**Case Study 1**

Lucian Vasilescu is an Argentine businessman who is in charge of a medium-sized construction company in Bucharest. Chan Lee is a Chinese entrepreneur and investor and is being introduced by a friend to Lucian. After several days of discussion about a joint project in Buenos Aires, Chan returned to China.

Lucian is eager to start the new project. He asked though email and phone calls about signing the contract to make the final confirmation. Chan told Lucian that he had planned a family visit to Buenos Aires. Although Lucian is confused, he still managed a good reception for Chan’s family.

After Chan’s back in China, Lucian asked about the contract. Chan replied that if the parties agree on the joint effort and their individual responsibilities, there is no need for a contract at this point. Lucian felt that Chan didn’t want the project as he said.

Just as Lucian is about to reallocate resources, Chan called Lucian that his cousin was on his way to Buenos Aires and supervised the project to finish in 6 months. Lucian protested this deadline, however, Chan said he believed in his cousin and he could be a good boss to push the project.

Lucian is frustrated and blamed Chan for the lack of communication. Chan is equally frustrated and thinks Lucian may not be the right partner to start an international project.

1. How many conflicts can you find between Lucian and Chan?
2. Can you use Hofstede’s research to explain why the conflict may generate?
3. Can you give them advice to solve the problem?