people, some expatriates started learning Mandarin (*Putonghua*) on their own initiative, but some either didn't begin or quickly gave up."[93] The efforts some expats put in learning such a difficult language as mandarin aren't that useless. "Chinese staff can

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[92] Keith GOODALL, Na LI, Malcolm WARNER, "Expatriate managers in China: the influence of Chinese culture on cross-cultural management", *Journal of General Management*, 32, 2, 2006/2007, pp. 57-76.

[93] *Ibid*., p. 64.

be sensitive to the language skills of the foreign expatriates. They praised the expatriates who could speak good Mandarin or who had an interest in learning".[94]

From the local staff's point of view, westerners who try their best to learn their language show their engagement to working in China. An expatriate familiar with the language and able to communicate without a translator in China is considered to be more influent and more successful than one who just relies on mediator for every kind of communication with locals. Having expatriates who are familiar with the language and who are able to communicate in Chinese is a value added for all the international hotel chains because this advantage has an important influence in the willingness of Chinese employees to collaborate with them. Possessing the ability to communicate with every employee of an organization is something fundamental for western managers who have to keep an eye on every aspect of the business. English language, which is usually the most used vehicle for communications in international companies, sometimes results as an obstacle for the good comprehension between people coming from different places. Especially in the case of China, where the percentage of the population possessing English skills is not very high, the use of English can result as a misunderstanding factor rather than a unifying aspect. Moreover, in societies where culture is strictly linked with every part of daily life, language is not only considered a way of communication but also a way of integration.

"The Chinese see their language not only as a cultural tool which has historically influenced Japan, Korea, Indo-China and other areas, but as a way of transmitting cultural values. The close link between language and culture gives Chinese people a strong motive to increase the currency of the Chinese language."[95] Thus, expats are not required to master Chinese language - even a basic knowledge and an elementary level is enough to show their intention to get closer to the Asian culture and it is what locals mainly appreciate.

In some sectors in China, as lodgings, the structure of the organization is composed by different roles and positions and not every employee from the different departments possesses a certain level of language skills to enable a fluent communication. This issue has always been one of the main problems experienced by expatriates, but it is something that can be solved only if the two parties meet halfway and start collaborating to build something together.

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[94] *Ibid.*, p. 65.

[95] *Ibid.*

Since when the first expatriate was sent to China to guide a business, a lot of communication problems have frequently occurred. This kind of issues doesn't only include language barriers that can obstacle the communication and the positive success of expatriates' work, but they also include difficulties that can arise because of different communication styles. "Expatriate managers often complain that there is no open communication in China. They feel frustrated when people remain silent during meetings. Frankness is not appreciated by the Chinese. They don't want to give their opinions in public. No matter how hard you try to encourage them to participate in the meeting they just sit there, smiling politely"[96].

In the hotels' environment, expatriate managers have to know if something is not understood by local employees and if there is the need to clarify some points because all the staff need to know exactly what to do and every feature of the business to guarantee the best experience to customers who pretend to get a service in line with the level of what they have chosen. Westerners always fight against the passivity that Chinese demonstrate when they are asked to take a position. Locals don't show any kind of support to the organization. This apathetic behavior that characterizes Chinese is due to their fear to ruin their reputation or to damage relationships they have built.

"In Chinese culture five major speaking practices have been identified: implicit communication; listening-centeredness; politeness; a focus on insiders; and face-directed communication strategies"[97]. When approaching with locals, managers often have to confront themselves with employees who use silence in front of most of the problems they are put in front of. In Chinese culture silence is, most of the times, considered wiser than expressing one's own thoughts. Giving a rush answer without a previous meditation on it is considered superficial and useless by locals. In the Chinese vision, a good and reasonable thought is better than a trivial active participation. Silence is also used by Chinese to avoid exposing too much themselves with the risk of compromising their reputation and because of the belief that real decisions are taken without taking too much into consideration what workers think.

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[96] *Ibid.*, p. 66.

[97] *Ibid.*

Differences in communication styles exist, but most of the times, the cultural diversity is perceived as misunderstanding. It is important to go deeply inside others' culture to increase the understanding between them and reducing conflicts that can originate from these differences.

Throughout years, some communication aspects between western's and Chinese's culture improved. Westerns' ideologies became increasingly important and fascinating to Chinese people who started associating their customs and behaviors to democratic behaviors giving rise to a new kind of approach regarding the relationship with their foreign supervisors. While previously Chinese employees tent to have an extremely passive approach without contributing to the development of the hotel they were working for, through years they started desiring to express their thoughts and suggestions to supervisors feeling much more free to show their opinions. Chinese employees are still inclined to not assume a very participatory behavior, but they are making some progresses. This is a trend that evolved through years and has been pushed by the continuous expatriates' attempts to solicit locals with the aim of taking some advantages from them, but it is still a work in progress. This new beginning of change in Chinese mindset is due to the persistent penetration of Western influence into Chinese ground. Thus, international hotels need to keep sending western expatriates in China to keep influencing local staff in a constructive way to develop a trained and productive operation body.

3.3.4 *Guanxi* 关系: an unknown concept to westerners

"The Chinese word *guanxi* refers to the concept of drawing in connections in order to secure favors in personal relations. It is an intricate and pervasive relational network which Chinese cultivate energetically, subtly, and imaginatively. It contains implicit mutual obligation, assurance and understanding, and govern Chinese attitudes toward long-term social and business relationships."[98] This concept is intrinsic in Chinese culture but it is something absent in western cultures. A way to translate this term in English could be "interpersonal connections" but this translation still doesn't perfectly fit the Chinese's

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[98] Yadong LUO, "*Guanxi*: principles, philosophies, and implications", *Human Systems Management,* 16, 1, 1997, pp. 43-51.

guanxi. *Guanxi*, besides being a moral value, also became a fundamental instrument to run business.

"Unlike the Western concept of networking/business relationships, which is typically impersonal and basically at the organizational level, *guanxi* is personal - initially built by and consistently based on personal relationships."[99] The concept of *guanxi* embodies three different elements: *ganqing*, *renqing* and *xinren*.[100] *Ganqing* means the emotional feeling stemming from a relationship between two organizations or two parties being part of a network. *Renqing* is a quality that expresses the mutual favoritism that should exist in the relation between two people, based on Confucius' thoughts. This value usually implies some benefits or gifts to show one's own favoritism towards the other party. The reciprocal exchange of favors is seen as one of the pillars to build relationships; it is through giving and receiving favor that people can build their network. *Xinren* is a value which is related to the trust between the parties involved in the relationship. When two or more parties have a business *guanxi*, *xinren* can be developed only after a gradual exchange of favors between the counterparties.

"Personal relations (*guanxi*) in China often facilitate the carrying out of work-related tasks and overcome the issues associated with lack of enforcement of contractual agreements. Thus, *guanxi* is used as an informal process that attempts to overcome the lack of enforcement of formal agreements due to the inadequate contract law system in the country. Personal relations therefore help to build trust and provide confidence that the parties involved will honor the agreement."[101] Building relations in China is the most important thing to do before starting any kind of business. Thus, international hotels also need to acquire a deep understanding of Chinese morality, a key value to understand the real meaning of *guanxi*, and need to be able to follow the Chinese way of conducting business.

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[99] Mimi LI, Shangzi (Charles) QIU, Zhaoping LIU, "The Chinese way of response to hospitality service failure: The effects of face and *guanxi*", *International Journal of Hospitality Management,* 57, 2016, pp. 18-29.

[100] *Ibid.*, p. 20.

[101] Ying GUO, Hussain G. RAMMAL, John BENSON, Ying ZHU, Peter J. DOWLING, "Interpersonal relations in China: Expatriates' perspective on the development and use of *guanxi*", *International Business Review,* 27, 2, 2018, pp. 455-464.

Expatriate hotel managers in China, once facing the work environment, can easily understand that one of the first things to learn before starting anything is to build relations. Expatriates need to create good connections with their subordinates for several reasons. First of all, having good relations with employees can facilitate the cooperation between the two parties; second, getting closer to locals can help managers to get an easier understanding of the Chinese concept of *guanxi*. Building some good connections can facilitate westerners in overwhelming their status of outsiders and also having more possibilities to get introduced to Chinese reality and customs.

What is not really understood by outsiders, is that building *guanxi* is something that happen with time; it is important to keep good relationships for a long time, after that it is possible to convert those relationships into *guanxi*. "Many foreign managers do not choose to stay long, usually two or three years because they have better opportunities back home. It takes time to really know your boss and adapt to his management style. However, it is very likely that when a compatible working relationship is built, he or she is ready to leave."[102] This is the reason that mostly discourages expats to spend a lot of time in cultivating some relations without even knowing when those will turn into *guanxi*.

"Considering the work-centered role of Western expatriates in China, newcomers to the country can experience task uncertainties due to the insufficient knowledge of the local environment, and their work role. […] Due to the limited networks held by them when they first enter in China, expatriates have to invest substantial time and effort in building and maintaining *guanxi* compared to local managers. Being outsiders, expatriates do not have the existing *guanxi* network that local business managers have due to their family/clan networks, education networks and other social relationships."[103]

Expats can build and expand their social networks in two different ways: using an internal way, and so inside the hotel organization, and by external channels which means building connections with the government, institutions and individuals that come from outside. Starting with the creation of a good relationship with subordinates and colleagues can be a good first step in order to become more familiar with the intrinsic social meaning

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[102] GOODALL, LI, WARNER, "Expatriate managers in China: the influence of Chinese culture on cross-cultural management", *cit.,* p.73.

[103] GUO, RAMMAL, BENSON, ZHU, DOWLING, "Interpersonal relations in China: Expatriates' perspective on the development and use of *guanxi*", *cit.,* p. 19.

of the term *guanxi*. There is no better way to understand a culture than to be supported by local people. Indigenous people can introduce foreign managers to their already existing social networks and facilitate their familiarity with the local business.

In the hotel sector, most of the success is produced by the good feedback customers give after their experiences. When an expatriate arrives in China to work nobody knows him/her and only after having seen his/her way of conducting business clients can start to appreciate him/her. To avoid an initial mistrust from customers, foreigners should demonstrate to be already familiar with that unknown environment. If expats start approaching local employees possessing already a knowledge about their society, they can have a quicker access to employees' social networks. Acquiring some *guanxi* can be an enormous advantage to managers who can easily be trusted by their own subordinates and, especially, by local customers.

At the same time, expatriates should develop external networks in order to establish outside relations with people from different social classes and institutions. To accomplish these goals, expats can use already existing network activities such as expatriates' clubs and meetings where other foreigners coming from different part of the world provide networking opportunities.

A good understanding of *guanxi* is therefore crucial for expatriates in order to succeed in China.
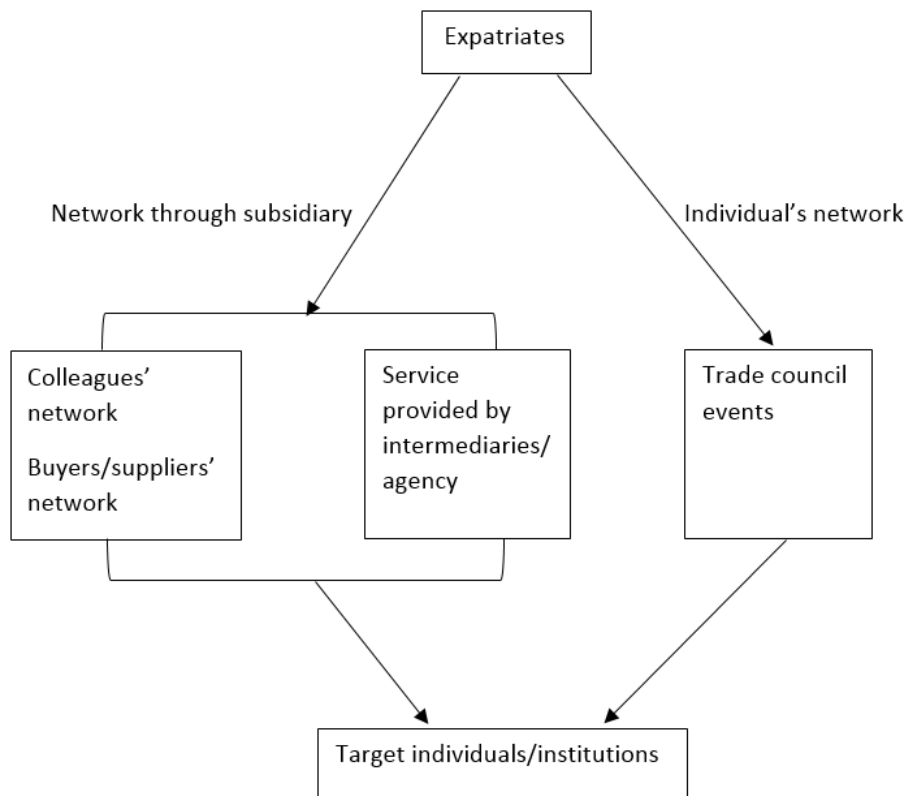
Figure 11 The process of guanxi building by western expatriates in China[104]

3.3.5 *Mianzi* 面子 as a part of the relationship building process

As already said before, building relationships is a long and complex process which needs different steps to be accomplished. Among the several social norms that have to be adopted in order to succeed in creating good *guanxi*, one of the most significant is "face".

The term face can be associated to the English word "reputation" or "dignity". In Chinese context, face can have multiple dimensions. It can be interpreted as one's own's self-image that people have, based on how others judge or appreciate them. At the same time, it can also be understood as the individual's social image, reflecting the trust and the respect other people have in him/her.

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[104] GUO, RAMMAL, BENSON, ZHU, DOWLING, "Interpersonal relations in China: Expatriates' perspective on the development and use of *guanxi*", *cit.*, p. 31.

"Chinese society is heavily influenced by the concept of face and feelings of self-worth or self-esteem, which is reliant upon emotions such as embarrassment, shame, guilt, and pride. In Chinese culture, face maintains far-reaching implications in relationships with peers, families and coworkers."[105] Keeping face is something vital to Chinese society. It should be safeguarded in any circumstance of life. If business in China is conducted on the base of *guanxi*, "maintaining and giving face" to people can be a good advantage.

Face protection is one of the principles on which Chinese people rely the most. They always do everything with the aim of preserving their social and moral status. For a Chinese, it is also very important what people think about them. Giving a bad impression to others can put their reputation at risk and damage their face. In a collectivist society as China, conflicts are avoided in order to prevent any embarrassment for the counterpart. Even if some conflict can be prevented, some others are unavoidable. When these inevitable disagreements occur, locals try to adopt tactics to make them as less embarrassing as possible, sometimes adopting a compromise.

The first thing that Chinese look when socializing with other people is the "face" of the counterpart, what is his/her past and his/her level of reputation. Therefore, Chinese also select individuals who can preserve their face status.

Unlike the concept of *guanxi* which is hardly understood by western expatriate managers, the notion "face" is a bit closer to the western idea of keeping a reputation, even if Chinese values always embody an intrinsic moral meaning which can be hardly comprehended by foreigners.

Chinese "face" and western concept of reputation can be similar under some aspects, but they also present some differences. Even if in the West people give importance to this value, in China it is something that can even impede Chinese to freely express themselves because of the fear of losing face. This Chinese rooted attachment to the concept of "face" is totally perceived by western expatriates once they start their experience abroad. This is especially noticed by foreigners when they approach indigenous. Locals willing to maintain a high reputation are very stressed because of their desire of not giving a wrong self-image.

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[105] MEJIA, ADAY, PHELAN, YI, "Subordinates' perceptions of western expatriate hotel managers in China: the effects of conflict avoidance", *cit.* p. 391.

In the hotel sector, the previously mentioned supervisor-subordinate relationship is one of the most common situations in which it is clear how Chinese express the importance to preserve face and their fear of losing it. One of the main causes of this passive behavior can be summarized with the word *mianzi*.

When relating with supervisors, especially if they are coming from a foreign country, locals feel under pressure and judged. They try not to disappoint their manger. Indeed, they tend to not expose too much their feelings and their impressions. This behavior is due to the Chinese morality which teaches that in a supervisor-subordinate relationship, the one occupying the lowest position has to "give face" to the other staying in a higher position. This submissive inclination also affects the expatriates' experience. Expatriate managers don't receive any feedback from their subordinates and do not discover if their work has a positive confirmation from the Chinese point of view.

Moreover, Chinese employees tend to avoid conflicts especially when they are working with local supervisors rather than foreigners. While working with expatriate managers, Chinese feel to work in a hostile environment and with someone unable to communicate and perceive their needs. For these reasons, they feel less concerned with their face.

Expats are usually used to work in an individualistic environment which is not based on every individual's needs. When working in China, they are asked to completely change their way of looking at the entire societal structure and adapt to the new one. Adapting to the Chinese reality where every kind of conflicts is avoided is a challenge for every organization which establishes in the country because it implies the adoption of new strategies and more energies.

3.3.6 LMX[106] theory as a western concept of *guanxi*

Leader member exchange (LMX) is a western concept which refers to the relationships between a supervisor and his/her subordinates in the work environment. "LMX is multi-

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[106] Samuel ARYEE, Zhen Xiong CHEN, "Leader-Member exchange in a Chinese context: Antecedents, the mediating role of psychological empowerment and outcomes.", *Journal of Business Research,* 59, 7, 2006, pp. 793-801.

dimensional in nature and involves several parameters including relative affection, loyalty, effort of contribution, and respect."[107] This theory is based on the idea that every relationship between a leader and a subordinate is unique and it is built through several interactions. People should behave depending on their social status and this dedication to work is what LMX is based on.

"Tested across numerous cultures, LMX has shown positive relationships with organizational citizenship, justice, satisfaction, and turnover in western individualistic contexts; however, its application in Asian contexts remains underexplored. The possible reasons are attributed to the view that LMX is linked to an individualistic work environment, whereas Eastern work environments are collective and inclusive of the personal lives of all workers. This is especially evident in countries like China, where relationship building is a major component to worker satisfaction and employer-employee relationships."[108]

LMX theory can be assumed as a synonym of the Chinese value *guanxi* because these two concepts share some similarities. Among these similarities, there is the fact that both of them are incorporated in the interpersonal relationships between individuals, especially when talking about leader-member relationships. The singular approach supervisors have with their subordinates can be observed in both LMX theory and *guanxi* and this common behavior can be useful to expatriate managers who start a new working experience in China and can adopt this attitude also in the Chinese culture.

Another point in common between Chinese and western "relationship principle" is that in both cultures these relationships evolve gradually and are built on mutual trust between the parties and the interconnections between them. Reciprocity is an important value at the base of every leader-subordinate relationship. "The reciprocity principle makes the leadership relationship more social in nature. In a high LMX relationship, when

[107] Cynthia MEJIA, Kelly Virginia PHELAN, James Brian ADAY "Framework for Success: overcoming Contemporary Challenges of Western Expatriate Managers in the Chinese Hospitality Industry", *Journal of Human Resources in Hospitality & Tourism,* 12, 2, 2015, pp. 107-132.

[108] Cynthia MEJIA, Youcheng WANG, Xinyuan (Roy) ZHAO, "The impact of personal and professional guanxi relationships o leader-member exchange in the Chinese hotel industry", *International journal of Hospitality & Tourism Administration*, 2018, pp. 1-27.

leader put extra effort into the relationship through for example clear support and contingent reward behavior, followers are expected and encouraged to reciprocate by providing the leader with more than is basically required, in multiple ways. Similarly, with Chinese values: there too reciprocity occupies an important place in *guanxi*. Practices associated with *guanxi* in the work context involve the exchange of both feelings and material benefits, and these often occur between the leader and each of his/her follower."[109]

One additional similarity between the principle of *guanxi* and the LMX theory is the quality of the relationship between the actors. In the LMX employees "tend to respond favorably to managers who are willing to offer them inspiration and support; in response employees will exert themselves to perform the roles assigned to them and they in turn will try to form a high LMX with their managers."[110] When looking at *guanxi*, it can be noticed a similar situation. Personal relationships are also very important in building *guanxi*, "those with closer *guanxi* are more likely to get a higher level of trust and respect, and to generate a greater sense of obligation. When western managers develop high-quality *guanxi* with employees, the local Chinese employees feel a strong bond."[111]

Thanks to these similarities that the two values have in common, western managers seem to possess a great basis to build a successful relationship with Chinese employees.

Besides the similarities that define these two concepts, however, there are also some evident differences. Among the discrepancies existing between the two values, the different degree of affection in the two concepts represents one. *Guanxi* gives a lot of importance to the affection and the feelings shared by the two parties as a pillar base from where to start to build connections. LMX, instead, gives more importance to competence and professionalism as a base tool to create a long-lasting supervisor-subordinate relationship. Thus, when approaching Chinese employees, westerners need to focus more on personal and emotional aspects rather than professional contributions.

Another difference that can be noticed comparing *guanxi* and LMX is the great attachment the Chinese concept has towards the value of "face". Reputation in Chinese

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[109] Dan NIE, Anna-Maija LÄMSÄ, "The Leader-Member Exchange theory in the Chinese Context and the Ethical Challenge of *guanxi*", *Journal of Business Ethics,* 128, 4, 2015, pp. 851-861.

[110] *Ibid.*, p. 856.

[111] *Ibid.*

mentality is everything, especially in the process of building *guanxi*. From a western point of view, the concept of reputation is not something that can affect the creation of the relationship between supervisors and subordinates. Thus, expatriates need to take it into consideration when approaching Chinese working positions. "If a westerner makes a Chinese person embarrassed or causes them to lose face, the relationship cannot succeed because the shamed person cannot continue to communicate with dignity."[112] Expatriates assigned to go to China need to adopt a more sensitive approach to be able to build a fruitful leader-member relationship.

In order to be able to establish an effective LMX in China, expatriates should rely on the analogies that this theory has with the principle of *guanxi*. Expatriate managers should stress the similarities between the two principles including the emotional dimension to have better chances to be perceived credible and trustworthy by Chinese employees.
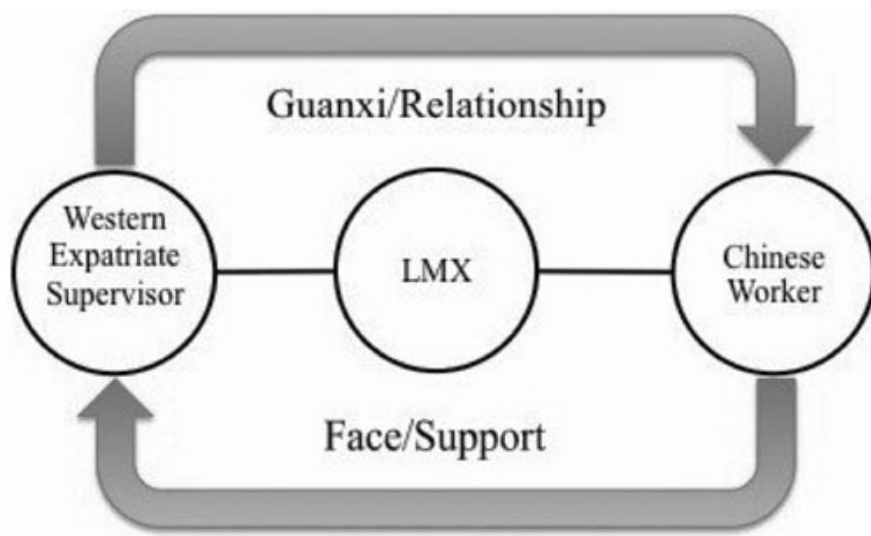

Figure 12 Conceptual model of relationship between Western expatriate hotel managers and Chinese workers[113]

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[112] *Ibid*.

[113] MEJIA, PHELAN, ADAY, "Framework for Success: overcoming Contemporary Challenges of Western Expatriate Managers in the Chinese Hospitality Industry", *cit.*, p. 112.

3.4 Staff turnover

Finding suitable staff showing loyalty and good skills to one company is a problem which is gradually affecting the hospitality industry. Expatriate managers can hardly find suitable local workers who can be educated to the brand's culture and who will stay in that organization for a long period of time.

New generations in China are money-oriented and this aspect limit them to focus on the attitude required by working in international lodgings; thus, locals apply for these positions without a real interest in what they are doing but only because of economic reasons. Once locals have the opportunity to move to another, more interesting, job they quit.

Another aspect that discourages local from remaining for a long period of time in an international hotel staff is that Chinese parents don't support them in keeping these kinds of working positions. "Most parents were brought up in the 1950s and 1960s under an environment dominated by communist ideology. The idea that people are equal was strongly embedded in people's minds. This group of parents may believe that serving people violates the principle of equality and they may discourage their children from joining the hotel industry."[114] From a Chinese parent's point of view, working in the hospitality industry is not something that can give face to their children and they prefer other kind of jobs. Being part of a hotel staff implies serving people: a mediocre job in the Chinese's perspective which look at it as an activity that can't give face.

International hotels usually have different perspectives concerning the situation of local employees. Most of international hotels really rely on locals as they are seen as individuals who can introduce foreigners to the indigenous culture and customs. Moreover, international organizations hope to find talents that can grow with the company becoming an integral part of it.

To let locals become an active part of the organization, it is important to train people and teach them its values. Expatriate managers who arrive in China have an extremely important role because they should find strategies to avoid an increasing turnover rate. They have to train people with the aim of introducing them into the company's core

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[114] ZHANG, PINE, LAM, *Tourism and hotel development in China*, *cit*., p. 247.

and creating skillful profiles who can add value to the organization. Trainings are fundamental if talents are willing to keep a certain work position and desire a certain professional growth. Chinese employees have the idea that personal professional experiences depend on how many workplaces one individual has worked in. With this idea, locals don't give much attention to the quality of education they gain but to the number of works they can find and change.

Expatriates that find themselves facing these situations should work on building intense and important relations with employees in order to let them feel linked to the organization. Emphasizing emotional feelings and values that can connect locals to the lodgings' environment is a good strategy to help Chinese people think that the company is not just a workplace but something more. "This strategy at least makes them think twice about saying 'yes' when the headhunter calls. Given the fact that many younger Chinese workers are still 'immature' in their attitude to career planning, foreign organizations could do more to educate Chinese job applicants about the long-term workings of the labor market in a market economy."[115]

"Due to the low commitment, high employee turnover has become a very serious problem in privately owned hotels, joint-venture hotels, and enterprise hotels, although the impact is not severe in state-owned hotels."[116] The higher rate of employee turnover in international hotels rather than state-owned ones can be explained in different ways. First of all, state-owned lodgings aren't as flexible as the foreign ones. This means that state-owned hotel employees are not allowed to quit the job easily. Another reason why in the state-owned hotels the turnover rate isn't as high as in the private peers is that "the historic protection of benefits stipulated by national laws does not allow the state-owned hotel managers to terminate individual employment contracts."[117] Furthermore, in China, "employees are protected by the "iron rice bowl" system. Termination, as in this case, may involve compensation in the form of insurance and retirement funds that the hotel operators may not be able to afford."[118] Finally, the government discourages state-owned

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[115] GOODALL, LI, WARNER, "Expatriate managers in China: the influence of Chinese culture on cross-cultural management", *cit.* p. 69.

[116] ZHANG, PINE, LAM, *Tourism and hotel development in China*, *cit.*, p. 244.

[117] *Ibid.*, p. 245.

[118] *Ibid.*

hotels to terminate employees' employment contracts in order to maintain a social equilibrium. This condition can help reducing employee turnover, but it is not helpful in selecting the most skillful candidates.

"Although there is an ample supply of labor in the market, the hotel industry is not appealing to quality candidates. High employee turnover has also revealed that even when quality candidates join hotels, they are not motivated to stay and are not committed to their jobs and organizations."[119] Giving this situation, expatriates can only study new strategies to make Chinese employees feel more integrated in the hotel's culture and reality to reduce the considerable employee turnover.

3.5 High failure of expatriate managers in China

Due to the several obstacles and difficulties that expatriate managers face during their overseas assignments in China, their probabilities of successfully accomplishing their work abroad decrease. Even if expatriates put a lot of effort in getting closer to the Chinese culture, sometimes the gap between the two realities is too big to overcome. "Expatriate managers are generally well qualified to run these properties [international hotels]; however, problems arise as management styles clash with the cultural values of local employees, often resulting in expatriate failure."[120]

Most of the expatriates' failures are caused by their difficulties in adapting to the new environment and consequently by their unsatisfactory performance. "Lack of general preparation and poor selection process used to identify candidates are the main reasons for these failures."[121] Managers basically fail in their assignments because they don't receive a sufficient cultural training before their departure. They are not really prepared to face a completely different environment and this uncomfortable situation brings them to fail. Sometimes the cultural training is underestimated by international companies which establish in China. Receiving some superficial and generic information about the host

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[119] *Ibid.*, p. 248.

[120] MEJIA, ADAY, PHELAN, YI, "Subordinates' perceptions of western expatriate hotel managers in China: the effects of conflict avoidance", *cit.,* p. 389.

[121] DEWALD, SELF, "Cross Cultural Training for Expatriate Hotel Managers: An Exploratory Study", *cit.,* p. 356.

country does not prepare expatriates to deal with such a different work environment. Training people on how to approach and establish relations with locals can be seen as something of little value but it can be crucial indeed. Values and customs belonging to Westerners and Chinese are too different to be overcomed in a simple way.

Expatriate managers who start a new assignment in China feel the pressure of these differences and, most of the times, can't handle it.

Another aspect that can contribute to the expatriates' performance decline is how their families react to the new reality. Family occupies an important role for expatriates' success in their overseas assignments. Having family support is fundamental for expatriates because they feel more motivated and encouraged if they are bolstered from home. Thus, training also expatriates' families to accept new conditions of life and the new environments is essential when deciding to send a manager abroad. The importance of spouses' degree of adaptability is a decisive aspect also in the selection of the expatriate. If a manager's spouse feels comfortable with the new environment and she/he is also able to create a personal career in the foreign destination, the expatriate feels more relaxed and stimulated to keep trying his/her best to succeed in the job.

Among the reasons why expatriates fail in their assignments can be also found their difficulties in adapting to new personalities and their inability to overcome some difficult situations. Issues linked to the personality and to expatriates' motivation towards their assignments represent frequent causes for their job's failure. While expatriates can be motivated to successfully accomplish their assignments, it is impossible to forecast their personality fit to the new environment.

Keeping track of the motives that bring expatriate managers to fall through their missions abroad is relevant to understand how organizations can improve their talent acquisition methods. "The expatriate failure rate is an important measure for the effectiveness of expatriation management"[122]. This is particularly true when a foreign hotel chain establishes in China. Being understood and accepted by Chinese locals as a foreign actor is a real challenge that international hotels face. Thus, guaranteeing a high and efficient foreign management is necessary to increase the credibility of the organization.

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[122] Kamila KARCZ, Rongzhi LIU, Joanna ADAMSKA *How to survive as an expatriate in China? a case study based on three companies: IKEA, NCR and Texol,* School of Management and Economics, 2006.

3.6 Repatriation

Repatriation is a process divided in different phases. The first phase involves the expatriate's preparation to return to his/her country and analyzing the position that he/she is going to cover. The second stage of repatriation is represented by the physical relocation of the expatriate. The third stage is a transition phase in which the expat looks for a temporary accommodation and completes the administrative duties. The last and fourth phase is the readjustment stage that "involves coping with reverse culture shock and career demand."[123]

Every expatriation ends with a repatriation, sometimes because the expat fails his/her assignment, other times because he/she completes the job abroad. "There are two essential aspects in terms of repatriation of expatriates in case of localization. First of all, expatriates must be made clear about their future role in the company, so that they remain motivated and willing to develop effectively and efficiently the skills of future local managers. Then, when finally the task is accomplished by an expatriate, the proper repatriation arrangement should be done by the company in order to support the expatriate moving back home."[124]

Repatriation can be seen as a defeat caused by the impossibility to accomplish the international assignment. If an expat fails his/her assignment, he/she returns home before the prearranged date and this can cause some logistical problem. In the case of China, the possible *guanxi* that the expat has developed through time can be ruined before he/she has reached the predetermined goals. This can bring locals to reduce their trust towards the organizations' actions, which can damage the company's image in the country.

Moreover, when choosing an expat to manage overseas businesses, the organization invests money and trust in that individual expecting from him/her a fruitful performance. If a manager fails in running business abroad, this will cause a loss of money and a management issue for the home company.

Even if failure can cause some problems, it can also bring some advantages for expatriate managers who are considered more skilled and more prepared thanks to their

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[123] Jie SHEN, Vincent EDWARDS, "Recruitment and selection in Chinese MNE's", *The International Journal of Human recourse Management,* 15, 4-5, 2004, pp. 814-835.

[124] *Ibid*., p. 40.

experience abroad. "Managers with prior work experience in China, predictably, are more likely to adjust more effectively to the cultural and organizational environment of any subsequent assignments in China."[125]

Living and working abroad can help managers to enlarge their international vision and develop new strategies to overcome difficult situations. Once expats repatriate, they are appreciated and taken as models by the company which tends to increase their commitment levels taking advantages from the overseas experience of their expatriates. The great opportunity given to expatriates can also bring some of them to feel no more satisfied with the job they have in the headquarter country. For some of the expatriate managers sent abroad, the overseas experience is not comparable to the one they have in the parent country because they feel too much limited once coming back.

"From the multinational's perspective, repatriation is frequently considered as the final stage in the expatriation process, but the multinational's ability to attract future expatriates is also affected by the manner in which it handles repatriates."[126] Managing and approaching expats is a sensitive issue for the successful result of a new business abroad.

[125] LUND, DEGEN, "Selecting Candidates and Managing Expatriate Assignments in China", *cit.,* p. 71.

[126] SHEN, EDWARDS, "Recruitment and selection in Chinese MNE's", *cit.,* p. 820.

CONCLUSION

Huge progresses have taken place in the hotel sector in China. International presence in the country increased more and more since 1978 and this event led China to become a part of a global network. Foreign organizations settled in the country have always required people coming from their place of origin to run their businesses abroad. This is why expatriate managers have always covered important positions for multinationals in China.

Expatriation started because international companies needed someone with a global vision who could rely on when establishing in a foreign country. China has always had a good opinion of westerners thus, the expectations that Chinese people had towards newcomers have always been very high. In the international hotels' environment expatriates have to import the company's management style and, simultaneously, they have to create a good work environment for local people understanding their needs.

Because of the particularly different environment that expats face once they arrive in China, it is important that international hotels prepare them properly. Motivation and training are the best keys to use to reach this goal.

Training candidates before their departure can ensure them to develop a good knowledge of what will be their new reality in China. It can also help them develop a wider mind openness in order to easily face Chinese people behaviour. Expatriate hotel managers who already possess an international background and have already confronted themselves with different cultures are more inclined to deal with different societies.

Motivation is another important part of the expatriation progress. International companies should work on the way they motivate their expatriate managers. If an expatriate feels motivated the probabilities to succeed increase.

Challenges linked to the expatriation of managers to China are several. Beside cultural shock and language barrier, what influences the most the positive success of expatriates is the interference of Chinese values with every kind of business. *Guanxi* and "face" are the most difficult obstacles to overcome once managers come into contact with the Chinese reality. Being able to create good relationships with Chinese people is a hard

work that only few expatriates can accomplish successfully. Chinese culture's intrinsic values are too far from "western" societies' customs and this is why they are usually not fully understood. Because of these limits, some expatriates can't handle such difficult situations and consequently they fail in their assignments.

Nowadays international hotels are very diffused and appreciated in China. What the country still needs to develop is the education plan for locals with the aim of letting them work in a collaborative way in global environments as the one of international hotels. Locals need to receive a training targeted at helping them to overcome obstacles that can arise in international job positions. Managers selected for overseas assignments along with their families need to be prepared before their new beginning in an unknown country.

The aim of this thesis was to study and get a deeper knowledge of the process of expatriation of managers in luxury hotels in China. This country possesses a culture so important that it is interesting to study how foreigners deal with it. Expatriate managers sent to China to run international hotel businesses are several every year. Even if expatriates seem to be already very skilful and their international backgrounds allow them to live up to an assignment in China, further steps can be done to improve their education and their work. Multinationals which established in China still need to work on their expatriation and repatriation methods. From one side, it is important that Chinese culture is thought to and deeply understood by expatriate managers. From another side, it is important to educate Chinese employees to be part of an international organization and letting them understand the great opportunities that the hospitality industry can offer.

After a deep analysis of the challenges and opportunities encountered by expatriate managers working in international lodgings in China, it is clear that the difficulties that they have to go through are more prominent than the favourable circumstances they meet. Getting closer to the Chinese reality in a limited amount of time is a great impediment to the expat's work. At the same time, facing such a different environment can help expatriates gaining a greater awareness in their work thanks to a new work environment full of new incentives.

Finally, this thesis presents a lexicographic collection about the figure of expatriate managers in the context of international luxury hotels in China.

SECOND SECTION

LEXICOGRAPHIC COLLECTION

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>人力资源管理/Gestione del personale/ Staff management

<**it**>Relazioni industriali

<Morphosyntax>noun group, f.

<Usage label>main term

<Source>^Senatori, 2008^

<Lexica>^Treccani^

<Definition>Il cuore del paradigma delle relazioni industriali è rappresentato dalla relazione tra datore di lavoro e lavoratore e, nello specifico, da tutti i comportamenti, i risultati, le prestazioni e le istituzioni che derivano o che fanno parte del rapporto di lavoro dipendente.

<Source>^Senatori, 2008^:8

<Concept field>gestione delle risorse umane

<Synonyms>"Relazioni di lavoro" è sinonimo di "relazioni industriali".

<Equivalence it-zh>Tra i termini "relazioni industriali" e "劳动关系" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "relazioni industriali" e "labor relations" esiste piena identità concettuale.

<it>relazioni di lavoro

<Morphosyntax>noun group, f.

<Usage label>common

<Source>^Senatori, 2008 ^:8

<**zh**>劳动关系

<Morphosyntax>noun group

<Usage label>main term

<Source>^王文燕，石宝生，张俊枝, 2018^

<Lexica>按 ^词都网^

<Definition>劳动法中所称的劳动关系是指在实现社会劳动过程中，劳动者与所在单位（即用人单位）之间的社会劳动关系。劳动法所调整的这种劳动关系，也可以称之为狭义的社会劳动关系。

<Source>^词都网^

<Concept field>人力资源管理

<Synonyms>"劳工关系" 是 "劳动关系"的近义。

<zh>劳工关系

<Morphosyntax>noun group

<Usage label>common

<Source>^词都网^

<**en**>Labor relations

<Morphosyntax>noun group

<Usage label>main term

<Source>^Encyclopaedia of Occupational Health and Safety^

<Lexica>Found in ^Cambridge Dictionary^

<Definition>System in which employers, workers and their representatives and, directly or indirectly, the government interact to set the ground rules for the governance of work relationships. It also describes a field of study dedicated to examining such relationships.

<Source>^Encyclopaedia of Occupational Health and Safety^

<Concept field>Human resourses management

<Synonyms>"Industrial relations" and "work relations" are synonyms of "labor relations".

<en>Industrial relations

<Morphosyntax>noun group

<Usage label>common

 <Source>^Thesaurus^

<en>work relations

<Morphosyntax>noun group

<Usage label>common

 <Source>^Thesaurus^

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>人力资源管理/Gestione delle risorse umane/Human Recourses Management

 <**it**>Gestione della performance

<Morphosyntax>noun group, f.

<Source>^Costa, Gianecchini, 2013^: 393

<Definition>Un processo o una serie di processi a creare un'idea condivisa di che cosa si voglia ottenere (e come) e di gestire il personale in modo tale da aumentare le probabilità di ottenere i risultati desiderati.

<Source>^Hartle, 1992^

<Concept field>capacità organizzativa e capacità relazionali

<Equivalence it-zh>tra "gestione della performance" e "绩效管理" esiste piena identità concettuale.

<Equivalence it-en>tra "gestione della performance" e "performance management" esiste piena identità concettuale.

<**zh**>绩效管理

<Morphosyntax>noun group

<Source>^王文燕，石宝生，张俊枝2018^

<Lexica>按 ^词都网^

<Definition>绩效管理包括组织实施集团日常绩效管理工作，监督和指导绩效管理制度的执行和分析研究绩效改进的具体因素和措施。
<Source>^ 王 文 燕 ， 石 宝 生 ， 张 俊 枝 2018^:12
<Concept field>组织能力和关系能力

<Related words>^战略性绩效管理^,^绩效管理循环^,^项目管理绩效^,^绩效目标管理^

<Type of relation>sub.

<en>Performance management

<Morphosyntax>noun group

<Source>^Deb, 2008^

<Lexica>Found in ^Cambridge Dictionary^

<Definition>Shared process between managers, the individual and the teams they are supervising; it is designed to improve the performance of an organization and the people working within it.

<Source>^Deb,2008^: 35, 36

<Concept field>organizational skills and interpersonal skills

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>人力资源管理/Gestione delle risorse umane/Human Recourses Management

<it>Valutazione delle prestazioni

<Morphosyntax>noun group, f.

<Source>^Costa, Gianecchini, 2013^

<Lexica>^Treccani^

<Definition>Insieme di tecniche analitiche e procedure volte a fornire sistematicità e coerenza alle differenziazioni retributive basate sulle performance dei lavoratori. Essa rappresenta non solo un supporto alla politica retributiva, ma anche uno strumento che può essere usato per altre finalità: per esempio, selezione interna, formazioni e sviluppo, gestione del rapporto gerarchico e funzionale, controllo e comunicazione.

<Source>^Costa, Gianecchini, 2013^: 444

<Concept field>risorse umane

<Equivalence it-zh>Tra i termini "valutazione delle prestazioni" e "绩效考核" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "valutazione delle prestazioni" e "performance appraisal" esiste piena identità concettuale.

<**zh**>绩效考核

<Morphosyntax>noun group

<Source>^王文燕，石宝生，张俊枝2018^

<Lexica>按 ^词都网^

<Definition>所谓的绩效考核指的就是借助既定好的 企业战略目标，对企业员工在过去一段时间 以内的工作业绩进行评价，并结合评估的结 果对员工的工作成果进行奖惩，对员工的工 作方式方法进行引导和加强的一种方式。绩 效考核属于企业中的一种管理机制，其也是 一项工程，其通常被分为量化考核和主观考核两种方式。

<Source>^费韵璇, 2019^:37

<Concept field>人力资源

<Related words>^项目绩效考核^, ^企业化绩效考核^

<Type of relation>sub.

<**en**>Performance appraisal

<Morphosyntax>noun group

<Source>^Deb, 2008^

<Lexica>Found in ^Cambridge Dictionary^

<Definition>Systematic and formal process by means of which the job-relevant strengths and weaknesses of employees are identified, observed, measured, recorded and developed. Appraisal is important in the sense that unless it is proper, job performance cannot be properly diagnosed.

 <Source>^Deb, 2008^

<Concept field>Human resources

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>企业管理/Gestione aziendale/Enterprise Management

<**it**>Esternalizzazione

<Morphosyntax>f.

<Source>^ISFOL, 2011^

<Lexica>^Treccani^

<Definition>Nel linguaggio economico, procedura con cui l'azienda conferisce ad altra azienda esterna, in tutto o in parte, la lavorazione di un suo prodotto o la fornitura di un servizio, spec. allo scopo di risparmiare sul personale.

<Source>^Treccani^

 <Concept field>gestione delle imprese

<Equivalence it-zh>Tra i termini "esternalizzazione" e "外包" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "esternalizzazione" e "outsourcing" esiste piena identità concettuale.

<**zh**>外包

<Morphosyntax>noun

<Source>^李媛芳, 陈曦 2010^

<Lexica>按^词都网^

<Definition>外包可以理解为企业将其非核心业务通过合同方式包给其他企业，而自己则专注于核心业务的发燕尾服，其实质就是一种资源整合的管理模式，即利用处部最优秀的专业化资源，从而达到降低成本、提高效率、充分发挥自身核心作竞争力和增强企业对环境的迅速应变能力等目的。

<Source>^词都网^

<Concept field>企业管理

<Related words>^网络外包^, ^营销外包^, ^人力资源外包^

<Type of relation> sub.

<Synonyms>业务外包

<zh>业务外包

<Morphosyntax>noun group

<Usage label>common

<Source>^词都网^

<**en**>Outsourcing

<Morphosyntax>noun

<Source>^Zhang, Pine, Lam, 2009^

<Lexica>Found in ^Cambridge Dictionary^

<Definition>Management tactic that involves contracting out traditional noncore aspects of business to specialized and highly efficient outside service companies. Their services

may include consultation, diagnosis, analysis, and business functions and increase economic benefits.

<Source>^Zhang, Pine, Lam, 2009^:206

<Concept field>Enterprise management

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>酒店管理/Management alberghiero/Hospitality Management

<**it**>Classificazione alberghiera

<Morphosyntax>noun group, f.

<Source>^Faraudello, 2012^: 24

<Definition>Cinque categorie, più una opzionale (rappresentata dalla categoria lusso), contrassegnate da "stelle". Con tale norma, quindi furono eliminate le locande e le pensioni.

<Source>^Faraudello, 2012^: 24

<Concept field>classificazione alberghiera

<Equivalence it-zh>Tra i termini "classificazione alberghiera" e "酒店等级" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "classificazione alberghiera" e "hotel ranking" esiste piena identità concettuale.

<**zh**>酒店等级

<Morphosyntax>noun group

<Source>^郑向敏, 2014^ : 13

<Lexica>按^词都网^

<Definition>星级分为五个等级，即一星级、二星级、三星级、四星级、五星级（含白金五星级）。最低为一星级，最高为白金五星级。星级越高，表示旅游饭店的档次越高。

<Source>^词都网^

<Concept field>酒店分类

<**en**>Hotel rating

<Morphosyntax>noun group

<Source>^Narangajavana & Hu, 2008^

<Lexica>Found in ^Cambridge Dictionary^

<Definition>Classification of accommodation establishments denoting a system, duly published, "in which accommodation establishments of the same type (e.g. Hotels, motels, and inns) have been conventionally broken down into classes, categories, or grades according to their common physical and service characteristics and established at government, industry or other private levels."

<Source>^Narangajavana & Hu, 2008^: 36-37

<Concept field>Classification of hotels

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

 <Subfield>企业管理/Management di impresa/Enterprise Management

<**it**>Competizione basata sul tempo

<Morphosyntax>noun group, f.

<Source>^Leonida, 2007-2012^

<Definition>Acquisizione di un vantaggio competitivo attraverso una riduzione dei tempi di consegna al cliente o comunque attraverso una reattività più veloce a stimoli esterni rispetto alla concorrenza.

<Source>^Leonida, 2007-2012^

 <Concept field>Management

<Equivalence it-zh>Tra i termini "competizione basata sul tempo" e "时基竞争" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "competizione basata sul tempo" e "time-based competition" esiste piena identità concettuale.

<zh>时基竞争

<Morphosyntax> noun group

<Source>^郑向敏, 2014":242

<Lexica>按^词都网^

<Definition>时基竞争的思想，把时间看做决定经营绩效的重要因素，把运用"时间"作为建力竞争优势的核心价值。

<Source>^郑向敏, 2014^:242

<Concept field>管理

<en>Time-Based competition

<Morphosyntax>noun group

<Source>^郑向敏, 2014 ^

<Definition>Strategic advantage derived from making the order-to-delivery cycle more compact, efficient, and cost effective for both the supplier and the consumer. It helps to

compress time in the whole organization, across decision flows, procurement, engineering, manufacturing, order processing, distribution, and customer processes.

<Source>^Dempsey, Heard, and Sammut, 2015^

<Concept field>management

**

<Subject>市场营销/Marketing/Marketing

<Subfield>市场策略/Strategia di marketing /Marketing strategy

<**it**>Posizionamento

<Morphosyntax>m.

<Source>^Cogno, 2012^:64

<Lexica>^Treccani^

<Definition>Modo in cui un prodotto trova collocazione nella mente del potenziale consumatore. Nasce assieme al prodotto, sia esso un bene, un servizio o un'impresa, ma è una caratteristica intrinseca nel prodotto.

<Source>^Treccani^

<Concept field>strategia di posizionamento

<Equivalence it-zh>Tra i termini "posizionamento" e "定位" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "posizionamento" e "positioning" esiste piena identità concettuale.

<**zh**>定位

<Morphosyntax>noun

<Source>^词都网^

<Lexica>按^词都网^

<Definition>所谓定位，就是让自身的产品在顾客心目中占据独特的位置，打造产品形象的活动。为了实现企业理想中的定位，就必须选择最合适的市场营销组合。定位的意义所谓定位，就是在目标客户脑海中为产品开拓出一席之地，并明确产品的特征与特色。

<Source>^mall.cnki.net^

<Concept field>定位策略

<**en**>Positioning

<Morphosyntax>noun

<Source>^Ries, Trout, 2001^

<Lexica>Found in ^Cambridge Dictionary^

<Definition>Positioning starts with a product. A piece of merchandise, a service, a company, an institution, or even a person. Positioning is not what you do in the mind of the prospect. That is, you position the product in the mind of the prospect.

<Source>^Ries, Trout, 2001^:2

<Concept field>Positioning strategy

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>人力资源管理/Gestione del personale/Staff management

<**it**>Tasso di rigiro del personale

<Morphosyntax>noun group, m.

<Source>^Costa, Gianecchini, 2013^

<Lexica>^Treccani^

<Definition>Indicatore "di flusso" fondamentale per l'analisi del processo di programmazione e per valutare l'efficacia delle azioni di gestione delle risorse umane.

<Source>^Costa, Gianecchini, 2013^:109

<Concept field>gestione delle risorse umane

<Equivalence it-zh>Tra i termini "tasso di rigiro del personale" e "人员流动" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "tasso di rigiro del personale" e "employee turnover rate" esiste piena identità concettuale.

<**zh**>人员流动

<Morphosyntax>noun group

<Source>^丁信信, 2018^

<Lexica>按^词都网^

<Definition>适当程度的企业员工流动率是企业内部实现人力资源优化的一种机制，进行对员工优胜劣汰的筛选，最终实现由合适的员工服务在相关岗位。

 <Source>^丁信信, 2018^:19

<Concept field>人资源管理

<**en**>Employee turnover rate

<Morphosyntax>noun group

<Source>^Bucknall, Wei 2006^

<Lexica>Found in ^Cambridge Dictionary^

<Definition>Metric which measures how many permanent, full-time workers left the company and had to be replaced in a given period relative to the average number of workers employed at such workers' jobs and equivalent performance levels.

<Source>^Bucknall, Wei 2006^:87

<Concept field>Human resources management

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>人力资源管理/Gestione del personale/Staff management

<**it**>Bisogno di affiliazione

<Morphosyntax>noun group, m.

<Source>^Costa, Gianecchini 2013^

<Lexica>^Treccani^

<Definition>Bisogni di stabilire, mantenere o ripristinare un rapporto personale con gli altri. La persona con questo bisogno desidera lavorare all'interno di gruppi nei quali possa sentirsi accettata, e tende ad instaurare legami d'amicizia e confidenziali anche sul lavoro. Il prelevare di questo bisogno può anche generare nell'individuo un atteggiamento di dipendenza, e se la persona copre posizioni di responsabilità organizzativa avrà difficoltà a prendere decisioni impopolari.

<Source>^Costa, Gianecchini 2013^:79

<Concept field>gestione delle risorse umane

<Equivalence it-zh>Tra i termini "bisogno di affiliazione" e "归属需求" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "bisogno di affiliazione" e "affiliation need" esiste piena identità concettuale.

<**zh**>归属需求

<Morphosyntax>noun group

<Source>^He, Guo, Jiang etc., 2016^

<Definition>归属需求是 人对依存关系的需要，它驱动我们寻求社会支持感。 社会支持感可以缓冲生理疼痛和心理疼痛。

<Source>^He, Guo, Jiang etc., 2016^

<Concept field>人力资源管理

<**en**>Affiliation need

<Morphosyntax>noun group

<Source>^Khanka, 2003^:191

<Lexica>Found in ^Cambridge Dictionary^

<Definition>Desire to establish and maintain friendly and warm relations with other people.

<Source>^Schachter, 1959^

<Concept field>Human resources management

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>人力资源管理/Gestione del personale/Staff management

<**it**>Intelligenza culturale

<Morphosyntax>noun group, f.

<Source>^Costa, Gianecchini 2013^:91

<Definition>Capacità di una persona di agire con efficacia in situazioni caratterizzate da diversità culturale. Questo tipo di intelligenza è particolarmente rilevante in contesti aziendali che richiedono agli individui di confrontarsi con clienti, concorrenti e colleghi provenienti da Paesi e ambiti culturali diversi dal proprio.

<Source>^Early, Mosakowski, 2004^: 82

<Concept field>identità culturale

<Equivalence it-zh>Tra i termini "Intelligenza culturale" e "文化智力" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "intelligenza culturale" e "cultural Intelligence" esiste piena identità concettuale.

<**zh**>文化智力

<Morphosyntax>noun group

<Source>^叶宝娟, 方小婷,董圣鸿,金平,廖雅琼, 2017^

<Definition>文化智力是反映个体收集、处理信息和做出判断并采取相应的措施去适应新文化的能力。

<Source>^Earley , Ang 2003^ , ^唐宁玉，郑兴山，张静抒，付佳, 2010^

<Concept field>文化身份

<**en**>Cultural Intelligence

<Morphosyntax>noun group

<Category>full form

<Usage label>main term

\<Source>^Groves and Feyerherm**,** 2011^

\<Variant of >CQ

\<Lexica>Found in ^Cambridge Dictionary^

\<Definition>Knowledge or understanding of how a person from a particular country, race, religion, etc. lives and behaves, and how this affects the way they do business.

\<Source>^Cambridge Dictionary^

\<Concept field>Cultural identity

\<en>CQ

\<Morphosyntax>noun

\<Category>initials

\<Source>^Groves and Feyerherm**,** 2011^

\<Variant of>Cultural intelligence

**

\<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

\<Subfield>企业管理/Gestione aziendale/Enterprise management

\<**it**>Pianificazione delle risorse aziendali

\<Morphosyntax>noun group, f.

\<Source>^Costa, Gianecchini, 2013^:105

\<Definition>Sistemi che supportano, attraverso moduli dedicati, i diversi processi operativi e gestionali dell'impresa, dal ciclo attivo dell'ordine alla schedulazione della produzione, dall'amministrazione del personale al reporting direzionale.

\<Source>^Costa, Gianecchini, 2013^:105

<Concept field>management

<Equivalence it-zh>Tra i termini "pianificazione delle risorse aziendali" e "企业资源规划" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "pianificazione delle risorse aziendali" e "enterprise Resource Planning" esiste piena identità concettuale.

<**zh**>人力资源规划

<Morphosyntax>noun group

<Source>^李俊, 2019 ^: 45

<Lexica>按^词都网^

<Definition>小企业人力资源规划是指为实现企业的经营目标，根据企业的发展需要和内外条件，运用科学的方法对小企业未来人力资源的需求和供给状况进行分析和估计，确定未来需求和供给之间的差异并制定规化。

 <Source>^词都网^

<Concept field>管理

<**en**>Enterprise Resourse Planning

<Morphosyntax>noun group

<Category>full form

<Usage label>main term

<Source>^Ray, 2011^:4

<Variant of>ERP

<Lexica>Found in ^Cambridge Dictionary^

<Definition>Integrated information system built on a centralized database and having a common computing platform that helps in effective usage of enterprise's resources and

facilitates the flow of information between all business functions of the enterprise (and with external stakeholders).

 <Source>^Ray, 2011^: 4

<Concept field>management

<en>ERP

<Morphosyntax>noun

<Category>initials

<Source>^Ray,2011^:4

<Variant of>Enterprise Resourse Planning

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>管理/Management/Management

<**it**>Indicatori di performance

<Morphosyntax>noun group, m.

<Source>^Costa, Gianecchini, 2013^:131

<Definition>Indicatori utilizzati per il raggiungimento degli obiettivi definiti secondo le diverse prospettive. Possono essere parametri monetari, parametri quantitativi non mone-tari (per esempio produttività o tasso di turnover) e parametri qualitativi (per esempio grado di soddisfazione del cliente o dei collaboratori).

<Source>^Costa, Gianecchini, 2013^:131

<Concept field>management

<Equivalence it-zh>Tra i termini "indicatori di performance e "绩效指标" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "indicatori di performance" e "perormace indicators" esiste piena identità concettuale.

<**zh**>绩效指标

<Morphosyntax>noun group

<Source>^易大忠 , 2019^:150

<Lexica>按^词都网^

<Definition>绩效指标作为企业员工重要的价值导向和行为导向， 企业 衡量的绩效指标必须是可以量化具体性的展现， 才能真正的起 到价值导向的作用， 同时也能够体现绩效考核的公平性和真实性。

<Source>^易大忠 , 2019^:150

<Concept field>管理

<**en**>Performance indicators

<Morphosyntax>noun group

<Source>^Popova, Sharpanskykh 2010^:508

<Lexica>Found in ^Cambridge Dictionary^

<Definition>A performance indicator is a quantitative or qualitative indicator that reflects the state/progress of the company, unit or individual.

 <Source>^Popova, Sharpanskykh 2010^:508

<Concept field>management

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>人力资源管理/Gestione delle risorse umane/Human Recourses Management

<**it**>Employer branding

<Morphosyntax>noun group, f.

<Source>^Costa, Gianecchini, 2013^:278

<Definition>Insieme di benefici funzionali, economici e psicologici che derivano da un rapporto di impiego e che vengono identificati con il datore di lavoro.

<Source>^Ambler, Barrow, 1996^

<Concept field>relazioni di lavoro

<Equivalence it-zh>Tra i termini "employer branding" e "雇主品牌" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "employer branding" e "employer branding" esiste piena identità concettuale.

<**zh**>雇主品牌

<Morphosyntax>noun group

<Source>^王春鸽 , 2018^:126

<Lexica>按^词都网^

<Definition>雇主品牌兼具功能性和象征性两方面特征，功能性特征包括工资、升迁机会、工作稳定性、工作繁忙度、工作地点和福利，象征性特征包括诚挚、创新、能力、声望、健康五个方面。

<Source>^王春鸽 , 2018^:126

<Concept field>工作关系

<en>Employer branding

<Morphosyntax>noun group

<Source>^Ambler, Barrow 1996^:187

<Definition>The package of functional, economic and psychological benefits provided by employment, and identified with the employing company.

<Source>^Ambler, Barrow 1996^:187

<Concept field>work relations
**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>人力资源管理/Gestione delle risorse umane /Human resources management

<it>Affiancamento

<Morphosyntax>noun, m.

<Source>^Costa, Gianecchini 2013^: 325

<Definition>Attività atta ad attivare nell'individuo un processo di autosviluppo personale, cambiamento, innovazione e aggiornamento al fine di ottenere una performance più efficace in momenti cruciali della sua carriera o del contesto strategico-aziendale.

<Source>^Cocco, Zanghi 2011^

<Concept field> gestione delle risorse umane

<Equivalence it-zh>Tra i termini "affiancamento" e "指导" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "affiancamento" e "coaching" esiste piena identità concettuale.

<zh>指导

<Morphosyntax>noun

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>指导指员工最直接的负责人所给予员工的日常培训和信息反馈。

<Source>^词都网^

<Concept field>人力资源管理

<en>Coaching

<Morphosyntax>noun
<Source>^Secord 1958^
<Lexica>Found in ^Cambridge Dictionary^

<Definition>Powerful tool which managers can use to improve the performance of individuals and of the teams. Managerial coaching can be defined as 'helping people to develop and perform to their full potential'.
<Source>^Secord, 1958^
<Concept field>human resources management
**
<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations
<Subfield>人力资源管理/Gestione delle risorse umane /Human resources management
<it>Formazione sul lavoro
<Morphosyntax>noun group, f.
<Source>^Costa, Gianecchini 2013^: 327

<Definition>Metodo formativo che fa leva sul *learning by doing* supportato da altre persone. Le attività di *training on-the-job*, non sempre formalizzate ma ampiamente utilizzate soprattutto nella formazione dei neoassunti, prevedendo un periodo di affiancamento in cui si chiede al lavoratore di imparare osservando i propri colleghi o capi per poi imitare i loro comportamenti.

<Source>^Costa, Gianecchini 2013^: 327

<Concept field>gestione delle risorse umane

<Equivalence it-zh>Tra i termini "formazione sul lavoro" e "在职培训" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "formazione sul lavoro e "on-the-job training" esiste piena identità concettuale.

<**zh**>在职培训

<Morphosyntax>noun group

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>在职培训是对企业内部具有劳动关系的劳动者所进行的提高教育。

<Source>^词都网^

<Concept field>人力资源管理

<Related words>^职工教育^

<Type of relation>coord.

<**en**>On-the-job training

<Morphosyntax>noun group

<Category>full form

<Usage label>main term

<Source>^Levine 2005^:1

<Variant of>OJT

<Definition>Two people working closely together so one person can learn from the other. Whether the person teaching is called trainer, mentor or guide, the function is the same – to teach the student so that he or she can correctly and safely perform a task.

<Source>^Levine 2005^:1

<Concept field>human resources management

<en>OJT

<Morphosyntax>noun

<Category>initials

<Source>^Levine 2005^:1

<Variant of>On-the-job training

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>人力资源管理/Gestione delle risorse umane /Human resources management

<**it**>Consulenza

<Morphosyntax>noun, f.

<Source>^Costa, Gianecchini 2013^:326

<Lexica>^Treccani^

<Definition>Processo interattivo di apprendimento che si stabilisce tra un *counselor* e un cliente, finalizzato ad aiutare la persona nella gestione dei propri problemi utilizzando le

proprie risorse personali. Il *counseling* agisce sulla sfera psicologica dell'individuo e si concentra sulle sue problematiche emotive. Al centro dell'intervento possono esserci difficoltà di inserimento nell'ambito lavorativo o interpersonale o, ancora, crisi e disagi di varia origine.

<Source>^Costa, Gianecchini 2013^:326

<Concept field>gestione delle personale

<Equivalence it-zh>Tra i termini "consulenza" e "辅导" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "consulenza" e "counseling" esiste piena identità concettuale.

<**zh**>辅导

<Morphosyntax>noun group

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>辅导是心灵的碰撞,是人际的交流,是情感的体验,是帮助一个人自助的过程。

<Source>^钟志农 2001^:48

<Concept field>人才管理

<**en**>Counseling

<Morphosyntax>noun

<Source>^Rao 2005^:51

<Lexica>Found in ^Cambridge Dictionary^

<Definition>The process through which employees are given advice in solving work well as personnel problems.

<Source>^Levine 2005^:51

<Concept field>personnel management

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>人力资源管理/Gestione delle risorse umane /Human resources management

<**it**>Tutoraggio

<Morphosyntax>noun, m.

<Source>^Costa, Gianecchini 2013^: 326

<Lexica>^Treccani^

<Definition>Processo in cui un soggetto con esperienza accompagna un giovane all'interno dell'azienda allo scopo, oltre che guidare il giovane nel suo inserimento e nella sua carriera, di assicurare una certa continuità di trasmissione di informazioni, norme e impostazioni del lavoro.

<Source>^Costa, Gianecchini 2013^:326

<Concept field>gestione delle risorse umane

<Equivalence it-zh>Tra i termini "tutoraggio" e "师徒制" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "tutoraggio" e "mentoring" esiste piena identità concettuale.

<**zh**>师徒制

<Morphosyntax>noun group

<Source>^吕妍, 古继宝, 梁樑, 2007^

<Lexica>按 ^词都网^

<Definition>师徒制是一种社会行为。而中国古代师徒制只是简单的师傅与徒弟或第三方担保人订立契约, 没有更高一级的组织进行规范, 虽然后期行会有所干预, 但也仅对招徒的数量进行限制, 其本质是个人行为。

<Source>^吕妍, 古继宝, 梁樑, 2007^:1

<Concept field>人力资源管理

<**en**>Mentoring

<Morphosyntax>noun

<Source>^Parsloe 1995^: 33

<Lexica>Found in ^Cambridge Dictionary^

<Definition>The act or process of helping and giving advice to younger or less experienced person, especially in a job or at school.

<Source>^Cambridge Dictionary^

<Concept field>personnel management

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>人力资源管理/Gestione delle risorse umane /Human resources management

<**it**>Organizzazione di apprendimento

<Morphosyntax>noun group, f.

<Source>^Senge 1990^

<Definition>Organizzazione che apprende in quanto è capace di incoraggiare l'apprendimento continuo da parte dei suoi membri a tutti i livelli e di facilitare i processi per la circolazione della conoscenza organizzativa.

<Source>^Costa, Gianecchini 2013^:334

<Concept field>gestione delle risorse umane

<Equivalence it-zh>Tra i termini "organizzazione di apprendimento" e "学习型组织" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "organizzazione di apprendimento" e "learning Organisation" esiste piena identità concettuale.

<**zh**>学习型组织

<Morphosyntax>noun group

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>学习型组织却是将企业未来的前景作为团结员工，激励自我实现的长远目标，更加看重的是企业需要创造什么产品。

<Source>^杨帆 2019^:48

<Concept field>人力资源管理

<**en**>Learning organization

<Morphosyntax>noun

<Source>^Easterby-Smith, Burgoyne,Araujo 1999^: 149

<Lexica>Found in ^Cambridge Dictionary^

<Definition>Organization where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning how to learn together.

<Source>^Senge 1990^

<Concept field>human resource management

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>人力资源管理/Gestione delle risorse umane/Human resources management

<**it**>Varietà

<Morphosyntax>f.

<Source>^Costa, Gianecchini 2013^:352

<Lexica>^Treccani^

<Definition>Esprime la divisione orizzontale del lavoro e deriva dalla numerosità e dalla diversità dei compiti assegnati. Quanto più elevata è la varietà della mansione, tanto maggiore sarà il tempo-ciclo richiesto per il suo svolgimento e tanto maggiore sarà la possibilità di utilizzare un mix più elevato di capacità, nonché di moltiplicare le occasioni di apprendimento.

<Source>^Hackman, Oldham, 1980^

<Concept field>Progettazione del lavoro

<Equivalence it-zh>Tra i termini "varietà" e "技能多样性" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "varietà " e "skill variety" esiste piena identità concet-

tuale.

<zh>技能多样性

<Morphosyntax>noun group

<Source>^谢瑶,顾琴轩 2015^:162

<Lexica>按 ^词都网^

<Definition>工作技能多样性可使员工更多接触到启发式任务，从而有助于产生创

造力。

<Source>^谢瑶,顾琴轩 2015^:162

<Concept field>工作设计

<en>Skill Variety

<Morphosyntax>noun group

<Source>^Chelladurai 1999^:142

<Definition>Degree to which a job requires a variety of different activities in carrying

out the work, involving the use of a number of different skills and talents of a person.

<Source>^Hackman, Oldham, 1980^:78

<Concept field>Job design

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public

relations

<Subfield>人力资源管理/Gestione delle risorse umane/Human resources management

<it>Autonomia

<Morphosyntax>f.

<Source>^Costa, Gianecchini 2013^:352

<Lexica>^Treccani^

<Definition>Esprime la divisione verticale del lavoro e si collega a due parametri: il grado di discrezionalità tecnica, cioè la possibilità di poter scegliere gli strumenti tecnici da usare nello svolgimento delle proprie mansioni; il grado di discrezionalità decisionale, relativo alla possibilità di decidere come impiegare le risorse disponibili e come programmare il lavoro.

<Source>^Hackman, Oldham, 1980^:78

<Concept field>Progettazione del lavoro

<Equivalence it-zh>Tra i termini "autonomia " e "自主权" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "autonomia" e "autonomy" esiste piena identità concettuale.

<**zh**>自主权

<Morphosyntax>noun

<Source>^林玉珊, 2019^

<Lexica>按 ^词都网^

<Definition>工作自主权更多的是对自己的工作安排，自主可以决定其自由,独立性,这是提升自身工作效率的重要因素，作为一种特征，工作自主权能够在很大程度上提升其效率。

<Source>^冯玉红，姜晖 2013^

<Concept field>工作设计

<**en**>Autonomy

<Morphosyntax>noun

<Source>^Chelladurai 1999^:143

<Lexica>Found in ^Cambridge Dictionary^

<Definition>Degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying out.

<Source>^Hackman, Oldham, 1980^

<Concept field>Job design

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>人力资源管理/Gestione delle risorse umane/Human resources management

<**it**>Riscontro

<Morphosyntax>m.

<Source>^Costa, Gianecchini 2013^:353

<Lexica>^Treccani^

<Definition>Si riferisce al grado in cui il lavoratore può disporre di informazioni di ritorno sull'efficacia e sui risultati dell'attività svolta.

<Source>^Hackman, Oldham 1980^

<Concept field>Progettazione del lavoro

<Equivalence it-zh>Tra i termini "riscontro" e "反馈" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "riscontro" e "feedback" esiste piena identità concettuale.

<zh>反馈

<Morphosyntax>noun

<Source>^张正堂, 丁明智, 刘宁, 2018^:107

<Lexica>按 ^词都网^

<Definition>反馈作为组织提高员工绩效的常用手段，有助于员工及时修正自己的行为，从而更好地完成工作任务。

<Source>^张正堂, 丁明智,刘宁, 2018^:107

<Concept field>工作设计

<en>Feedback

<Morphosyntax>noun

<Source>^Chelladurai 1999^:144

<Lexica>Found in ^Cambridge Dictionary^

<Definition>Degree to which carrying out the work activities provides the individual with direct and clear information about the effectiveness of his or her performance.

<Source>^Hackman, Oldham 1980^

<Concept field>Job design

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>工作组织/Organizzazione del lavoro/Work Organization

<it>Gestione della conoscenza

<Morphosyntax>noun group, f.

<Source>^Costa, Gianecchini 2013^:372

<Lexica>^Treccani^

<Definition>Attività manageriale tesa a creare, catturare e organizzare il capitolo conoscitivo dell'impresa, si serve degli strumenti di organizzazione del lavoro per ridisegnare i processi di creazione del valore e agire sulla cultura aziendale.

<Source>^Costa, Gianecchini 2013^:372

<Concept field>management

<Equivalence it-zh>Tra i termini "gestione della conoscenza" e "知识管理" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "gestione della conoscenza " e "knowledge Management" esiste piena identità concettuale.

<zh>知识管理

<Morphosyntax>noun group

<Source>^孙勇军，2019^: 28

<Lexica>按 ^词都网^

<Definition>所谓知识管理，就是在构建企业知识系统基础上，让企业中存在的知识，通过获得、积累、保护、利用、更新、创新的过程，不断地回馈到企业知识系统内，并通过对知识的管理和利用，提升工作效率、企业记忆和竞争力。

<Source>^孙燕芝, 2014^

<Concept field>管理

<en>Knowledge management

<Morphosyntax>noun group

<Category>full form

<Usage label>main term

<Source>^Newman 2002^

<Variant of>KM

<Lexica>Found in ^Cambridge Dictionary^

<Definition>Finding ways to create, identify, capture, and distribute organizational knowledge to the people who need it.

<Source>^Newman 2002^

<Concept field>management

<en>KM

<Morphosyntax>noun

<Category>initials

<Source>^Newman 2002^

<Variant of>Knowledge management

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>工作组织/Organizzazione del lavoro/Work Organization

<**it**>Lavoratori della conoscenza

<Morphosyntax>noun group, m.

<Source>^Costa, Gianecchini 2013^:374

<Lexica>^Treccani^

<Definition>Lavoratori la cui funzione è produrre conoscenza a mezzo di conoscenza, in sintesi, accrescendo il valore d'uso (offrendo un servizio), il valore economico (creare

reddito e patrimonio) e il valore in sé (che è diffusivo, non è appropriabile, non è una merce).

<Source>^Butera, Bagnara, Cesaria, Di Guardo, (a cura di) 2008^

<Concept field>management

<Equivalence it-zh>Tra i termini "lavoratori della conoscenza" e "知识工作者" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "lavoratori della conoscenza" e "knowledge worker" esiste piena identità concettuale.

<**zh**>知识工作者

<Morphosyntax>noun group

<Source>^王雁飞，朱瑜2010^:149

<Lexica>按 ^词都网^

<Definition>知识工作者通过自己的创意、分析、判断综合、设计给 产品带来附加价值。由于目前大多数企业员工的学历水平、创 新性与能动性的综合水平不断提高，知识工作者在企业中的比 例也在不断增加，知识工作者的组织社会化工作也显得越来越 重要。

<Source>^王雁飞，朱瑜2010^:149

<Concept field> 管理

<**en**>Knowledge worker

<Morphosyntax>noun group

<Source>^Gottschalk 2005^

<Lexica>Found in ^Cambridge Dictionary^

<Definition>Employee who is able to find, understand and use knowledge in the organization on his or her own. A knowledge worker takes responsibility for his or her learning. A knowledge worker is qualified to explore relevant scientific information from corporate as well as national and international sources.

<Source>^Gottschalk 2005^

<Concept field>management

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>人力资源管理/Gesitione delle risorse umane/Human Resources management

<**it**>Metodo dell'incidente critico

<Morphosyntax>noun group, m.

<Source>^Costa, Gianecchini 2013^:452

<Definition>Rilevazione e valutazione di comportamenti particolarmente significativi (in positivo o in negativo) tenuti dal lavoratore nello svolgimento della sua attività; da una parte, ha il pregio di ancorarsi a "fatti" e non a giudizi, dall'altra si presta ad una certa arbitrarietà nella scelta dei "fatti" (ove questi, come spesso accade, non possono essere predeterminanti) e nella loro interpretazione.

<Source>^Costa, Gianecchini 2013^:452

<Concept field>Strumenti di valutazione

<Equivalence it-zh>Tra i termini "metodo dell'incidente critico" e "关键事件技术" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "metodo dell'incidente critico" e "critical incident technique" esiste piena identità concettuale.

<zh>关键事件技术

<Morphosyntax>noun group

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>现已被广泛应用到绩效考评、工作分析、人事选拔等人力资源工作领域，其主要原则是认定员工与职务有关的行为，并选择其中最重要、最关键的部分来评定其结果。

<Source>^mall.cnki.net^

<Concept field>评估工具

<en>Critical Incident technique

<Morphosyntax>noun group

<Source>^Lipu, Williamson, Lloyd 2007^

<Lexica>Found in ^Cambridge Dictionary^

<Definition>A set of procedures for collecting direct observation of human behavior in such a way as to facilitate their potential usefulness in solving practical problems and developing broad psychological principles. The critical incident technique outlines procedures for collecting observed incidents having special significance and meeting systematically defined criteria.

<Source>^Flanagan 1954^

<Concept field>evaluation tools

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>人力资源管理/Gestione delle risorse umane/Human Resourses Management

<**it**>Gestione per obiettivi

<Morphosyntax>noun group, f.

<Source>^Costa, Gianecchini 2013^:454

<Definition>Processo sistematico mediante il quale i manager condividono con i propri superiori gli obiettivi gestionali e di performance da raggiungere e definiscono un premio da assegnare al raggiungimento degli stessi.

<Source>^Aiuto (a cura di) 2004^

<Concept field>management

<Equivalence it-zh>Tra i termini "gestione per obiettivi" e "目标管理" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "gestione per obiettivi" e "management by objectives" esiste piena identità concettuale.

<**zh**>目标管理

<Morphosyntax>noun group

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>目标管理是让组织机构中的管理人员和全体工作人员亲自参加工作目标的制定，在工作中实行自我控制。努力完成工作目标的管理方法。目标管理的方法，是把一定时期内应完成的工作任务定出总目标，再根据逐级分解的原理把这一目标按层次分到各部门，由各部门定岗分配给个人。

<Source>^mall.cnki.net^

<Concept field>管理

<**en**>Management by objectives

<Morphosyntax>noun group

<Category>full form

<Usage label>main term

<Source>^De Harlez 2015^:6
<Variant of>MBO
<Lexica>Found in ^Cambridge Dictionary^

<Definition>Process where management and employees define objectives and negotiate the action and deadlines required to reach them. MBO is a tool available for managers to create a framework for negotiation with employees. It is designed to boost the performance of an organization, turning collective objectives into specific and precise goals, which benefits both the organizational unit and the individual employees. The results are regularly reviewed, and individuals are rewarded accordingly.

<Source>^Renaud de Harlez, 2015^:6

<Concept field>management

<en>MBO

<Morphosyntax>noun

<Category>initials

<Source>^De Harlez, 2015^:6

<Variant of>Management by objectives

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>工业心理学/Psicologia industriale/Industrial psychology

<**it**>Motivazione

<Morphosyntax>f.

<Source>^Costa, Gianecchini, 2013^:75

<Lexica>^Treccani^

<Definition>Processo dinamico che finalizza l'attività di una persona verso un obiettivo.

<Source>^Giovanni Costa, Martina Gianecchini, 2013^:75

<Concept field>Psicologia industriale

<Equivalence it-zh>Tra i termini "motivazione" e "动机" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "motivazione" e "motivation" esiste piena identità concettuale.

<**zh**>动机

<Morphosyntax>noun

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>动机是推动和指引个体的活动朝向某一目标的内部动力或心理过程。动机能激发，并使有机体的行为朝向一定的目标或对象，当行为产生后，动机又可以维持和调整行为。动机包括两个基本因素：需要和诱因。需要是被有机体感受到的一定生活和发展条件的必要性，也就是有机体内部环境和外部生活条件的稳定的要求在头脑中的反映。

<Source>^mall.cnki.net^

<Concept field>工业心理学

<**en**>Motivation

<Morphosyntax>noun

<Source>^Cole, 2002^

<Lexica>Found in ^Cambridge Dictionary^

<Definition>Motivation is a process in which people choose between alternative forms of behavior in order to achieve personal goals.

<Source>^Cole, 2002 ^:95

<Concept field>Industrial psychology

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>工业心理学/Psicologia industriale/Industrial psychology

<**it**>Bisogno di successo

<Morphosyntax>noun group, m.

<Source>^Costa, Gianecchini, 2013^:79

<Lexica>^Treccani^

<Definition>Bisogno di affermarsi tramite lo sforzo individuale. Le persone con un forte desiderio di successo cercano di raggiungere standard di eccellenza (mettendosi in competizione con gli altri o con sé stessi).

<Source>^Costa, Gianecchini, 2013^:79

<Concept field>psicologia industriale

<Equivalence it-zh>Tra i termini "bisogno di successo" e "成就动机" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "bisogno di successo" e "achievement need" esiste piena identità concettuale.

<**zh**>成就动机

<Morphosyntax>noun group

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>个人对自己认为有价值或重要的工作，认真完成并力求达到目标的一种内在的推动力。人们都有达到或超过标准的欲望。

<Source>^mall.cnki.net^

<Concept field>工业心理学

<**en**>Achievement need

<Morphosyntax>noun group

<Source>^Cambridge Dictionary^

<Lexica>Found in ^Cambridge Dictionary^

<Definition>The idea that because people like to achieve success, they want to continuously become more successful. This idea is used by managers who want their employees to perform as well as possible.

<Source>^Cambridge Dictionary^

<Concept field>industrial psychology

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>人力资源管理/Gestione delle risorse umane /Human resourse management

<**it**>Responsabilizzazione

<Morphosyntax>f.

<Source>^Cocozza, 2006^:222

<Lexica>^Treccani^

<Definition>Processo, individuale e organizzativo, attraverso il quale le persone, a partire da una qualche condizione di svantaggio e di dipendenza non emancipante, vengono rese "potenti" (*empowered*) ovvero rafforzano la propria capacità di scelta, auto determina-zione e autoregolazione, sviluppando parallelamente il sentimento del proprio valore e la propria autostima, della propria auto efficienza e della realizzazione personale, riducendo parimenti i sentimenti d'impotenza, sfiducia e paura, l'ansietà, la tensione negativa e l'alienazione grazie soprattutto al trasferimento di potere che consente loro il controllo sulla propria situazione di lavoro.

<Source>^Picardo, 1992^:21

<Concept field>Strumenti gestionali

<Equivalence it-zh>Tra i termini "responsabilizzazione" e "增权" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "responsabilizzazione" e "empowerment" esiste piena identità concettuale.

<**zh**>增权

<Morphosyntax>noun

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>指通过外部的干预和帮助增强个人或群体的权力和对权利的认识，减少或消除其无权感的过程。 最终目的是使个人或群体能够采取行动来解决和改善现状。 它包括主体和受体两个方面。 主体往往是握有资源的组织或机构，受体往往是由于各种原因而处于无权或削权状态的个人或群体。

<Source>^mall.cnki.net^

<Concept field>管理工具

<**en**>Empowerment

<Morphosyntax>noun

<Source>^Saiyadain, 2009^ :8

<Lexica>Found in ^Cambridge Dictionary^

<Definition>The concept of empowerment has seen as the redistribution of power in work settings and has been described as the reorientation of all forces, values and beliefs, which determine human behavior in organizations. Empowerment is seen to provide greater freedom and discretion to employees so that they develop mutual trust, liberal sharing of information, become team players and release their full potential to contribute to the organization. To do this, they need training and must be rewarded for increased responsibility and accountability.

<Source>^Saiyadain, 2009^:8

<Concept field>Business management tools

**

<Subject>市场营销/Marketing/Marketing

<Subfield>通信进程/Processo comunicativo/Communication process

<**it**>Audit di comunicazione

<Morphosyntax>noun group

<Source>^Cocozza, 2006^:180

<Definition>Una tecnica per valutare singoli strumenti di comunicazione; un metodo della comunicazione per analizzare obiettivi, flussi e risultati del processo di comunicazione; un metodo per valutare il supporto della comunicazione al raggiungimento degli obiettivi strategici dell'organizzazione; un metodo per ottimizzare il supporto a processi produttivi, gestionali e di cambiamento; uno strumento per raggiungere finalità collaterali di *marketing* interno.

<Source>^Invernizzi, 1994^:298

<Concept field>Processo comunicativo

<Equivalence it-zh>Tra i termini "audit di comunicazione" e "审计沟通" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "audit di comunicazione" e "communications audit" esiste piena identità concettuale.

<**zh**>审计沟通

<Morphosyntax>noun group

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>审计沟通是一个双向，互动的反馈和理解过程，有效的沟通并不仅时沟通双方达成一致的意见，而且能准确理解信息的含义，从而建立良好的人际关系，使审计工作得到认同和理解。

<Source>^全晓红, 2017^

<Concept field>通信进程

<**en**>Communications audit

<Morphosyntax>noun group

<Source>^Cenere, Gill, Lawson, Lewis, 2015^:250

<Definition>Form of research, which assesses the communication health of an organization. It shows the organization how communication is working (or not), which methods are effective, and which are being misused.

<Source>^Cenere, Gill, Lawson, Lewis, 2015^:250

<Concept field>Communication process

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>人力资源管理/Gestione delle risorse umane/Human Resourses Management

<**it**>Vautazione 360 gradi

<Morphosyntax>noun group, f.

<Source>^Costa, Gianecchini, 2013^: 611

<Definition>Strumento mediante il quale un individuo è soggetto a valutazione da parte di una pluralità di attori con cui interagisce: capo, colleghi, collaboratori, clienti interni ed esterni, sé stesso.

<Source>^Costa, Gianecchini, 2013^:611

<Concept field>Valutazione delle prestazioni

<Equivalence it-zh>Tra i termini "vautazione 360 gradi" e "360度反馈" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "vautazione 360 gradi" e "360 degree appraisal" esiste piena identità concettuale.

<zh>360 度反馈

<Morphosyntax>noun group

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>360度反馈 的评价模式不同于自上而下、由上级评定下属的传统评价方式。在这种评 价模式中，评价者不仅仅包含被评价者的上级主管，还包括其他与之密切 接 触 的 人 员 ，如同事 、下属 、客户等，同时包括自评。

<Source>^申海福，王雪婷，2016^:138
<Concept field>绩效考核

<en>360 degree appraisal

<Morphosyntax>noun group

<Source>^Peters, Greer, Youngblood, 1997^:1

<Definition>The central idea of 360 degree appraisal system is to obtain performance evaluations on individual employees from multiple perspectives or sources. Typically, ratings are gathered from supervisors, peers, and subordinate but self-ratings and customer ratings may also be elicited.

<Source>^Peters, Greer, Youngblood, 1997^:1

<Concept field>Performance appraisal
**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations
<Subfield>组织管理/Gestione organizzativa/Organizational management

<**it**>Implementazione del cambiamento

<Morphosyntax>noun group, f.

<Source>^Carretta, Dalziel, Mitrani^:45

<Definition>'La guida al cambiamento' necessaria per comunicare ai collaboratori il bisogno di cambiamento dell'organizzazione; unitamente alle skills di 'gestione del cambiamento' necessarie per realizzare il cambiamento nei rispettivi gruppi di lavoro, e cioè: comunicazione, formazione e assistenza al lavoro e al funzionamento del gruppo.

<Source>^Carretta, Dalziel, Mitrani^:45

<Concept field>management

<Equivalence it-zh>Tra i termini "implementazione del cambiamento" e "变更管理" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "implementazione del cambiamento" e "change management" esiste piena identità concettuale.

<**zh**>变更管理

<Morphosyntax>noun group

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>变更管理是一个即时风险评估控制系统。是在变更实施之前，针对装置设计、操作、组织架构以及其它活动所进行的评估和控制过程。是为了确保在变更实施过程中不会引入新的风险，并且保证当前已经存在的风险对人员、公众、周边环境的影响不会在不了解的情况下增加。

<Source>^王红,黄伟,韩东升,2018^

<Concept field>管理

<en>Change management

<Morphosyntax>noun group

<Source>^Cambridge Dictionary^

<Lexica>Found in ^Cambridge Dictionary^

<Definition>The planning and introducing of new processes, methods of working, etc. in a company or organization.

 <Source>^Cambridge Dictionary^

<Concept field> Management

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>人力资源管理/Gestione del personale/ Staff management

<it>Sensibilità interpersonale

<Morphosyntax>noun group, f.

<Source>^Carretta, Dalziel, Mitrani 1992^:45

<Definition>Capacità di capire e valutare i contributi degli altri.

<Source>^Carretta, Dalziel, Mitrani 1992^:45

<Concept field>psicologia del lavoro

<Equivalence it-zh>Tra i termini "sensibilità interpersonale" e "人际关系敏感" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "sensibilità interpersonale" e "interpersonal sensivity" esiste piena identità concettuale.

<zh>人际关系敏感

<Morphosyntax>noun group

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>人际关系敏感指不能与人建立亲密关系，在集体场合不自在，表现为缺乏信任，无话可说，内向、胆小怕事。

<Source>^张文燕, 2018^

<Concept field>工作心理学

<**en**>Interpersonal sensivity

<Morphosyntax>noun group

<Source>^Hoyle, Crenshaw, 1997^

<Definition>Perceiving the needs and concerns of others ; dealing tactfully with others ; working with others in emotionally stressful situations or in conflict ; managing conflict; obtaining feedback; recognizing multicultural difference; and relating to people of varying backgrounds.

 <Source>^Skrla, Erlandson, Reed, Wilson, 2001^:7

<Concept field>Work psychology

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>人力资源管理/Gestione delle risorse umane/Human Recourses Management

<**it**>Cosmopolitismo

<Morphosyntax>m.

<Source>^Carretta, Dalziel, Mitrani 1992^:45

<Lexica>^Treccani^

<Definition>Capacità di adattarsi rapidamente ai paesi esteri più diversi in modo da poter lavorare efficacemente in ogni parte del mondo.

<Source>^Carretta, Dalziel, Mitrani 1992^:45

<Concept field>Scienze sociali

<Equivalence it-zh>Tra i termini "cosmopolitismo" e "世界主义" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "cosmopolitismo" e "cosmopolitanism" esiste piena identità concettuale.

<**zh**>世界主义

<Morphosyntax>noun

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>从历史来看，世界主义的产生是为了解决一些社会的政治和伦理问题。其中，全球化的力量已经证实了世界主义对个人和群体的影响。在这个意义上，有许多学者把世界主义界定为全球政治或者全球伦理，以投射出一种在全球所有人中共同的政治和道德参与的社会性。

 <Source>^周丽昀, 2016^:24

<Concept field>社会科学

<**en**>Cosmopolitanism

<Morphosyntax>noun group

<Source>^Cambridge Dictionary^

<Lexica>Found in ^Cambridge Dictionary^

<Definition>Way of thinking and as an attitude, appears in the area focused on the employment of international labour, mainly in certain professions or jobs. These include specialists and key employees of various areas of specialization, which work in the company via outsourcing at the national as well as the international level. They are the citizens of one state who are employed abroad, either short or long term. Cosmopolitanism goes hand in hand with global processes that have become a major feature of contemporary economic development.

 <Source>^Siriner, Neničcka, 2011^

<Concept field>Social sciences

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>人力资源管理/Gestione delle risorse umane/Human Recourses Management

<**it**>Facilitazione del team

<Morphosyntax>noun group, f.

<Source>^Carretta, Dalziel, Mitrani 1992^:45

<Definition>Le skills di conduzione del gruppo necessarie per ottenere un'efficace collaborazione dei suoi componenti in vista di un obiettivo comune.

<Source>^Carretta, Dalziel, Mitrani 1992^:45

<Concept field>gestione del personale

<Equivalence it-zh>Tra i termini "facilitazione del team" e "团队精神" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "facilitazione del team" e "team facilitation" esiste piena identità concettuale.

<zh>团队精神

<Morphosyntax>noun group

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>团队精神的含义所谓团队精神，简单来说就是大局意识、协作精神和服务精神的集中体现。团队精神的基础是尊重个人的兴趣和成就，核心是协同合作，最高境界是全体成员的向心力、凝聚力，反映的是个体利益和整体利益的统一，进而保证组织的高效率运转。

<Source>^mall.cnki.net^

<Concept field>人力资源管理

<en>Team facilitation

<Morphosyntax>noun group

<Source>^Wong, 2007^:125

<Definition>Art of leading effective team meetings. It involves designing and using meeting processes to enable a team to reach timely agreements through effective discussions and behavior. Facilitation is about helping a team make good decisions.

 <Source>^Wong, 2007^:125

<Concept field>human resources management

**

<Subject> 管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>人力资源管理/Gestione delle risorse umane/Human Recourses Management

<it>Cooperazione

<Morphosyntax>f.

<Source>^Carretta, Dalziel, Mitrani 1992^:46

<Lexica>^Treccani^

<Definition>La capacità di lavorare con spirito di collaborazione in gruppi multidisciplinari: aspettative positive sul conto degli altri, anche se provenienti da discipline diverse, sensibilità interpersonale, commitment verso l'organizzazione.

<Source>^Carretta, Dalziel, Mitrani 1992^: 46

<Concept field>management

<Equivalence it-zh>Tra i termini "cooperazione" e "合作" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "cooperazione" e "cooperation" esiste piena identità concettuale.

<**zh**>合作

<Morphosyntax>noun

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>指活动的各方为着共同的利益和目标协调一致而采取的联合行动。合作产生的条件在于合作成员有共同的思想基础;有一定的物质条件;要求合作成员有较好的认知能力， 有能力参与合作并检验自己及合作者的行为;在时空条件上也需合适，一般应有在时间上相同或相似、在空间上接近的前提。

<Source>^mall.cnki.net^

<Concept field>管理

<**en**>Cooperation

<Morphosyntax>noun

<Source>^Cambridge Dictionary^

<Lexica>Found in ^Cambridge Dictionary^

<Definition>The process of working with another company, organization, or country in order to achieve something.

 <Source>^Cambridge Dictionary^

<Concept field>management

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>管理/Management/Management

<**it**>Organizzazione 'autoprogettante'

<Morphosyntax>noun group, f.

<Source>^Carretta, Dalziel, Mitrani 1992^:51

<Definition>Organizzazione adatta ad affrontare ambienti in rapida evoluzione mediante il ricorso all'improvvisazione e all'adattamento continuo, a personale capace di svolgere più mansioni e ad una struttura di tipo reticolare. Queste organizzazioni si basano sulle skills le metaskills e i comportamenti (in una parola, le competenze), che gli individui debbono acquisire e padroneggiare per affrontare il cambiamento senza più limitarsi a 'fare il proprio dovere'.

<Source>^Carretta, Dalziel, Mitrani 1992^:51

<Concept field>management

<Equivalence it-zh>Tra i termini "organizzazione 'autoprogettante'" e "自组织" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "organizzazione 'autoprogettante'" e "self-designing Organization" esiste piena identità concettuale.

<zh>自组织

<Morphosyntax>noun group

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>复杂的动力学系统的组织赖以产生、复制并发展完善的过程。自组织过程只出现于具有概率性联系的大量子系统的高度复杂的系统中。大脑组织、生物群落、人-机系统等都是自组织系统。自组织过程是通过系统元素间已有联系的改建和新联系的形成而实现的。

<Source>^mall.cnki.net^

<Concept field>管理

<en>Self-Designing Organization

<Morphosyntax>noun

<Source>^Weick, Berlinger, 1989^

<Definition>Self-designing organizations have the built-in capacity to transform themselves to achieve high performance in today's competitive and changing environment. Self-design change strategy involves an ongoing series of designing and implementing activities carried out by managers and employees at all levels of the firm. The approach helps members translate corporate values and general prescriptions for change into specific structures, processes, and behaviors suited to their situations. It enables them to tailor changes to fit the organization and helps them continually to adjust the organization to changing conditions.

 <Source>^Mohanta, 2016^

<Concept field>management

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>人力资源管理/Gestione delle risorse umane/Human Resources Management

<**it**>Ruolo

<Morphosyntax>m.

<Source>^Carretta, Dalziel, Mitrani^:126

<Lexica>^Treccani^

<Definition>Natura delle responsabilità e delle attività svolte da una persona. Può essere permanente e ben definito, oppure estremamente variabile secondo i progetti a cui viene assegnato. Ad un momento dato, comunque, questo ruolo e tutti gli altri ruoli presenti nell'organizzazione rappresentano le modalità attraverso le quali vengono realizzate la missione e la strategia aziendali.

<Source>^Carretta, Dalziel, Mitrani^:126

<Concept field>management

<Equivalence it-zh>Tra i termini "ruolo" e "位置" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "ruolo" e " job" esiste piena identità concettuale.

<**zh**>位置

<Morphosyntax>noun

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>是反映企业工作位置利用程度的指标。每个班的工作位置利用系数等于在岗位上工作的工人数与工作位置总数之比。整个企业的工作位置利用系数是指所有班次出勤工作的工人总数与工作位置总数乘以企业工作制度规定的班数之积的比率。

<Source>^mall.cnki.net^

<Concept field>管理

<**en**>Job

<Morphosyntax>noun

<Source>^Randhawa, 2007^:40

<Lexica>Found in ^Cambridge Dictionary^

<Definition>Collection or aggregation of tasks, duties and responsibilities which as a whole, are regarded as a regular assignment to individual employees. In relation to positions, job can also be defined as a group of positions that are similar as to kind and level of work. A job may include many positions.

 <Source>^Randhawa, 2007^:40

<Concept field>management

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>人力资源管理/Gestione delle risorse umane/Human Resources Management

<**it**>Flessibilità

<Morphosyntax>f.

<Source>^Carretta, Dalziel, Mitrani^:165

<Lexica>^Treccani^

<Definition>Misura in cui norme e procedure formalizzate sono considerate utili e necessarie per i risultati, e le persone sono incoraggiate a sviluppare nuove idee e nuovi approcci.

<Source>^Carretta, Dalziel, Mitrani^:165

<Concept field>gestione delle risorse umane

<Equivalence it-zh>Tra i termini "flessibilità" e "灵活性" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "flessibilità" e "flexibility" esiste piena identità concettuale.

<**zh**>灵活性

<Morphosyntax>noun

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>灵活性人力资源管理系统由一系列人力资源 管理实践组成 这些实践能够使企业获得和发展多种技能的人力资本， 并快速 和有效配置这些 资源。 灵活性人力资源管理系统理论是由 战略灵活性理 论 和 人 力 资 源 灵 活 性 理 论 发 展 而 来 。

<Source>^郑雅琴 ， 贾良定 ， 尤树洋, 2014^

<Concept field> 人力资源管理

<**en**>Flexibility

<Morphosyntax>noun

<Source>^Cambridge Dictionary^

<Lexica>Found in ^Cambridge Dictionary^

<Definition>The ability to change or be changed easily to suit different situations.

<Source>^Cambridge Dictionary^

<Concept field>Huma resourse management

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>管理/Management /Management

<**it**>Responsabilità

<Morphosyntax>f.

<Source>^Carretta, Dalziel, Mitrani^:165

<Lexica>^Treccani^

<Definition>La misura in cui i dipendenti di un'organizzazione sono liberi di prendere decisioni autonome riguardo al loro lavoro, e sono incoraggiati ad assumersi rischi.

<Source>^Carretta, Dalziel, Mitrani^:165

<Concept field>management

<Equivalence it-zh>Tra i termini "responsabilità" e "员工参与" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "responsabilità" e "responsibility" esiste piena identità concettuale.

<zh>员工参与

<Morphosyntax>noun
<Source>^mall.cnki.net^
<Lexica>按 ^词都网^

<Definition>员工参与是指组织每当提出一项变革措施之前，就广泛地征求和接纳员工的意见，让员工参与决策;在变革过程中，让员工分担责任，贡献能力、参与决策的实现。员工参与制度，一方面能减少管理中决策上的失误;另一方面也是对员工的激励，增加对组织的关心，并使员工易于接受组织变革，减少阻力。研究

表明，员工参与不但有利组织变革、推行新措施，而且还能激发全体员工的上进心，提高工作的满足感。

<Source>^词都网^

<Concept field>管理

<**en**>Responsibility

<Morphosyntax>noun

<Source>^Cambridge Dictionary^

<Lexica>Found in ^Cambridge Dictionary^

<Definition>A duty or obligation to satisfactorily persorm or complete a task (assegned by someone, or created by one's own promise or circumstaces) that one must fulfill, and which has a consequent penalty for failure.

<Source>^Business Dictionary^

<Concept field>management

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>管理/Management/Management

<**it**>Carriera

<Morphosyntax>f.

<Source>^Treccani^

<Lexica>^Treccani^

<Definition>Sequenza di mansioni organizzative che un individuo ricopre nel corso del suo sviluppo professionale, caratterizzata da responsabilità, retribuzione, qualifica crescenti nel tempo.

<Source>^Treccani^

<Concept field>management

<Equivalence it-zh>Tra i termini "carriera" e "职业生涯" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "carriera" e "career" esiste piena identità concettuale.

<zh>职业生涯
<Morphosyntax>noun group

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>一个人一生中在职业活动上的全部经历。职业生涯是现代职业生涯管理理论中的一个核心概念，它有以下几个特点：①职业生涯只是客观地表示了一个人一生工作活动的连续经历，它不包含成功或失败的含义。②决定职业生涯的因素有主观因素和客观因素。主观因素是指个人的动机、性格、才能、价值观等与个人有关的因素。

<Source>^mall.cnki.net^

<Concept field>管理

<**en**>Career

<Morphosyntax>noun

<Source>^Peters, Greer, Youngblood, 1997^

<Lexica>Found in ^Cambridge Dictionary^

<Definition>Career refers to the series of occupational and jobs which individuals hold over their work lives.

<Source>^Feldman, 1988^

<Concept field>management

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>管理/Management /Management

<**it**>Diversity management

<Morphosyntax>noun group

<Category>full form

<Usage label>main term

<Source>^Santucci, Natull, Esposito, Saracini, 2009^:59

<Variant of> DM

<Definition> Percorso che le aziende intraprendono per trarre vantaggio dalle diversità delle persone che lavorano. Il diversity management viene descritto come un processo di cambiamento interno all'azienda ed il suo scopo è la valorizzazione e l'utilizzazione di ciò che il dipendente è in grado di offrire affinché l'azienda possa svilupparsi ulteriormente.

<Source>^Santucci, Natull, Esposito, Saracini, 2009^:59

<Concept field>management

<Equivalence it-zh>Tra i termini "diversity management" e "多样性管理" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "diversity management" e "diversity management " esiste piena identità concettuale

<It>DM

<Morphosyntax>noun

<Category>initials

<Source>^Santucci, Natull, Esposito, Saracini, 2009^:59

<Variant of>Diversity management

<zh>多样性管理

<Morphosyntax>noun group

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>多样性管理已经作为一个宽泛的术语被广泛地接受了，它指一种旨在提高组织使用不同类型人力资源的管理实践。这是因为现在企业人员的性别、种族、宗教、年龄、文化、专业领域和其他许多个人特征越来越多元化。

 <Source>^mall.cnki.net^

<Concept field>管理

<en>Diversity management

<Morphosyntax>noun group

<Source>^Business dictionary^

<Definition>The practice of addressing and supporting multiple lifestyles and personal characteristics within a defined group. Management activities includes educating the group and providing support for the acceptance of and respect for various racial, cultural, societal, geographic, economic and political backgrounds.

<Source>^Business dictionary^

<Concept field>management

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>管理/Management/Management

<**it**>Occupabilità

<Morphosyntax>f.

<Source>^Treccani^

<Lexica>^Treccani^

<Definition>Capacità delle persone di essere occupate o di sapere cercare attivamente, di trovare e di mantenere un lavoro. Il termine occupabilità si riferisce dunque all'abilità di ottenere un impiego quando necessario, effettuando transizioni da una condizione di non lavoro o da una precedente, diversa occupazione.

<Source>^Treccani^

<Concept field>management

<Equivalence it-zh>Tra i termini "occupabilità" e "就业能力" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "occupabilità" e "employability" esiste piena identità concettuale.

<**zh**>就业能力

<Morphosyntax>noun group

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>指劳动适龄人口中有劳动能力的工作人员和参加学习的人员 (包括脱产学习) 与有劳动能力的劳动适龄总人口之比。社会生产中有劳动能力的人口就业系数可用来说明就业率与其他指标。

<Source>^mall.cnki.net^

<Concept field>管理

<**en**>Employability

<Morphosyntax>noun

<Source>^Peters, Greer, Youngblood, 1997^:90

<Lexica>Found in ^Cambridge Dictionary^

<Definition>New form of psychological logical contract between employers and employees ; it implies three elements in the employment relationship : (a) the employee is responsible for developing the right skills to be employable inside and outside the company ; (b) the employer is responsible for providing employees information, time, resources, and opportunities to assess and develop skills that are needed ; and (c) the employment relationship can be dissolved if the employee's contributio or aspiration does not match the employer's needs.

<Source>^Peters, Greer, Youngblood, 1997^:90

<Concept field>management

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>人力资源管理/ Gestione delle risorse umane/Human Resources Management

<**it**>Analisi della posizione

<Morphosyntax>noun group, f.

<Source>^Borgogni, 1996^:171

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<Definition>Raccolta di informazioni sulla posizione. Essa mira a rilevare i compiti che vengono svolti (di natura sia fisica che intellettuale), come vengono svolti (processi, strumenti, tecnologie utilizzati), e perché vengono svolti (a quale risultato/ prodotto portano, e come si correlano ad altre posizioni), includendo gli elementi caratteristici del contesto e cioè le condizioni fisiche e socie-relazionali dell'ambiente di lavoro.

<Source>^Borgogni, 1996^:171

<Concept field>management

<Equivalence it-zh>Tra i termini "analisi della posizione" e "工作分析" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "analisi della posizione" e "job analysis" esiste piena identità concettuale.

<**zh**>工作分析

<Morphosyntax>noun group

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>分析工作所涉及的人员、职务、环境三种要素，达到提高工作效率的一种方法。工作人员的分析包括：人员条件、能力等;工作职务的分析包括：工作任务、工作程序、步骤与其它工作的关系以及任用、调动等。工作环境的分析包括：工作所需要的知识、技能、工作环境、设备等。

<Source>^mall.cnki.net^

<Concept field>管理

<**en**>Job analysis

<Morphosyntax>noun group

<Source>^Peters, Greer, Youngblood, 1997^:181

<Lexica> Found in ^Cambridge Dictionary^

<Definition>Systematic process of uncovering and describing the components of a job. The process may be all encompassing or narrower, depending upon the needs of the job analyst. Job analysis can be considered to be a managerial activity because it helps solve so many human recourse problems.

<Source> ^Peters, Greer, Youngblood, 1997^:90

<Concept field>management

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>人力资源管理/Gestione delle risorse umane/Human Resources Management
<**it**>Descrizione della posizione

<Morphosyntax>noun group, f.

<Source>^Borgogni, 1996^:171

<Definition>Documento che specifica titolo e finalità di una posizione ne descrive i contenuti (compiti e responsabilità). Esso viene sviluppato sulla base delle risultanze dell'analisi della posizione.

<Source>^Borgogni, 1996^:171

<Concept field>management

<Equivalence it-zh>Tra i termini "descrizione della posizione" e "工作说明" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "descrizione della posizione" e "job description" esiste piena identità concettuale.

<zh>工作说明

<Morphosyntax> noun group

<Usage label> main term

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>工作说明是指一种提供有关工作任务、工作职责等方面信息的文件。职务描述规定了对"事"的要求，如任务、责任、职责等等。它所提供的信息应该是切实的、准确的。

<Source>^mall.cnki.net^

<Concept field>管理

<Synonyms >"职位描述" 是 "工作说明"的近义。

<zh>职位描述

<Morphosyntax>noun group

<Usage label>common

<Source>^mall.cnki.net^

<en>Job description

<Morphosyntax>noun group

<Source>^Peters, Greer, Youngblood, 1997^:181

<Lexica>Found in ^Cambridge Dictionary^

<Definition>A list of the responsibilities that you have and the duties that you are expected to perform in your work.

<Source>^Cambridge Dictionary^

<Concept field>management

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>人力资源管理/Gestione delle risorse umane/Human Resources Management

<**it**>Requisiti della posizione

<Morphosyntax>noun group, m.

<Source>^Borgogni, 1996^:171

<Definition>Identificazione dei requisiti necessari per svolgere con successo i compiti richiesti dalla posizione. Essi riguadagno le conoscenze, le capacità, le abilità, il tipo e il livello di esperienza che il titolare della posizione dovrebbe possedere.

<Source>^Borgogni, 1996^:171

<Concept field>management

<Equivalence it-zh>Tra i termini "requisiti della posizione" e "工作要求细则" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "requisiti della posizione" e "job specification" esiste piena identità concettuale.

<**zh**>工作要求细则

<Morphosyntax>noun group

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>工作要求细则是指规定从事某项工作对员工所必须具备的知识、技术、能力等最基本要求的文件。工作要求细则特别包含两个方面：(1)工作所需技能，包括知识、经验、个人性格、动手能力。(2)工作体能要求，包括工作要求所进行

的走、立、举、抓等动作所需体力程度，还可能包括特殊的工作环境所需的体格要求。

<Source>^mall.cnki.net^

<Concept field>管理

<**en**>Job specification

<Morphosyntax>noun group

<Usage label>main term

<Source>^Peters, Greer, Youngblood, 1997^:192

<Lexica>Found in ^Cambridge Dictionary^

<Definition>Description of the exact tasks involved in a particular job, and of the skills, experience, and personality a person would need in order to do the job.

<Source>^Cambridge Dictionary^

<Concept field>Management

<Synonyms>"Job profile" is a synonym of "Job specification".

<en>Job profile

<Morphosyntax>noun group

<Usage label>common

<Source>^Cambridge Dictionary^

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>人力资源管理/Gestione delle risorse umane/Human Resources Management

<**it**>Valutazione della posizione

<Morphosyntax>noun group, f.

<Source>^Borgogni, 1996^:172

<Definition>Determinazione del valore relativo di una posizione rispetto alle altre posizioni presenti nella struttura aziendale. Il suo scopo è eminentemente quello di contribuire allo sviluppo di una struttura di una struttura retributiva razionale.

<Source>^Borgogni, 1996^:172

<Concept field>management

<Equivalence it-zh>Tra i termini "valutazione della posizione" e "工作评估" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "valutazione della posizione" e "job evaluation" esiste piena identità concettuale.

<**zh**>工作评估

<Morphosyntax>noun group

<Usage label>main term

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>工作评估通常指为了设置支付比例而根据不同职务的价值制定职位等级的一套正式程序。它所制定的职位等级将确定该职位的工资水平。工作评估的内容包括工作的难易、责任大小以及相对价值的多少等。

<Source>^mall.cnki.net^

<Concept field>管理

< Synonyms>"工作评估" 是 "职位评估"的近义。

<zh>职位评估

<Morphosyntax>noun group

<Usage label>common

<Source>^mall.cnki.net^

<**en**>Job evaluation

<Morphosyntax>noun group

<Source>^Cambridge Dictionary^

<Lexica>Found in ^Cambridge Dictionary^

<Definition>The process of comparing a job with other jobs in an organization and deciding how much the person who is doing the job should be paid.

<Source>^Cambridge Dictionary^

<Concept field>management

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>人力资源管理/Gestione delle risorse umane/Human Resources Management

<**it**>Assessment center

<Morphosyntax>noun group

<Category>full form

<Usage label>main term

<Source>^Borgogni, 1996^:315

<Variant of>AC

<Definition>Procedura di valutazione nella quale si combinano una varietà di prove situazionali, simulazioni e test psicologici volte a porre in evidenza e misurare in accordo

a criteri, per quanto possibile oggettivi, caratteristiche ritenute importanti per ricoprire specifiche posizioni organizzative o intraprendere particolari carriere.

<Source>^Borgogni,1996^:315

<Concept field>management

<Equivalence it-zh>Tra i termini "Assessment center" e "评价中心" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "Assessment center" e "Assessment center" esiste piena identità concettuale.

<it>AC

<Morphosyntax>noun

<Category>initials

<Source>^Borgogni, 1996^: 315

<Variant of>Assesment center

<zh>评价中心

<Morphosyntax>noun group

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>通过一系列组织好的多种测评技术相结合的评价步骤，由多个测评专家对候选人的工作潜能进行全面评价的工具。常用的评价步骤有纸笔测验、情境模拟、结构化面谈等，以测量候选人的领导、沟通、计划与组织、压力承受、主动性等诸多方面的潜能。

 <Source>^mall.cnki.net^

<Concept field>管理

<en>Assessment center

<Morphosyntax>noun group

<Source>^Cambridge Dictionary^

<Lexica>Found in ^Cambridge Dictionary^

<Definition>A process in which a group of people who are being considered for a job are given a series of tests or interviews that can last for a day or more.

<Source>^Cambridge Dictionary^

<Concept field>management

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>人力资源管理/Gestione delle risorse umane /Human Resources Management
<**it**>Pianificazione del personale

<Morphosyntax>m.

<Source>^Martore, 2002^:21

<Definition>Processo che mira a definire gli organici d'impresa in una logica di programmazione dei fabbisogni, anticipazione delle carenze e capacità di far evolvere l'organizzazione. In questo senso la pianificazione del personale è il processo sistematico per definire le politiche d'acquisizione delle risorse umane, in maniera tale che sia garantito il numero necessario di persone, con le professionalità necessarie alla gestione d'impresa, nel momento preciso in cui è necessario che siano disponibili.

<Source>^Martore, 2002^:21

<Concept field>management

<Equivalence it-zh>Tra i termini "pianificazione del personale" e "人员配置" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "pianificazione del personale" e "job specification" esiste piena identità concettuale.

<**zh**>人员配置

<Morphosyntax>noun group

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>对企业各类人员进行恰当而有效的选择、使用、考评和培养，以合适的人员去充实组织结构中所规定的各项职务，从而保证企业正常运转并实现预期目标的职能活动。

 <Source>^词都网^

<Concept field>管理

<**en**> Job specification

<Morphosyntax>noun group

<Source>^Peters, Greer, Youngblood, 1997^:320

<Lexica> Found in ^Cambridge Dictionary^

<Definition>The selection and training of individuals for specific job functions, and charging them with the associated responsibilities.

<Source>^Business Dictionary^

<Concept field>management

**

<Subject>管理与公共关系/Management e Relazioni pubbliche /Management & Public relations

<Subfield>人力资源管理/Gestione delle risorse umane/ Human Resources Management

<**it**>Insourcing

<Morphosyntax>m.

<Source>^Boldizzoni, Manzolini, 2000^:164

<Lexica>^Treccani^

<Definition>Processo che si attua quando un'agenzia di collocamento cerca persone che lavorino presso un'organizzazione cliente e dove il contratto di agenzia può prevedere il distaccamento di un proprio manager presso il cliente per gestire i problemi di organizzazione del lavoro.

<Source>^Boldizzoni, Manzolini, 2000^:164

<Concept field>management

<Equivalence it-zh>Tra i termini "insourcing" e "内包" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "insourcing" e "insourcing" esiste piena identità concettuale.

<**zh**>内包

<Morphosyntax>noun

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>利用自身企业核心能力的强大优势，把服务功能延伸到客户的的部分核心运营功能中，成为其企业的整体运作一部分。

 <Source>^mall.cnki.net^

<Concept field>管理

<**en**>Insoucing

<Morphosyntax>noun

<Source>^Business Dictionary^

<Lexica>Found in ^Cambridge Dictionary^

<Definition>Delegating a job to someone within a company. One reason for insourcing to occur is if a company had previously outsourced a certain task, but was no longer satisfied with the work being done on that task, so the company could therefore insource the task and assign it to someone within the company who they believe will do a better job.

<Source>^Business Dictionary^

<Concept field>management

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>人力资源管理/Gestione delle risorse umane/Human Resources Management

<**it**>Mercato interno

<Morphosyntax>noun group, m.

<Source>^Martore, 2002^:30

<Definition>Corrisponde all'insieme dei dipendenti che operano nell'impresa e che possono provvedere mediante mobilità interna a soddisfare i fabbisogni di personale dell'organizzazione.

<Source>^Martore, 2002^:30

<Concept field>management

<Equivalence it-zh>Tra i termini "mercato interno" e "内部劳动力市场" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "mercato interno" e "internal market" esiste piena identità concettuale.

<zh>内部劳动力市场

<Morphosyntax>noun group

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>指这一市场属于或完全处于一个大型企业中，企业内对劳动力的需求由企业内部提供，无需通过外部劳动力市场。

 <Source>^mall.cnki.net^

<Concept field>管理

<en>Internal market

<Morphosyntax>noun group

<Source>^Cambridge Dictionary^

<Lexica>Found in ^Cambridge Dictionary^

<Definition>System in which different departments within a company or an organization provide goods and services to each other.

<Source>^Cambridge Dictionary^

<Concept field>management

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>人力资源管理/Gestione delle risorse umane/Human Resources Management

<it>Mercato esterno

<Morphosyntax>noun group, m.

<Source>^Martore, 2002^:31

<Definition>Corrisponde all'insieme delle persone disoccupate od occupate in altre aziende in possesso dei requisiti professionali e potenziali ricercati.

<Source>^Martore, 2002^:31

<Concept field>management

<Equivalence it-zh>Tra i termini "mercato esterno" e "外部劳动力市场" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "mercato esterno" e "external market" esiste piena identità concettuale.

<**zh**>外部劳动力市场

<Morphosyntax>noun group

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>特定数目的工人市场，他们对于新职位来说立即可得或潜在可得。外部劳动力市场上的定价和配置决策均直接由经济变量控制。
 <Source>^mall.cnki.net^

<Concept field>管理

<**en**>External market

<Morphosyntax>noun group

<Source>^Cambridge Dictionary^

<Lexica>Found in ^Cambridge Dictionary^

<Definition>System by which a company looks outside its own organization to find a suitable person for a senior job, instead of giving the job to someone who is already working for the company at a lower level.

<Source>^Cambridge Dictionary^

<Concept field>management

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>人力资源管理/Gestione delle risorse umane/Human Resources Management

<**it**>Person specification

<Morphosyntax>noun group, f.

<Source>^Martore, 2002^:48

<Definition>Si basa su un'accurata analisi delle caratteristiche del ruolo e descrive il profilo della persona ideale destinata a ricoprirlo. Se bene elaborata permette agli stessi candidati di valutare la propria adeguatezza ai requisiti del ruolo proposto e ai selezionatori di operare con più rapidità e in condizioni di certezza.

<Source>^Martore, 2002^:48

<Concept field>Getsione delle risore umane

<Equivalence it-zh>Tra i termini "person specification" e "人才规格" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "person specification" e "person specification" esiste piena identità concettuale.

<**zh**>人才规格

<Morphosyntax>noun group

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>人才规格是指社会对于作为其成员的人所必须具备的知识、技能、内心品质的基本要求、规定, 是每一个 人成为合格的社会成员都必须具备的身心特征。

 <Source>^周久桃, 2006^:39

<Concept field>人力资源管理

<**en**>Person specification

<Morphosyntax>noun group

<Source>^Business Dictionary^

<Definition>The skills that a job candidate musts have in order to complete the tasks of a position offered by a company. A person specification can outlinethe educational requirements, training experience as well as more personal qualifications that a candidate must possess.

 <Source>^Business Dictionary^

<Concept field>Human resources management

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>人力资源管理/Gestione delle risorse umane/Human Resources Management

<**it**>Divisione del lavoro

<Morphosyntax>noun group, f.

<Source>^Treccani^

<Lexica>^Treccani^

<Definition>Processo di specializzazione delle singole attività economiche e di conseguente coordinazione tra le stesse.

<Source>^Treccani^

<Concept field>Management

<Equivalence it-zh>Tra i termini "Divisione del lavoro" e "工作分解" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "Divisione del lavoro" e "Job breakdown" esiste piena identità concettuale.

<**zh**>工作分解

<Morphosyntax>noun group

<Source>^刘伟，2017^:37

<Lexica>按 ^词都网^

<Definition>工作分解是对新员工进行培训的工具和依据。饭店编写工作分解不能靠前厅部经理一个人去完而要发动各岗位的业务骨，组成一个编写小组集体完成。

 <Source>^刘伟，2017^:37

<Concept field>管理

<**en**>Job breakdown

<Morphosyntax>noun group

<Source>^刘伟，2017^: 37

<Definition>Reduction of complex job into its individual tasks, accompanied by step by step procedures for accomplishing each task.

 <Source>^Business Dictionary^

<Concept field>Management

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>管理/Management/Management

<**it**>Comunicazione organizzativa

<Morphosyntax>noun group, f.

<Source>^Sena, 2015^:44

<Definition>L'insieme dei processi strategici e operativi, di creazione, di scambio e con-divisione di messaggi informativi e valoriali all'interno delle diverse reti di relazioni che costituiscono l'essenza dell'organizzazione e della sua collocazione nell'ambiente. Coin-volge membri interni, i collaboratori interno-esterno e tutti i soggetti esterni in qualche modo interessati o coinvolti nella vita dell'organizzazione.

<Source>^Invernizzi, 2000^

<Concept field>Management

<Equivalence it-zh>Tra i termini "Comunicazione organizzativa" e "组织沟通" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "Comunicazione organizzativa" e "Organizational communication" esiste piena identità concettuale.

<**zh>**组织沟通

<Morphosyntax>noun group

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>组织内部或组织之间 的信息交流和传递。组织沟通是协调组 织内部成员及组织之间的关系,完成组 织目标的重要条件之一。领导者通过有 效的组织沟通,可以保证组织内部和组 织之间协调一致,使组织充满生机和活 力,积极地为完成组织目标而奋斗。

<Source>^mall.cnki.net^

<Concept field>管理

<**en**>Organizational communication

<Morphosyntax>noun group

<Source>^Business Dictionary^

<Definition>A process by which activities of a society are collected and coordinated to reach the goals of both individuals and the collective group. It is often a component to effective management in a workplace environment.

 <Source>^Business Dictionary^

<Concept field>Management

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>人力资源管理/Gestione delle risorse umane/Human resource management

<**it**>Behavioral modelling

<Morphosyntax>noun group, m.

<Source>^Vanin, Ballor, 2013^

<Definition>Metodologia molto articolata che si basa sulla definizione di un modello comportamentale a cui mirare.

<Source>^Vanin, Ballor, 2013^

<Concept field>Gestione delle risorse umane

<Equivalence it-zh>Tra i termini "behavioral modelling" e "行为模仿" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "behavioral modelling" e "behavioral modelling " esiste piena identità concettuale.

<**zh**>行为模仿

<Morphosyntax>noun group

<Source>^mall.cnki.net^

<Lexica>按 ^词都网^

<Definition>向受训员工示范完成某件事的正确方式,然后要求每 个受训员工在模拟环境中进行模仿练习,最后由其主管根 据他们的实际表现提供反馈的培训方式。
<Source>^mall.cnki.net^
<Concept field>人力资源管理

<**en**>Behavioral modelling

<Morphosyntax>noun group

<Source>^Business Dictionary^

<Definition>Employee training in which they are encouraged to act and respond as their specified role models do in similar situations.

 <Source>^Business Dictionary^

<Concept field>Human resource management

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>人力资源管理/Gestione delle risorse umane/Human resource management

<**it**>Adattabilità

<Morphosyntax>f.

<Source>^Rossi di Schio,Salmon, 2019^:21

<Definition>Capacità di dare il meglio di sé in ogni possibile occasione, capacità di dare una risposta positiva di fronte a qualsiasi situazione si possa incontrare. Adattabilità significa capacità di operare anche in presenza di situazioni difficili.

<Source>^Rossi di Schio,Salmon, 2019^:21

<Concept field>Soft skills

<Equivalence it-zh>Tra i termini "adattabilità" e "适应能力" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "adattabilità" e "adaptability" esiste piena identità concettuale.

<**zh**>适应能力

<Morphosyntax>noun group

<Source>^刘伟, 2017^:352

<Lexica>按 ^词都网^

<Definition>人的思想和行为随客观条件的变化而相应变化的能力。适应能力是有机体普遍具有的，而人的适应能力根本区别于其他有机体的适应能力： 即它具有自觉性、主动性。这在领导者身上表现得尤为突出。高明的领导者总是适应新形势、新情况的要求，积极主动而又及时不断地改变观念、修正决策。
<Source>^mall.cnki.net^
<Concept field>软技能

<en>Adaptability

<Morphosyntax>noun

<Source>^Business Dictionary^

<Definition>Ability of an entity or organism to alter itself or its responses to the chnaged circumstances or environment. Shows the ability to learn from experience, and improves the fitness of the lerner as a competitor.

 <Source>^Business Dictionary^

<Concept field>Soft skills

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>人力资源管理/Gestione delle risorse umane/Human resource management

<it>Cultura organizzativa

<Morphosyntax>noun group, f.

<Source>^Liguori, 2012^:20

<Definition>Astrazione che comprende i valori, le opinioni e le conoscenze che sono condivise dai membri di un'organizzazione, e che forniscono a questi ultimi le linee guida di comportamento in una serie di circostanze, sia quotidiane che straordinarie.

<Source>^Cerica, 2009^:41

<Concept field>Management

<Equivalence it-zh>Tra i termini "cultura organizzativa" e "组织文化" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "cultura organizzativa" e "organizational culture" esiste piena identità concettuale.

<zh>组织文化

<Morphosyntax>noun group

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>组织文化是指社会组织机构所具有的文化因素体系。任何组织机构在结构上都由若干部分组成，在功能上都有一个动态的整体机能，从文化的角度看，上述诸因素都是各该组织的文化因素。
<Source>^mall.cnki.net^
<Concept field>管理

<en>Organizational culture

<Morphosyntax>noun group

<Source>^Zhang, Pine, Lam, 2005^:208

<Definition>System of shared values, assumptions, beliefs and norms that uniyte the members of an organization. It is the spirit of the staff, which is developed gradually over a long period of time in an enterprise.

 <Source>^Zhang, Pine, Lam, 2005^:208

<Concept field>Management

**

<Subject>工业行业/Settore industriale/Industrial sector

<Subfield>旅游和酒店业/Settore turistico-alberghiero/Tourism and hotel sector
<it>Industria alberghiera

<Morphosyntax>noun group, f.

<Source>^Treccani^

<Definition>Settore industriale che comprende i comparti alberghiero, della ristorazione e del catering, costituito da tutte le strutture che forniscono alloggio per brevi periodi a visitatori e viaggiatori, nonché pasti e bevande pronti per il consumo.

<Source>^Treccani^

<Concept field>Settore turistico-alberghiero

<Equivalence it-zh>Tra i termini "industria alberghiera" e "酒店业" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "industria alberghiera" e "hospitality industry" esiste piena identità concettuale.

<**zh**>酒店业

<Morphosyntax>noun group

<Source>^刘伟，2017^:95

<Lexica>按 ^词都网^

<Definition>酒店业是指经营包括称为酒店、旅馆、别墅、公寓、度假村、客栈及旅舍在内的供旅客居停的地方的企业总称。

<Source>^mall.cnki.net^

<Concept field>旅游和酒店业

<**en**>Hospitality industry

<Morphosyntax>noun group

<Source>^Business Dictionary^

<Definition>Hotels, motels, inns, or such busiensses that provides transitional or short-term lodging, with or without food.

<Source>^Business Dictionary^

<Concept field>Tourism and hotel sector

**

<Subject>经济学和金融学/Economia e finanza/Economics and finance

<Subfield>经济过程/Processi economici/Economic processes

<**it**>Internazionalizzazione

<Morphosyntax>f.

<Source>^Treccani^

<Definition>Processo derivante dallo svolgimento di una (o più) delle attività che ne caratterizzano il funzinamento lungo una dimensione che coinvolge diversi Stati-nazione.

<Source>^Treccani^

<Concept field>Economia

<Equivalence it-zh>Tra i termini "internazionalizzazione" e "国际化" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "internazionalizzazione" e "internationalization" esiste piena identità concettuale.

<**zh**>国际化

<Morphosyntax>noun group

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>在国际交往日益发展的情况下,世界各国互相影响,具有共性的先进的东西逐渐普及推广成为通行标准的状态或趋势。
<Source>^mall.cnki.net^
<Concept field>经济

<en>Internationalization

<Morphosyntax>noun

<Source>^Pizam, 2010^

<Definition>The growing tendency of corporations to operate across national boundaries.

 <Source>^Business Dictionary^

<Concept field>Economics

**

<Subject>经济学/Economia/Economics

<Subfield>管理/Management/Mangement

<it>Imprenditorialità

<Morphosyntax>f.

<Source>^Treccani^

<Definition>L'insieme dei requisiti necessari per svolgere la funzione dell'imprenditore, consistenti essenzialmente nella volontà e capacità di promuovere e organizzare un'impresa economica, insieme con la disponibilità di affrontarne i rischi.

<Source>^Treccani^

<Concept field>Economia

<Equivalence it-zh>Tra i termini "imprenditorialità" e "企业家精神" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "imprenditorialità" e "entrepreneurship" esiste piena identità concettuale.

<zh>企业家精神

<Morphosyntax>noun group

<Usage label>main term

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>企业家特殊技能(包括精神和技巧)的集合。是企业家组织建立和经营管理企业的综合才能的表述方式，是一种重要而特殊的无形生产要素。

<Source>^mall.cnki.net^

<Concept field>经济

< Synonyms > "创业家精神" 是 "企业家精神"的近义。

<zh>创业家精神

<Morphosyntax>noun group

<Usage label>common

<Source>^mall.cnki.net^

<**en**>Entrepreneurship

<Morphosyntax>noun

<Source>^Pizam, 2010^

<Definition>The capacity and willingness to develop, organize and manage a business venture along with any of its risks in order to make a profit. Entrepreneurial spirit is characterized by innovation and risk taking and is an essential part of a nation's ability to succees in an ever changing and increasingly competitive global marketplace.

 <Source>^Business Dictionary^

<Concept field>economics

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>人力资源管理/Gestione delle risorse umane/Human resource management

<**it**>Struttura organizzativa

<Morphosyntax>noun group, f.

<Source>^Cerica, 2009^:7-8

<Definition>Individuazione delle modalità di divisione del lavoro e nell'implementazione di un giusto grado di coordinazione delle attività. La struttura organizzativa costa di due dimensioni: una dimensione verticale e una orizzontale. La dimensione verticale esprime l'attribuzione del potere gerarchico all'interno dell'organizzazione e si sostanzia nella creazione di vincoli di subordinazione/dipendenza. La dimensione orizzontale consente di superare le barriere tra le varie unità organizzative e fornisce il coordinamento necessario tra i vari dipendenti.

<Source>^Cerica, 2009^:7-8

<Concept field>Management

<Equivalence it-zh>Tra i termini "struttura organizzativa" e "组织结构" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini " struttura organizzativa" e "organizational structure" esiste piena identità concettuale.

<**zh**>组织结构

<Morphosyntax>noun group

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>组织结构是组织内部所包含的各种因素及其相互关系。此概念属于用结构分析的方法对社会组织进行分析研究的理论。一般认为,组织结构包含组织的机构结构、人员结构、权力结构、目标结构等。通过结构考察,有利于科学地把握和认识特定的社会组织,从而进行有效的结构调整与管理、改革。

<Source>^mall.cnki.net^

<Concept field>管理

<**en**>Organizational structure

<Morphosyntax>noun group

<Source>^Pizam, 2010^

<Definition>The typically hierarchical arrangement of lines of authority, communications, rights and dutiesof an organization. Organizational structure determines how the roles, power and responsabilities are sassigned, controlled, and coordinated, and how information flows between the different levels of management.

 <Source>^Business Dictionary^

<Concept field>Management

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>劳动心理学/ Psicologia del lavoro/Work psychology

<**it**>Impegno verso l'organizzazione

<Morphosyntax>noun group, m.

<Source>^Kreitner, Kinicki 2008^:103

<Definition>Riflette quanto un individuo si identifica con l'organizzazione per cui lavora e si impegna per raggiungere gli obiettivi. È questo un atteggiamento importante, perché individui impegnati esprimono una maggiore disponibilità a lavorare intensamente per raggiungerne gli obiettivi.

<Source>^Kreitner, Kinicki 2008^:103

<Concept field>Management

<Equivalence it-zh>Tra i termini "impegno verso l'organizzazione" e "组织承诺" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "impegno verso l'organizzazione" e "organizational commitment" esiste piena identità concettuale.

<**zh**>组织承诺

<Morphosyntax>noun group

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>个人对所属组织的目标和价值观的认同和信任，以及由此带来的积极情感体验。是一种重要的员工态度变量，对工作绩效产生重要的影响。
<Source>^mall.cnki.net^
<Concept field>管理

<**en**>Organizational commitment

<Morphosyntax>noun group

<Source>^Business Dictionary^

<Definition>Strength of the feeling of responsibility that an employee has towards the mission of the organization.

 <Source>^Business Dictionary^

<Concept field>Management
**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>工作组织/Organizzazione del lavoro/Work organization

<**it**>Arricchimento dei compiti

<Morphosyntax>noun group, m.

<Source>^Azzariti, 2006^:54

<Definition>Aumento non solo in termini di varietà e durata delle attività che formano un compito, ma anche in termini di discrezionalità e di complessità.

<Source>^Azzariti, 2006^:54

<Concept field>Organizzazione del lavoro

<Equivalence it-zh>Tra i termini "arricchimento dei compiti" e "工作丰富化" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "arricchimento dei compiti" e "job enrichment" esiste piena identità concettuale.

<**zh**>工作丰富化

<Morphosyntax>noun group

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>指员工在承担现有工作的基础上，通过充实工作内容，使工作多样化，消除因从事单一工作而产生的枯燥厌倦感，达到员工心理上的满足的一种劳动组织方法。

<Source>^mall.cnki.net^

<Concept field>工作组织

<**en**>Job enrichment

<Morphosyntax>noun group

<Usage label>main term

<Source>^Business Dictionary^

<Definition>Adds new sources of job satisfaction by increasing the level of responsibility of the employee, it is a vertical restructuring method by virtue of giving the employee additional authority, autonomy and control over the way the job is accomplished.

 <Source>^Business Dictionary^

<Concept field>Work organization

<Synonyms>"Job enhancement" and "job expansion" are synonyms of "Job enrichment".

<en>Job enhancement

<Morphosyntax>noun group

<Usage label>common

 <Source>^Business Dictionary^

<en>Job enhancement

<Morphosyntax>noun group

<Usage label>common

 <Source>^Business Dictionary^
**

<Subject>管理与公共关系/ Management e Relazioni pubbliche/Management & Public relations

<Subfield>工作组织/Organizzazione del lavoro/Work organization

<**it**>Allargamento dei compiti

<Morphosyntax>noun group, m.

<Source>^Azzariti, 2006^:54

<Definition>L'aumento della varietà e della durata delle attività che formano i compiti senza modificarne il contenuto in termini di discrezionalità.

<Source>^Azzariti, 2006^:54

<Concept field>Organizzazione del lavoro

<Equivalence it-zh>Tra i termini "allargamento dei compiti" e "工作扩大化" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "allargamento dei compiti" e "job enlargement" esiste piena identità concettuale.

<**zh**>工作扩大化

<Morphosyntax>noun group

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>一种促进组织发展，增强职工工作兴趣的工作设计方法，主要思想是：从横向方面扩大工作范围，增加工作内容，使每个工人不只是单调地从事一种工作，而是干多种活，同时负责几项任务，以提高其工作兴趣和生产积极性。
<Source>^mall.cnki.net^
<Concept field>工作组织

<**en**>Job enlargement

<Morphosyntax>noun group

<Source>^Business Dictionary^

<Definition>Job design technique in which the number of tasks associated with a job is increased (and appropriate training provided) to add greater variety to activities, thus reducing monotony. It is considered as a horizontal restructuring method in that the job enlarged by adding related tasks.

 <Source>^Business Dictionary^

<Concept field>Work organization

**

<Subject>管理与公共关系/Management e Relazioni pubbliche /Management & Public relations

<Subfield>人力资源管理/Gestione delle risorse umane/Human Resources Management

<it>Specializzazione orizzontale

<Morphosyntax>noun group, f.

<Source>^Candiotto, 2016^:57

<Definition>Specializzazione relativa al numero di compiti diversi che vengono attribuiti a ciascuna mansione e alla misura in cui ciascuno di questi compiti risulta ampio o limitato.

<Source>^Candiotto, 2016^:57

<Concept field>management

<Equivalence it-zh>Tra i termini "specializzazione orizzontale" e "工作专业化" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "specializzazione orizzontale" e "job specialization" esiste piena identità concettuale.

<zh>工作专业化

<Morphosyntax> noun group

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>工作专业化是指工作任务范围的宽窄，所需技能的多少。工作专业化是工作设计中的一种重要方法。工作专业化程度越高，所包含工作任务的范围就越窄，重复性就越强，因此，一种观点认为，越这样做效率越高。但是在这种情况下，相应的所需的工作技能范围比较窄，要求也不高。

<Source>^mall.cnki.net^

<Concept field>管理

<**en**>Job specialization

<Morphosyntax>noun group

<Source>^Pizam, 2010^

<Definition>The process of focusing one's occupational concentration on a specific area of expertise. An increase in job specialization among employees can make them less flexible since it tends to reduce their ability to perform other types of work within the business that fall outside their particular specialty.

<Source>^Business Dictionary^

<Concept field>Management

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>工业心理学/Psicologia industriale /Industrial psychology

<**it**>Socializzazione

<Morphosyntax>f.

<Source>^Treccani^

<Definition>Complesso processo attraverso il quale l'individuo diventa un essere sociale, integrandosi in un gruppo sociale o in una comunità. La socializzazione riflette il contesto sociale dello sviluppo dell'individuo e il rapporto dinamico tra individuo e società.

<Source>^Treccani^

<Concept field>Psicologia industriale

<Equivalence it-zh>Tra i termini "socializzazione" e " 社会化" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "socializzazione" e "socialization" esiste piena identità concettuale.

<**zh**>社会化

<Morphosyntax>noun

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>个体学习其生存的社会的文化、知识、语言、风俗、习惯、价值观念和行为方式，并成为一个合格的社会成员而适应该社会生活的过程。亦即社会将一个自然人转化为一个能够适应一定社会文化、参与社会生活、履行一定角色行为、有着健康人格的社会人的过程。
<Source>^mall.cnki.net^

<Concept field>工业心理学

<**en**>Socialization

<Morphosyntax>noun group

<Source>^Pizam, 2010^

<Definition>Process by which individuals acquire the knowledge, language, social skills, and value to conform to the norms and roles required for integration into a group or community. It is a combination of both self-imposed (because the individual wants to conform) and externally imposed rules, and the expectations of the others.

<Source>^Business Dictionary^

<Concept field>industrial psychology

**

<Subject>社会科学/Scienze sociali/Social science

<Subfield>工业心理学/Psicologia industriale/Industrial psychology

<**it**>Transculturazione

<Morphosyntax>f.

<Source>^Treccani^

<Lexica>^Treccani^

<Definition>Incrociarsi di varie culture, reciproca influenza che culture diverse hanno sui comportamenti individuali e collettivi.

<Source>^Treccani^

<Concept field>Antropologia culturale

<Equivalence it-zh>Tra i termini "transculturazione" e "跨文化" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "transculturazione" e "cross-cultural" esiste piena identità concettuale.

<**zh**>跨文化

<Morphosyntax>noun

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>指不同民族、不同地区、不同社会共同体的文化或亚文化之间的传播和沟通。主要运用传播学和文化学的一般原理研究横向的文化传播问题。

<Source>^mall.cnki.net^

<Concept field>文化人类学

<**en**>Cross-cultural

<Morphosyntax>noun group

<Source>^Cambridge Dictionary^

<Lexica>Found in ^Cambridge Dictionary^

<Definition>Involving two or more different cultures and their ideas and customs.

<Source>^Cambridge Dictionary^

<Concept field>Cultural anthropology

**

<Subject> 管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>人力资源管理/Gestione delle risorse umane/Human Resourses Management

<**it**>Goal commitment

<Morphosyntax>noun group, f.

<Source>^Borgogni, 1996^:285

<Definition>Grado in cui la persona è attaccata al goal, lo considera significativo ed è stimolata a raggiungerloe a persistere negli ostacoli o difficoltà.

<Source>^Borgogni, 1996^: 285

<Concept field>Prestazione lavorativa

<Equivalence it-zh>Tra i termini "goal commitment" e "目标承诺" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "goal commitment" e "goal commitment" esiste piena identità concettuale.

<**zh**>目标承诺

<Morphosyntax>noun group

<Source>^阎亮, 2017^

<Lexica>按 ^词都网^

<Definition>目标承诺作为个人实现个人目标、满足个体需求的追求程度和强度，能推动员工追求自我目标，满足自我需求，进而产生优良的工作体验，使员工回馈组织的责任，而组织承诺是良好的形式。
<Source>^Steers, 1977^
<Concept field>工作绩效

<**en**>Goal commitment

<Morphosyntax>noun group

<Source>^Business Dictionary^

<Definition>Degree to which a person is determined in achieving a desired (or required) goal.

<Source>^Business Dictionary^

<Concept field>Work performance

**

<Subject>社会科学/Scienze sociali/Social science

<Subfield>工业心理学/Psicologia industriale/Industrial psychology

<it>Comunicazione problematica

<Morphosyntax>noun group, f.

<Source>^Ferrari, 2006^

<Definition>Comunicazione che presenta qualche disturbo. Solitamente, le problematiche sono a carico di un elemento e quindi le diagnosi delle cause di un fallimento comunicativo è sempre un lavoro molto complesso.

<Source>^Ferrari, 2006^

<Concept field>Antropologia culturale

<Equivalence it-zh>Tra i termini "comunicazione problematica" e " 语用失误" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "comunicazione problematica" e "miscommunication" esiste piena identità concettuale.

<zh>语用失误
<Morphosyntax>noun group
<Source>^郭海英, 张婷, 2019^
<Lexica>按 ^词都网^
<Definition>跨文化交际用语失误现象，语用失误现象是我们在跨 文化交际当中经常会遇到的一个问题，而这个问题确实关系 着我们跨文化的一个交流能不能成功的一个绊脚石。跨文化交际语用失误一般是指，使用者在使用正确的语 法结构的句子里，却因为对对方文化和社会价值禁忌等原 因，使用了不合时宜的，不符合接受方的社会约定习俗的语言表达方式。
<Source>^郭海英, 张婷, 2019^
<Concept field>文化人类学

<en>Miscommunication

<Morphosyntax>noun

<Source>^Cambridge Dictionary^

<Lexica>Found in ^Cambridge Dictionary^

<Definition>Failure to communicate ideas or intentions successfully.

<Source>^Cambridge Dictionary^

<Concept field>Cultural anthropology

**

<Subject>管理与公共关系/Management e Relazioni pubbliche / Management & Public relations

<Subfield> 人力资源管理/Gestione delle risorse umane/Human resources management

<**it**>Job posting

<Morphosyntax>noun group, m.

<Source>^Martore, 2002^:122

<Definition>Consiste nell'utilizzare il proprio sito aziendale o una sezione di esso per annunciare la presenza di un posto vacante in azienda. La maggior parte delle principali aziende del mondo creano e gestiscono siti molto efficaci a questo scopo.

<Source>^Martore, 2002^:122

<Concept field>Progettazione del lavoro

<Equivalence it-zh>Tra i termini "job posting" e "工作公告" esiste piena identità con-cettuale.

<Equivalence it-en>Tra i termini "job posting" e "job posting" esiste piena identità con-cettuale.

<**zh**>工作告示

<Morphosyntax>noun group

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>指公告组织内部职位空缺，并要求组织内部合格的员工前来应聘的系统。工作告示系统的目的是：(1)提供组织内员工发展的机会。(2)提供组织所有员工公平升迁的机会。(3)创造开放的工作气氛。(4)使员工有认知组织内薪资结构、工作说明书、工作评核及绩效、升迁、调职等权利。

 <Source>^mall.cnki.net^

<Concept field>工作设计

<**en**>Job posting

<Morphosyntax>noun group

<Source>^Peters, Greer, Youngblood, 1997^:189

<Definition>Internal recruiting source that transmits information about open positions to current employees of the organization. Job posting often results in an applicant pool for which the organization has detailed information regarding applicants' abilities and work performance, thereby providing relatively complete information for selection decisions.

<Source>^Peters, Greer, Youngblood, 1997^:189

<Concept field>Job design

**

<Subject>管理/Management /Management

<Subfield>工作组织/Organizzazione del lavoro/Work Organization

<**it**>Efficienza

<Morphosyntax>f.

<Source>^Treccani^

<Lexica>^Treccani^

<Definition>Capacità di rendimento e di rispondenza ai propri fini. Situazione di massima resa produttiva, e cioè di costi minori possibili, in un complesso industriale o in un'attività commerciale ecc.

<Source>^Treccani^

<Concept field>Organizzazione del lavoro

<Equivalence it-zh>Tra i termini "efficienza" e "效率" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "efficienza" e "efficiency" esiste piena identità concettuale.

<**zh**>效率
<Morphosyntax>noun

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>在单位时间内人所付出的代价，即脑力和体力上的消耗与工作绩效大小的关系。消耗小、绩效大，效率高;反之，消耗大、绩效小，则效率低。任何组织、群体和个人都在追求高效率或以不断提高工作效率为目标。影响工作效率的因素很多，除个体的文化素质、知识技能和客观上的设备、工具及行为环境等一般因素外，还有疲劳。

<Source>^mall.cnki.net^

<Concept field>工作组织

<**en**>Efficiency

<Morphosyntax>noun

<Source>^Business Dictionary^

<Lexica>Found in ^Cambridge Dictionary^

<Definition>The comparison of what is actually produced or performed with what can be achieved with the same consumption of resources (money, labor, time, ecc.). It is an important factor in determination of productivity.

<Source>^Business Dictionary^

<Concept field>Work Organization

**

<Subject>管理/Management/Management

<Subfield>工作组织/Organizzazione del lavoro/Work Organization

<**it**>Produttività

<Morphosyntax>f.

<Source>^Treccani^

<Lexica>^Treccani^

<Definition>Rapporto tra il risultato di un'attività economica e i mezzi impiegati, tra il prodotto e le quantità di uno o più fattori di produzione che hanno concorso a produrlo.

<Source>^Treccani^

<Concept field>Organizzazione del lavoro

<Equivalence it-zh>Tra i termini "produttività" e "生产率" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "produttività" e "productivity" esiste piena identità concettuale.

<**zh**>生产率

<Morphosyntax>noun group

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>指生产过程中产出与所需投入之间的比率，是衡量一个企业经济效益的重要经济指标。生产率依据不同的生产要素可以有不同的计算。如果仅仅计算每单位劳动投入的产出量，则称之为劳动生产率(参见"劳动生产率"条)或单要素生产率;如果计算包括劳动和资本等全部投入的产出量，则称之为综合生产率或全要素生产率。

<Source>^mall.cnki.net^

<Concept field>工作组织

<**en**>Productivity

<Morphosyntax>noun

<Source>^Business Dictionary^
<Lexica>Found in ^Cambridge Dictionary^

<Definition>A measure of the efficiency of a person, machine, factory, system in converting outputs into useful outputs. Productivity is computed by dividing average output per period by the total costs incurred or resources (capital, energy, material, personnel) consumed in that period. Productivity is a critical determinant of cost efficiency.

<Source>^Business Dictionary^
<Concept field>Work Organization

**

<Subject>管理/Management/Management

<Subfield>工作组织/Organizzazione del lavoro/Work Organization

<**it**>Monitoraggio

<Morphosyntax>m.

<Source>^Siza, 2002^

<Lexica>^Treccani^

<Definition>Accertamento e descrizione puntuale e metodica dell'avanzamento di un progetto e nella segnalazione tempestiva di manifeste discrepanze rispetto a quanto pres-tabilito.

<Source>^Masoni, 1997^

<Concept field>Organizzazione del lavoro

<Equivalence it-zh>Tra i termini "monitoraggio" e "监督" esiste piena identità concet-tuale.

<Equivalence it-en>Tra i termini "monitoraggio" e "monitoring" esiste piena identità concettuale.

<**zh**>监督

<Morphosyntax>noun

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>监督的实施，是决策制定和决策实施顺利进行的保证，其主要作用，是通过监察督导，对决策制定和决策实施过程进行指导和控制，防止决策失误和决策执行的中断，并对决策执行中遇到的问题进行及时的疏导，以保证决策目标的顺利实现。监督既是一种重要的管理功能，也是领导行为的一项重要内容。

<Source>^mall.cnki.net^

<Concept field>工作组织

<**en**>Monitoring

<Morphosyntax>noun

<Source>^Business Dictionary^

<Lexica>Found in ^Cambridge Dictionary^

<Definition>Supervising activities in progress to ensure they are on-course ad on-schedule in meeting the objectives and performance targets.

<Source>^Business Dictionary^

<Concept field>Work Organization

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>管理/Management /Management

<**it**>Gestione dei ricavi

<Morphosyntax>noun group, f.

<Source>^Scannerini, Berretta, 2014^:146

<Definition>Processo di business finalizzato alla massimizzazione dei ricavi. È un insieme di metodologie, più o meno sofisticate, che consentono di massimizzare il ricavo dell'azienda in base ai modelli che tengono conto contemporaneamente delle particolarità relative alla capacità produttiva dell'azienda (offerta) e di quelle relative al comportamento differenziato della clientela (domanda). Il *revenue management* si pone l'obiettivo di massimizzare il ricavo sfruttando la possibilità di rivolgersi a clienti con esigenze differenti proponendo diverse tariffe.

<Source>^Scannerini, Berretta, 2014^:146

<Concept field>management

<Equivalence it-zh>Tra i termini "gestione dei ricavi" e "收益管理" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "gestione dei ricavi" e "yield management" esiste piena identità concettuale.

<zh>收益管理

<Morphosyntax>noun

<Source>^刘伟，2017^:181

<Lexica>按 ^词都网^

<Definition>指通过对市场的分析预测，把适当的产品，以适当的价格，在适当的时间，通过最恰当的渠道，卖给适当的客源市场，以实现饭店市场份额和总体收益最大化。
 <Source>^mall.cnki.net^

<Concept field>管理

<en>Yield management

<Morphosyntax>noun group

<Usage label>main term

<Source>^刘伟，2017^:181

<Definition>System for hotel owners to maximise profitability through their senior management in hotels identifying the profitability of market segments, establishing value, setting prices, creating discount and displacement rules for application to the advanced reservations process, and monitoring the effectiveness of these rules and their implementation.
<Source>^Ingold, McMahon-Beattie, Yeoman, 2000^:88

<Concept field>management

<Synonyms>"revenue management" is a synonym of "yield management".

<en>Revenue management

<Morphosyntax>noun group

<Usage label>common

 <Source>^Ingold, McMahon-Beattie, Yeoman, 2000^:85

**

<Subject> 管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>人力资源管理/Gestione delle risorse umane /Human Resources Management

<**it**>Socializzazione organizzativa

<Morphosyntax>noun group, f.

<Source>^Kreitner, Kinicki 2008^:47

<Definition>Processo attraverso cui le persone apprendono valori, le consuetudini e i comportamenti richiesti di un'organizzazione. È un meccanismo fondamentale che le organizzazioni utilizzano per radicare le loro culture tra le persone. La socializzazione organizzativa, quindi, trasforma elementi esterni all'azienda in elementi perfettamente integrati, promuovendo e sostenendo i valori e le convinzioni che stanno alla base dell'organizzazione.

<Source>^Kreitner, Kinicki 2008^:47

<Concept field>management

<Equivalence it-zh>Tra i termini "socializzazione organizzativa" e "组织社会化" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "socializzazione organizzativa" e "Job orientation" esiste piena identità concettuale.

<**zh>**组织社会化

<Morphosyntax>noun group

<Source>^胡冬梅，陈维政 2012^

<Lexica>按 ^词都网^

<Definition>组织社会化是员工对组织的持续不断的适应 过程，在这个过程中个体不断调整自己的态度和行为，以适应组织的价值体系、组织目标和行为规 范。成功的组织社会化能带来员工工作满意、角色清晰、业绩表现好、长期留在组织等效应，而不成 功组织社会化带来员工工作不满意、角色模糊、业绩表现差、旷工、调换工作、离职等结果。

<Source>^王明辉，凌文辁,2006^ , ^王雁飞，朱瑜 2006^

<Concept field>管理

<**en**>Organizational socialization
<Morphosyntax>noun group
<Source>^Business Dictionary^

<Definition>Process through which a new employee learns to adapt to an organizational culture.

<Source>^Business Dictionary^

<Concept field>management

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>人力资源管理/Gestione delle risorse umane /Human Resources Management

<**it**>Destrutturazione del lavoro

<Morphosyntax>noun group, f.

<Source>^Patrone, Piras 2007^:55

<Definition>Tecnica di disgregazione gerarchica del progetto strutturata ad albero in voci di controllo o "pacchetti di lavoro". Essa è orientata alla precisa individuazione e definizione delle componenti fisiche del progetto a vari livelli di gerarchia: ogni livello successivo di gerarchia rappresenta porzioni sempre piccole del lavoro da effettuare.

<Source>^Patrone, Piras 2007^:55

<Concept field>management

<Equivalence it-zh>Tra i termini "destrutturazione del lavoro" e "工作分解结构" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "destrutturazione del lavoro" e "work breakdown structure" esiste piena identità concettuale.

<zh>工作分解结构

<Morphosyntax>noun group

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>定义项目中层次分解和工作的工具。由识别项目中最高层工作开始，这些项目主要类别被分解为更小的部分，直至到达所要求最详细的级别为止，使其更易于操作和管理。编制完整的WBS既确定了项目总目标，又确定了各项单独工作(部分)与整个项目(整体)的关系。

 <Source>^mall.cnki.net^

<Concept field>管理

<en>Work breakdown structure
<Morphosyntax>noun group

<Category>full form

<Usage label>main term

<Source>^Business Dictionary^

<Variant of>WBS

<Definition>Project network-modeling step in which the entire job is graphically subdi-
vided into manageable work elements 8tasks). WBS displays the relationship of each task
to the other tasks, to the whole and the end product (goal or objective). It shows the allo-
cation of responsibility, and identifies resources required and time available, at each stage
for project monitoring and management.

<Source>^Business Dictionary^

<Concept field>management

<en>WBS

<Morphosyntax>noun

<Category>initials

<Source>^Business dictionary^

<Variant of>Work brekdown structure

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public
relations

<Subfield>人力资源管理/Gestione delle risorse umane /Human resourse management

<**it**>Orientamento

<Morphosyntax>noun group, m.

<Source>^Pastore, Vernuccio 2008^:470

<Definition>Nel corso di orientamento per i neoassunti si presentano in modo ufficiale i valori, la mission, la vision e il posizionamento del brand, con un'overview sull'azienda e sulla sua storia.

<Source>^Pastore, Vernuccio 2008^:470

<Concept field>Strumenti gestionali

<Equivalence it-zh>Tra i termini "orientamento" e "取职指导" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "orientamento" e "job orientation" esiste piena identità concettuale.

<**zh**>取职指导

<Morphosyntax>noun group

<Source>^刘伟, 2017^

<Lexica>按 ^词都网^

<Definition>取职指导是新员工岗前培训的重要组成部分。新员工在刚步入单位或岗位时，总会有一种紧张和焦躁不安的感觉。因为对他而言，新单位在很多地方是个充满未知数的"黑箱"。

<Source>^刘伟，2017^

<Concept field>管理工具

<**en**>Job orientation

<Morphosyntax>noun group

<Source>^Business Dictionary^

<Definition>A part of the orientation process in which a new employee is introduced to coworkers, and is given information such as working hours, place of work, performance standards, benefits and facilities, and names of the immediate and other officers.

<Source>^Business Dictionary^

<Concept field>Business management tools

**

<Subject>管理与公共关系/Management e Relazioni pubbliche /Management & Public relations

<Subfield>人力资源管理/Gestione delle risorse umane/Human Resources Management

<**it**>Soddisfazione lavorativa

<Morphosyntax>noun group, f.

<Source>^De Carlo, 2004^:16

<Definition>Sentimento di piacevolezza che deriva dalla percezione che la propria attività è in grado di soddisfare valori personali importanti. Tale definizione rimanda ad una serie di aspetti che la caratterizzano, quali il riconoscimento di uno stato emozionale, positivo o negativo, che lega l'individuo al lavoro e la percezione della sintonia tra attività svolta e i valori soggettivi e personali.

<Source>^De Carlo, 2004^:16

<Concept field>management

<Equivalence it-zh>Tra i termini "soddisfazione lavorativa" e "工作满意度" esiste piena identità concettuale.

<Equivalence it-en> Tra i termini "soddisfazione lavorativa" e "job satisfaction" esiste piena identità concettuale.

<zh>工作满意度

<Morphosyntax>noun group

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>个体对其工作的情感反应、情绪体验和态度。是一种重要的员工态度变量，源自对其从事工作或工作经历的评价。包括对于工作本身、报酬、晋升机会、上司和同事等五个方面的满意度。基于工作是否能够帮助实现个体的价值观、能否满足个体的需要和兴趣而体现为高、低不同的水平。

<Source>^mall.cnki.net^

<Concept field>管理

<en>Job satisfaction

<Morphosyntax>noun group

<Source>^Jex, 2002^:116

<Lexica>Found in ^Cambridge Dictionary^

<Definition>Employee's level of positive affect toward his or her job or job situation. Job satisfaction is an employee's attitude toward his or her job. The cognitive aspect of job satisfaction represents an employee's beliefs about his or her job or job situation: that is, an employee may believe that his or her job is interesting, stimulating, dull or demanding.

<Source>^Jex, 2002^:116

<Concept field>management

**

<Subject>管理与公共关系/Management e Relazioni pubbliche/Management & Public relations

<Subfield>工作组织/Organizzazione del lavoro/Work Organization

<**it**>Gestione strategica

<Morphosyntax>noun group, f.

<Source>^Balestri, 2005^:7

<Definition>Esigenza fondamentale per raggiungere elevati livelli di competitività, in un ambiente in cui il mercato è sempre più globale. Il contesto ambientale in rapida e continua evoluzione non consente alcun tipo di improvvisazione nell'operato d'impresa.

<Source>^Balestri, 2005^:7

<Concept field>management

<Equivalence it-zh>Tra i termini "gestione strategica" e "战略管理" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "gestione strategica" e "knowledge management" esiste piena identità concettuale.

<**zh**>战略管理

<Morphosyntax>noun group

<Source>^郑向敏, 2014^:62

<Lexica>按 ^词都网^

<Definition>从战略经营计划到战略经营控制的高度所实行的综合系统的管理。企业管理分三个层次，即高层管理、中层管理、基层管理。每个层次均有专门的计划、组织、控制系统。同时下层管理要受上层管理的制约。最高层的计划、组织、控制即是战略管理。

<Source>^mall.cnki.net^

<Concept field>管理

<**en**>Strategic management

<Morphosyntax>noun group

<Source>^Business Dictionary^

<Lexica>Found in ^Cambridge Dictionary^

<Definition>The systematic analysis of the factors associated with customers and competitors (the external environment) and the organization itself (the internal environment) to provide the basis for maintaining optimum management practices. The objective of strategic management is to achieve better alignment of corporate policies and strategic priorities.

<Source>^Business Dictionary^

<Concept field>management

**

<Subject>经济学和金融学/Economia e finanza/Economics and finance

<Subfield>经济过程/Processi economici/Economic processes

<**it**>Globalizzazione

<Morphosyntax>f.

<Source>^Treccani^

<Definition>Crescita dell'integrazione tra regioni, società e culture: l'aumento di interdipendenze, scambi e comunicazioni che, nella fase attuale, tendono ad estendersi a tutto il pianeta, mirando a costituire un'unica entità.

<Source>^Tassinari, 2009^

<Concept field>management

<Equivalence it-zh>Tra i termini "globalizzazione" e "全球化" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "globalizzazione" e "globalization" esiste piena identità concettuale.

<**zh**>全球化

<Morphosyntax>noun group

<Source>^词都网^

<Lexica>按 ^词都网^

<Definition>狭义指经济的全球化，主要指各国经济通过跨越国界的贸易、资金流动、技术创新、信息网络和文化交流等活动，在世界范围高度融合和相互依赖的过程;广义指一个由诸多过程构成的巨大而多面的复合体，不仅包括经济的全球化，也涉及全球环境、政治法律、社会文化等诸多内容，主要指世界各国相互依赖日益加深。

<Source>^mall.cnki.net^

<Concept field>经济

<**en**>Globalization

<Morphosyntax>noun

<Source>^Business Dictionary^

<Lexica>Found in ^Cambridge Dictionary^

<Definition>The worldwide movement toward economic, financial, trade, and communications integration. Globalization implies the opening of local and nationalistic perspectives to a broader outlook of an interconnected and interdependent world with free transfer of capital, goods, and services across national frontiers.

<Source>^Business Dictionary^

<Concept field>economics

**

<Subject>经济学和金融学/Economia e finanza/Economics and finance

<Subfield>经济过程/Processi economici/Economic processes

<**it**>Contratto di gestione alberghiera

<Morphosyntax>noun group, m.

<Source>^Alvisi, 2008^

<Definition>Contratto atipico mediante il quale una « catena alberghiera » assume, a fonte di un corrispettivo di natura economica, l'obbligazione di amministrare un albergo, in nome, per conto e a rischio del titolare dello stesso, servendosi normalmente del *know-how* e dei segni distintivi propri, ma attenendosi alle istruzioni del titolare del'albergo.

<Source>^Alvisi, 2008^

<Concept field>Turismo e settore alberghiero

<Equivalence it-zh>Tra i termini "contratto di gestione alberghiera" e "饭店管理合同" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "contratto di gestione alberghiera" e "hotel management contract" esiste piena identità concettuale.

<**zh**>饭店管理合同

<Morphosyntax>noun group

<Source>^mall.cnki.net^

<Definition>指饭店业主与饭店管理公司就委托管理中双方的责任、义务与权利签订的书面协议。饭店管理合同主要会对双方合作期限、管理服务及管理费结构和支付方式、管理方向业主汇报的种类和频次、需业主批准的重大决策、合同终止条款等进行约定。

<Source>^mall.cnki.net^

<Concept field>旅游和酒店业

<en>Hotel management contract

<Morphosyntax>noun group

<Source>^Pizam, 2010^

<Definition>Means by which a hotel operator runs a hotel on behalf of a third party owner in exchange for a fee. It has been explained that a management contract separates the ownership and management of hotel properties. In this arrangement the responsibilities and rewards of owning and operating a hotel are divided in accordance with the contract drawn up between the parties.

<Source>^Pizam, 2010^

<Concept field>Tourism and hotel sector

**

<Subject>管理/Management/Management

<Subfield>酒店管理/Management alberghiero / Hospitality Management

<it>Catena alberghiera

<Morphosyntax>noun group, f.

<Source>^Becheri, Biella 2013^:153

<Definition>Insieme di esercizi appartenenti allo stesso proprietario, sia che si tratti di un singolo individuo che di una società o di un gruppo; gli esercizi possono essere in proprietà o sotto contratto di gestione come avviene, ad esempio, con i contratti di management ed il franchising.

<Source>^ Becheri, Biella 2013^:153

<Concept field>gestione alberghiera

<Equivalence it-zh>Tra i termini "catena alberghiera" e "联号酒店" esiste piena identità concettuale.

<Equivalence it-en>Tra i termini "catena alberghiera" e "hotel chain" esiste piena identità concettuale.

<**zh**>联号酒店

<Morphosyntax>noun group

<Source>^郑向敏, 2014^:28

<Definition>联号酒店指在本国或世界各地以直接或间接形式控制两个以上酒店的经济体，以相同的店名和店标，统一的经营程序，同样的服务标准和管理风格与水准进行联合经营。目前，国际酒店集团数量日益增多，规模日益扩大，实力逐渐增强，在国际旅游市场中占有越来越重要的地位。
<Source>^郑向敏, 2014^:28

<Concept field>酒店管理

<Synonyms>"连锁酒店" 是"联号酒店"的近义。

<zh>连锁酒店

<Morphosyntax>noun group

<Usage label>common

<Source>^郑向敏, 2014^

<**en**>Hotel chain

<Morphosyntax>noun group

<Source>^Ianova, Ivanov, Magnini, 2016^:16

<Definition>Group of hotels, or any accommodations establishments, sharing a common brand and a similar concept, implementing at least one centralized function, in order to reach a better market position and improve the performance of all properties. The hotel chains utilise equity and/or non/equity modes for their growth and operate on local, regional, national and/or international.

<Source>^Ianova, Ivanov, Magnini, 2016^:16

<Concept field>Classification of hotels

**

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<source>Senatori, 2008

<Reference>SENATORI, Iacopo, *Teoria e prassi delle relazioni industriali: letture di diritto delle relazioni industriali*, Milano, Giuffrè Editore, 2008.

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Consultabile online: http://www.treccani.it/

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<source>王文燕，石宝生，张俊枝, 2018

<Reference>王文燕，石宝生，张俊枝 "星级酒店人力资源管理大全" 广东市,广东经济出版社, 2018年.

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<source>Thesaurus Online
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Reference>BECHERI, Emilio; BIELLA, Adriano, *L'intermediazione della filiera del turismo organizzato,* Maggioli Editore, 2013.

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<source> Ivanova, Ivanov, Magnini, 2016

Reference>IVANOVA, Maya; IVANOV, Stanislav; MAGNINI, Vincent P. *The Routledge Handbook of Hotel chain Management* Abingdon, Oxon; New York, Routledge, 2016.

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Quick reference table Italian- English - Chinese

意/英/中参考表

<it> 意大利文	<en> 英文	<zh> 中文	<pīnyīn> 拼音
Adattabilità	Adaptability	适应能力	Shìyīng nénglì
Affiancamento	Coaching	指导	Zhǐdǎo
Allargamento dei compiti	Job enlargement	工作扩大化	Gōngzùo kùodàhuà
Analisi della posizione	Job analysis	工作分析	Gōngzùo fēnxī
Arricchimento dei compiti	Job enrichment	工作丰富化	Gōngzùo fēngfù huà
Assessment center	Assessment center	评价中心	Píngjià zhōngxīn
Audit di comunicazione	Communications audit	审计沟通	Shěnjì gōutōng
Autonomia	Autonomy	自主权	Zìzhǔquán
Behavioral modelling	Behavioral modelling	行为模仿	Xíngwéi mó fǎng
Bisogno di affiliazione	Affiliation need	归属需求	Gūishǔ xūqíu
Carriera	Career	职业生涯	Zhíyè shēngyá

Catena alberghiera	Hotel chain	联号酒店	Liánhào jiǔdiàn
Classificazione alber-ghiera	Hotel rating	酒店等级	Jiǔdiàn děngjí
Competizione basata sul tempo	Time-Based competition	时基竞争	Shí jī jìngzhēng
Comunicazione organiz-zativa	Organizational commu-nication	组织沟通	Zǔzhī gōutōng
Comunicazione proble-matica	Miscommunication	语用失误	Yǔyòng shīwù
Consulenza	Counseling	辅导	Fǔdǎo
Contratto di gestione al-berghiera	Hotel management con-tract	饭店管理合同	Fàndiàn guǎnlǐ hétóng
Cooperazione	Cooperation	合作	Hézùo
Cosmopolitismo	Cosmopolitanism	世界主义	Shìjiè zhǔyì
Cultura organizzativa	Organizational culture	组织文化	Zǔzhī wénhuà
Descrizione della posi-zione	Job description	工作说明	Gōngzùo shūomíng
Destrutturazione del la-voro	Work breakdown struc-ture	工作分解结构	Gōngzùo fēn jiě jiégòu
Direttore generale	General manager	总经理	Zǒngjīnglǐ

Diversity management	Diversity management	多样性管理	Dūoyàngxìng guǎnlǐ
Divisione del lavoro	Job breakdowns	工作分解	Gōngzùo fēnjiě
Efficienza	Efficiency	效率	Xiàolǜ
Employer branding	Employer branding	雇主品牌	Gùzhǔ pǐnpái
Esternalizzazione	Outsourcing	外包	Wàibāo
Facilitazione del team	Team facilitation	团队精神	Tuándùi jīngshén
Flessibilità	Flexibility	灵活性	Línghúoxìng
Formazione sul lavoro	On-the-job training	在职培训	Zàizhí péixùn
Gestione dei ricavi	Yield management	收益管理	Shōuyì guǎnlǐ
Gestione della cono-scenza	Knowledge management	知识管理	Zhīshi guǎnlǐ
Gestione della perfor-mance	Performance manage-ment	绩效管理	Jìxiào guǎnlǐ
Gestione per obiettivi	Management by objec-tives	目标管理	Mùbiāo guǎnlǐ
Gestione strategica	Strategic management	战略管理	Zhànluè guǎnlǐ
Globalizzazione	Globalization	全球化	Quánqíuhuà
Goal commitment	Goal commitment	目标承诺	Mùbiāo chéngnùo

Impegno verso l'organizzazione	Organizational commitment	组织承诺	Zǔzhī chéngnùo
Implementazione del cambiamento	Change management	变更管理	Biàngēng guǎnlǐ
Imprenditorialità	Entrepreneurship	企业家精神	Qǐyèjiā jīngshén
Indicatori di performance	Performance indicators	绩效指标	Jìxiào zhǐbiāo
Industria alberghiera	Hospitality industry	酒店业	Jiǔdiànyè
Insourcing	Insourcing	内包	Nèibāo
Intelligenza culturale	Cultural Intelligence	文化智力	Wénhuà zhìlì
Internazionalizzazione	Internationalization	国际化	Gúojìhuà
Job posting	Job posting	工作告示	Gōngzùo gàoshì
Lavoratori della conoscenza	Knowledge worker	知识工作者	Zhīshi gōngzuòzhě
Mercato esterno	External market	外部劳动力市场	Wàibù láodònglì shìchǎng
Mercato interno	Internal market	内部劳动力市场	Nèibù láodòng lì shì chǎng
Metodo dell'incidente critico	Critical Incident Technique	关键事件技术	Guānjiàn shìjiàn jìshù
Monitoraggio	Monitoring	监督	Jiāndū
Motivazione	Motivation	动机	Dòngjī

Occupabilità	Employability	就业能力	Jìuyè nénglì
Organizzazione 'auto progettante'	Self-Designing Organization	自组织	Zì zǔzhī
Organizzazione di apprendimento	Organization Learning	学习型组织	Xuéxí xíng zǔzhī
Orientamento	Job orientation	取职指导	Qǔzhí zhǐdǎo
Person specification	Person specification	人才规格	Réncái gūigé
Pianificazione del personale	Staffing	人员配置	Rényuán pèizhì
Pianificazione delle risorse aziendali	Enterprise Resourse Planning	人力资源规划	Rénlìzīyuán gūihuá
Posizionamento	Positioning	定位	Dìngwèi
Produttività	Productivity	生产率	Shēngchǎnlù
Relazioni industriali	Labor relations	劳动关系	Láodòng guānxì
Requisiti della posizione	Job specification	工作要求细则	Gōngzùo yāoqíu xìzé
Responsabilità	Responsibility	员工参与	Yuángōng cānyǔ
Responsabilizzazione	Empowerment	增权	Zēng quán
Riscontro	Feedback	反馈	Fǎnkùi
Ruolo	Job	位置	Wèizhì

Sensibilità interpersonale	Interpersonal sensivity	人际关系敏感	Rénjìguānxì mǐngǎn
Socializzazione	Socialization	社会化	Shèhùihuà
Socializzazione organiz-zativa	Organizational socializa-tion	组织社会化	Zǔzhī shèhùihuà
Soddisfazione lavorativa	Job satisfaction	工作满意度	Gōngzuò mǎnyì dù
Specializzazione orizzon-tale	Job specialization	工作专业化	Gōngzuò zhuānyèhuà
Struttura organizzativa	Organizational structure	组织结构	Zǔzhī jiégòu
Bisogno di successo	Achievement need	成就动机	Chéngjiù dòngjī
Tasso di rigiro del perso-nale	Employee turnover rate	人员流动	Rényuán líudòng
Transculturazione	Cross-cultural	跨文化	Kuà wénhuà
Tutoraggio	Mentoring	师徒制	Shītú zhì
Valutazione 360 gradi	360-degree appraisal	360 度反馈	360 dù fǎnkùi
Valutazione della posi-zione	Job evaluation	工作评估	Gōngzuò pínggū
Valutazione delle presta-zioni	Performance appraisal	绩效考核	Jìxiào kǎohé
Varietà	Skill Variety	技能多样性	Jìnéng dūoyàngxìng

Quick reference table English - Italian - Chinese

英/意/中参考表

<en> 英文	<it> 意大利文	<zh> 中文	<pīnyīn> 拼音
360-degree appraisal	Valutazione 360 gradi	360 度反馈	360 dù fǎnkùi
Achievement need	Bisogno di successo	成就动机	Chéngjìu dòngjī
Adaptability	Adattabilità	适应能力	Shìyīng nénglì
Affiliation need	Bisogno di affiliazione	归属需求	Gūishǔ xūqíu
Assessment center	Assessment center	评价中心	Píngjià zhōngxīn
Autonomy	Autonomia	自主权	Zìzhǔquán
Behavioral modelling	Behavioral modelling	行为模仿	Xíngwéi mó fǎng
Career	Carriera	职业生涯	Zhíyè shēngyá
Change management	Implementazione del cambiamento	变更管理	Biàngēng guǎnlǐ
Coaching	Affiancamento	指导	Zhǐdǎo

Communications audit	Audit di comunicazione	审计沟通	Shěnjì gōutōng
Cooperation	Cooperazione	合作	Hézùo
Cosmopolitanism	Cosmopolitismo	世界主义	Shìjiè zhǔyì
Counseling	Consulenza	辅导	Fǔdǎo
Critical Incident Technique	Metodo dell'incidente critico	关键事件技术	Guānjiàn shìjiàn jìshù
Cross-cultural	Transculturazione	跨文化	Kuà wénhuà
Cultural Intelligence	Intelligenza culturale	文化智力	Wénhuà zhìlì
Diversity management	Diversity management	多样性管理	Dūoyàngxìng guǎnlǐ
Efficiency	Efficienza	效率	Xiàolǜ
Employability	Occupabilità	就业能力	Jìuyè nénglì
Employee turnover rate	Tasso di rigiro del personale	人员流动	Rényuán líudòng
Employer branding	Employer branding	雇主品牌	Gùzhǔ pǐnpái
Empowerment	Responsabilizzazione	增权	Zēng quán
Enterprise Resourse Planning	Pianificazione delle risorse aziendali	人力资源规划	Rénlìzīyuán gūihuá

Entrepreneurship	Imprenditorialità	企业家精神	Qǐyèjiā jīngshén
External market	Mercato esterno	外部劳动力市场	Wàibù láodònglì shìchǎng
Feedback	Riscontro	反馈	Fǎnkùi
Flexibility	Flessibilità	灵活性	Línghúoxìng
General manager	Direttore generale	总经理	Zǒngjīnglǐ
Globalization	Globalizzazione	全球化	Quánqíuhuà
Goal commitment	Goal commitment	目标承诺	Mùbiāo chéngnùo
Hospitality industry	Industria alberghiera	酒店业	Jǐudiànyè
Hotel chain	Catena alberghiera	联号酒店	Liánhào jǐudiàn
Hotel management contract	Contratto di gestione alberghiera	饭店管理合同	Fàndiàn guǎnlǐ hétóng
Hotel rating	Classificazione alberghiera	酒店等级	Jǐudiàn děngjí
Insourcing	Insourcing	内包	Nèibāo
Internal market	Mercato interno	内部劳动力市场	Nèibù láodòng lì shì chǎng
Internationalization	Internazionalizzazione	国际化	Gúojìhuà
Interpersonal sensivity	Sensibilità interpersonale	人际关系敏感	Rénjìguānxì mǐngǎn

Job	Ruolo	位置	Wèizhì
Job analysis	Analisi della posizione	工作分析	Gōngzùo fēnxī
Job breakdowns	Divisione del lavoro	工作分解	Gōngzùo fēnjiě
Job description	Descrizione della posizione	工作说明	Gōngzùo shūomíng
Job enlargement	Allargamento dei compiti	工作扩大化	Gōngzùo kùodàhuà
Job enrichment	Arricchimento dei compiti	工作丰富化	Gōngzùo fēngfù huà
Job evaluation	Valutazione della posizione	工作评估	Gōngzùo pínggū
Job orientation	Orientamento	取职指导	Qǔzhí zhǐdǎo
Job posting	Job posting	工作告示	Gōngzùo gàoshì
Job satisfaction	Soddisfazione lavorativa	工作满意度	Gōngzùo mǎnyì dù
Job specialization	Specializzazione orizzontale	工作专业化	Gōngzùo zhuānyèhuà
Job specification	Requisiti della posizione	工作要求细则	Gōngzùo yāoqíu xìzé
Knowledge management	Gestione della conoscenza	知识管理	Zhīshi guǎnlǐ
Knowledge worker	Lavoratori della conoscenza	知识工作者	Zhīshi gōngzuòzhě

Labor relations	Relazioni industriali	劳动关系	Láodòng guānxì
Management by objectives	Gestione per obiettivi	目标管理	Mùbiāo guǎnlǐ
Mentoring	Tutoraggio	师徒制	Shītú zhì
Miscommunication	Comunicazione problematica	语用失误	Yǔyòng shīwù
Monitoring	Monitoraggio	监督	Jiāndū
Motivation	Motivazione	动机	Dòngjī
On-the-job training	Formazione sul lavoro	在职培训	Zàizhí péixùn
Organization Learning	Organizzazione di apprendimento	学习型组织	Xuéxí xíng zǔzhī
Organizational commitment	Impegno verso l'organizzazione	组织承诺	Zǔzhī chéngnùo
Organizational communication	Comunicazione organizzativa	组织沟通	Zǔzhī gōutōng
Organizational culture	Cultura organizzativa	组织文化	Zǔzhī wénhuà
Organizational socialization	Socializzazione organizzativa	组织社会化	Zǔzhī shèhùihuà
Organizational structure	Struttura organizzativa	组织结构	Zǔzhī jiégòu
Outsourcing	Esternalizzazione	外包	Wàibāo
Performance appraisal	Valutazione delle prestazioni	绩效考核	Jìxiào kǎohé

Performance indicators	Indicatori di performance	绩效指标	Jìxiào zhǐbiāo
Performance management	Gestione della performance	绩效管理	Jìxiào guǎnlǐ
Person specification	Person specification	人才规格	Réncái gūigé
Positioning	Posizionamento	定位	Dìngwèi
Productivity	Produttività	生产率	Shēngchǎnlǜ
Responsibility	Responsabilità	员工参与	Yuángōng cānyǔ
Self-Designing Organization	Organizzazione 'auto progettante'	自组织	Zì zǔzhī
Skill Variety	Varietà	技能多样性	Jìnéng dūoyàngxìng
Socialization	Socializzazione	社会化	Shèhùihuà
Staffing	Pianificazione del personale	人员配置	Rényuán pèizhì
Strategic management	Gestione strategica	战略管理	Zhànluè guǎnlǐ
Team facilitation	Facilitazione del team	团队精神	Tuánduì jīngshén
Time-Based competition	Competizione basata sul tempo	时基竞争	Shí jī jìngzhēng
Work breakdown structure	Destrutturazione del lavoro	工作分解结构	Gōngzùo fēn jiě jiégòu
Yield management	Gestione dei ricavi	收益管理	Shōuyì guǎnlǐ

Quick reference table Chinese - English - Italian

中/英/意参考表

<pīnyīn> 拼音	<zh> 中文	<en> 英文	<it> 意大利文
360 dù fǎnkùi	360度反馈	360-degree appraisal	Valutazione 360 grad
Biàngēng guǎnlǐ	变更管理	Change management	Implementazione del cambiamento
Chéngjiù dòngjī	成就动机	Achievement need	Bisogno di successo
Dìngwèi	定位	Positioning	Posizionamento
Dòngjī	动机	Motivation	Motivazione
Dūoyàngxìng guǎnlǐ	多样性管理	Diversity management	Diversity management
Fàndiàn guǎnlǐ hétóng	饭店管理合同	Hotel management contract	Contratto di gestione alberghiera
Fǎnkùi	反馈	Feedback	Riscontro
Fǔdǎo	辅导	Counseling	Consulenza
Gōngzùo fēn jiě jiégòu	工作分解结构	Work breakdown structure	Destrutturazione del lavoro
Gōngzùo fēngfù huà	工作丰富化	Job enrichment	Arricchimento dei compiti

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Gōngzuò fēnjiě	工作分解	Job breakdowns	Divisione del lavoro
Gōngzuò fēnxī	工作分析	Job analysis	Analisi della posizione
Gōngzuò gàoshì	工作告示	Job posting	Job posting
Gōngzuò kùodàhuà	工作扩大化	Job enlargement	Allargamento dei compiti
Gōngzuò mǎnyì dù	工作满意度	Job satisfaction	Soddisfazione lavorativa
Gōngzuò pínggū	工作评估	Job evaluation	Valutazione della posizione
Gōngzuò shūomíng	工作说明	Job description	Descrizione della posizione
Gōngzuò yāoqíu xìzé	工作要求细则	Job specification	Requisiti della posizione
Gōngzuò zhuānyèhuà	工作专业化	Job specialization	Specializzazione orizzontale
Guānjiàn shìjiàn jìshù	关键事件技术	Critical Incident Technique	Metodo dell'incidente critico
Gūishǔ xūqíu	归属需求	Affiliation need	Bisogno di affiliazione
Gúojìhuà	国际化	Internationalization	Internazionalizzazione
Gùzhǔ pǐnpái	雇主品牌	Employer branding	Employer branding

Hézuò	合作	Cooperation	Cooperazione
Jiāndū	监督	Monitoring	Monitoraggio
Jìnéng dūoyàngxìng	技能多样性	Skill Variety	Varietà
Jiǔdiàn děngjí	酒店等级	Hotel rating	Classificazione alberghiera
Jiǔdiànyè	酒店业	Hospitality industry	Industria alberghiera
Jiùyè nénglì	就业能力	Employability	Occupabilità
Jìxiào guǎnlǐ	绩效管理	Performance management	Gestione della performance
Jìxiào kǎohé	绩效考核	Performance appraisal	Valutazione delle prestazioni
Jìxiào zhǐbiāo	绩效指标	Performance indicators	Indicatori di performance
Kuà wénhuà	跨文化	Cross-cultural	Transculturazione
Láodòng guānxì	劳动关系	Labor relations	Relazioni industriali
Liánhào jiǔdiàn	联号酒店	Hotel chain	Catena alberghiera
Línghúoxìng	灵活性	Flexibility	Flessibilità
Mùbiāo chéngnùo	目标承诺	Goal commitment	Goal commitment
Mùbiāo guǎnlǐ	目标管理	Management by objectives	Gestione per obiettivi

Nèibāo	内包	Insourcing	Insourcing
Nèibù láodòng lì shì chǎng	内部劳动力市场	Internal market	Mercato interno
Píngjià zhōngxīn	评价中心	Assessment center	Assessment center
Qǐyèjiā jīngshén	企业家精神	Entrepreneurship	Imprenditorialità
Quánqíuhuà	全球化	Globalization	Globalizzazione
Qǔzhí zhǐdǎo	取职指导	Job orientation	Orientamento
Réncái gūigé	人才规格	Person specification	Person specification
Rénjìguānxì mǐngǎn	人际关系敏感	Interpersonal sensivity	Sensibilità interpersonale
Rénlìzīyuán gūihuá	人力资源规划	Enterprise Resourse Planning	Pianificazione delle risorse aziendali
Rényuán líudòng	人员流动	Employee turnover rate	Tasso di rigiro del personale
Rényuán pèizhì	人员配置	Staffing	Pianificazione del personale
Shèhùihuà	社会化	Socialization	Socializzazione
Shēngchǎnlǜ	生产率	Productivity	Produttività
Shěnjì gōutōng	审计沟通	Communications audit	Audit di comunicazione

Shí jī jìngzhēng	时基竞争	Time-Based competition	Competizione basata sul tempo
Shìjiè zhǔyì	世界主义	Cosmopolitanism	Cosmopolitismo
Shītú zhì	师徒制	Mentoring	Tutoraggio
Shìyīng nénglì	适应能力	Adaptability	Adattabilità
Shōuyì guǎnlǐ	收益管理	Yield management	Gestione dei ricavi
Tuánduì jīngshén	团队精神	Team facilitation	Facilitazione del team
Wàibāo	外包	Outsourcing	Esternalizzazione
Wàibù láodònglì shìchǎng	外部劳动力市场	External market	Mercato esterno
Wèizhì	位置	Job	Ruolo
Wénhuà zhìlì	文化智力	Cultural Intelligence	Intelligenza culturale
Xiàolǜ	效率	Efficiency	Efficienza
Xíngwéi mó fǎng	行为模仿	Behavioral modelling	Behavioral modelling
Xuéxí xíng zǔzhī	学习型组织	Organization Learning	Organizzazione di apprendimento
Yuángōng cānyǔ	员工参与	Responsibility	Responsabilità
Yǔyòng shīwù	语用失误	Miscommunication	Comunicazione problematica

Zàizhí péixùn	在职培训	On-the-job training	Formazione sul lavoro
Zēng quán	增权	Empowerment	Responsabilizzazione
Zhànluè guǎnlǐ	战略管理	Strategic management	Gestione strategica
Zhǐdǎo	指导	Coaching	Affiancamento
Zhīshi gōngzuòzhě	知识工作者	Knowledge worker	Lavoratori della conoscenza
Zhīshi guǎnlǐ	知识管理	Knowledge management	Gestione della conoscenza
Zhíyè shēngyá	职业生涯	Career	Carriera
Zì zǔzhī	自组织	Self-Designing Organization	Organizzazione 'auto progettante'
Zìzhǔquán	自主权	Autonomy	Autonomia
Zǒngjīnglǐ	总经理	General manager	Direttore generale
Zǔzhī chéngnùo	组织承诺	Organizational commitment	Impegno verso l'organizzazione
Zǔzhī gōutōng	组织沟通	Organizational communication	Comunicazione organizzativa
Zǔzhī jiégòu	组织结构	Organizational structure	Struttura organizzativa
Zǔzhī shèhùihuà	组织社会化	Organizational socialization	Socializzazione organizzativa
Zǔzhī wénhuà	组织文化	Organizational culture	Cultura organizzativa

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