
Brief Contents



List of Tables and Figures	xv
Preface	xvii
Acknowledgments	xx
PART I. MANAGEMENT AND CULTURE	I
1. Introduction: The Challenging Role of the Global Manager	2
2. Describing Culture: What It Is and Where It Comes From	21
3. Comparing Cultures: Systematically Describing Cultural Differences	42
4. How Culture Works: Fundamentals of Cross-Cultural Interaction	67
PART II. ROLES OF THE GLOBAL MANAGER	87
5. The Manager as Decision Maker: Cross-Cultural Dimensions of Decision Making	88
6. The Manager as Negotiator: Communicating and Negotiating Across Cultures	112
7. The Manager as Leader: Motivation and Leadership Across Cultures	139

PART III. GLOBAL MANAGEMENT CHALLENGES	161
8. The Challenge of Multicultural Work Groups and Teams	162
9. The Challenge of International Organizations: Structure and Culture	183
10. The Challenge of International Assignments	205
11. The Challenge of Managing Across Cultures in the Future	228
 References	 245
Name Index	296
Subject Index	312
About the Authors	322

Detailed Contents



List of Tables and Figures	xv
Preface	xvii
Acknowledgments	xx
 PART I. MANAGEMENT AND CULTURE	 I
I. Introduction: The Challenging Role of the Global Manager	2
Globalization	3
Growing Economic Interconnectedness	3
More Complex and Dynamic Work Environment	4
Increased Use and Sophistication of Information Technology	6
More and Different Players on the Global Stage	7
Environment of Global Management	8
What Global Managers Do	9
How Global Managers Carry	
Out Their Role: Sources of Guidance	10
Organizational Context, Culture, and Managerial Roles	10
Evaluating Cross-Cultural Management Studies	11
Limitations in Present Management Studies	12
Types of International Management Research	13
Domestic Research	13
Replication Research	13
Indigenous Research	14
Comparative Research	15
International Research	15
Intercultural Research	15
Methodological Issues in Cross-Cultural Research	16
Equivalence	16
Sampling	17
Data Collection	18
Critiques of International and Cross-Cultural Research	19

Questionable Theoretical Base	19
Parochialism	19
Samples That Assume Country Homogeneity	19
Lack of Relevance	19
Reliance on a Single Method	19
Bias Toward Studying Large Companies	19
Reliance on a Single Organizational Level	19
Limited to a Small Number of Locations	19
Summary	20
Questions for Discussion	20
 2. Describing Culture: What It Is and Where It Comes From	 21
Features of Culture	22
Culture Is Shared	23
Culture Is Learned	23
Culture Is Systematic and Organized	24
Culture: A Working Definition	24
Why Cultures Differ and Persist	25
Survival (and the Emergence of Social Institutions)	26
Language	27
Religion (and Ideology)	28
Other Factors	29
Debates Surrounding the Concept of Culture	30
National Culture	30
Convergence, Divergence, or Equilibrium	31
Organizational Versus National Culture	35
Acculturation and Biculturalism	37
Culture and Social Groups	38
In-Group Bias and Prejudice	39
Ethnocentrism	39
Summary	40
Questions for Discussion	41
 3. Comparing Cultures: Systematically Describing Cultural Differences	 42
Kluckhohn and Strodtbeck Framework	43
Hofstede's Study	44
Long-Term Orientation	45
Indulgence Versus Restraint	48
Schwartz Value Survey	48
Trompenaars's Dimensions	49
The GLOBE Study	52

Individualism and Collectivism	53
Tightness and Complexity	56
Vertical and Horizontal Dimensions	58
Social Axioms	59
Culture as Sources of Guidance	60
Cultural Distance	62
Limitations of Country Culture Research	63
Use of the Frameworks	64
Summary	66
Questions for Discussion	66

4. How Culture Works: Fundamentals of Cross-Cultural Interaction **67**

Social Cognition	68
Cultural Schemas	69
Cultural Identity	70
Cultural Scripts and Norms	71
Selective Perception	73
Perceived Similarity and Attraction	74
Stereotypic Expectations	75
National Stereotypes	75
Resistance to New Information	76
Stereotype Complexity and Evaluation	76
Social Dominance	77
Differential Attributions	78
Inconclusive Information	78
Attribution Error	79
Cultural Differences in Attribution Bias	80
Cross-Cultural Interaction Model	80
Self-Schemas and Motivation	83
Summary	85
Questions for Discussion	85

PART II. ROLES OF THE GLOBAL MANAGER **87**

5. The Manager as Decision Maker: Cross-Cultural Dimensions of Decision Making **88**

Rational Decision Making	89
Cultural Differences in the Optimization Model	90
Limits to Rationality	92
Cultural Constraints on Rationality	93
Heuristics	93

Availability	94
Representativeness	94
Anchoring and Adjustment	96
Motivational Biases in Decision Making	97
Selection and Reward Allocation Decisions	98
Ethical Dilemmas in Decision Making	102
Moral Philosophies	102
Consequential Models	103
Deontological or Rule-Based Models	103
Cultural Relativism	106
Cognitive Moral Development	107
Summary	110
Questions for Discussion	111

6. The Manager as Negotiator:

Communicating and Negotiating Across Cultures	112
Cross-Cultural Communication Process	112
Language	115
Communication Styles	117
Explicit Versus Implicit Communication	117
Direct Versus Indirect Communication	118
Silence and Verbal Overkill	119
Use of Praise	120
Other Language Considerations	120
Slang and Jargon	121
Euphemisms	122
Idioms	122
Proverbs and Maxims	123
Language Pragmatics	123
Language Accommodation	123
Stylistic Accommodation	124
Language Fluency	125
Nonverbal Communication	125
Tone of Voice	126
Proxemics	126
Body Position and Gestures	128
Facial Expression	129
Eye Contact (Gaze)	130
Negotiation and Conflict Resolution Across Cultures	131
Descriptions: Negotiation Process and Behavior	132
Cultural Dimensions and Negotiation	134
Holistic Approaches to Negotiation	136
Summary	137
Questions for Discussion	138

7. The Manager as Leader:	
Motivation and Leadership Across Cultures	139
Motivation Across Cultures	139
Content Theories	140
Process Theories	140
Equity Theory	141
Expectancy Theory	142
Goal Setting	142
Meaning of Work	143
Designing Motivating Jobs	144
Leadership	147
Western Leadership Theory	148
Trait Theories	148
Behavioral Theories	148
Contingency Theories	149
Implicit Theories	150
Project GLOBE	151
Non-Western Theories of Leadership	152
Performance–Maintenance Theory	152
Leadership in the Arab World	153
Paternalism	154
Integrated Cross-Cultural Model of Leadership	156
Implications for the Practice of Leadership	157
Universal Leadership Functions	157
Culture-Specific Leader Behaviors	158
Situational Moderators	158
Summary	159
Questions for Discussion	159

PART III. GLOBAL MANAGEMENT CHALLENGES **161**

8. The Challenge of Multicultural Work	
Groups and Teams	162
Work Groups	163
Work Group Effectiveness	163
External Conditions	165
Group Member Resources	165
Group Structure	166
Group Processes	167
Group Processes Over Time	167
Group Task	168
Group Composition	169

Culture's Influence on Work Groups	170
Cultural Norms	171
Cultural Diversity	171
Relative Cultural Distance	172
Culture's Effect in Different Group Structures and Tasks	173
Global Virtual Teams	175
Communication	175
Relationship Building and Conflict Management	176
Task Management	176
Organizational Context and Culturally Diverse Work Groups	177
Management Support	177
Group-Level Rewards	178
Work Group Status	178
Training	179
Self-Management	179
Managing Multicultural Work Groups	180
Work Group Task and Structure	180
Broad Evaluation Criteria	181
Composition and Task Requirements	181
Common Purpose	181
Summary	182
Questions for Discussion	182

9. The Challenge of International Organizations: Structure and Culture	183
Organizations	184
Organizational Designs	184
Explaining Organizational Structure	186
Deterministic Theory	186
Contingency Theory	187
Ecological Theories	188
Institutional Theory	188
Culture and Organizational Structure	189
Culture-Free Perspective	189
Structural Variation Across Cultures	190
Informal Organization	194
Organizing in Multinational Organizations	195
Multinational Structures	195
International Collaborative Alliances	196
International Mergers and Acquisitions	197
MNO Subsidiary Structure	199
Relationship of the MNO to Its Members	200
Managerial Roles in MNOs	200
Cultural Differences in the Psychological Contract	202

Summary	204
Questions for Discussion	204
10. The Challenge of International Assignments	205
The Role of Expatriates	206
Individual Staffing Decisions	207
Selection of Managers for Overseas Assignments	207
Decision to Accept an Overseas Assignment	208
Definitions of Success	209
Turnover	209
Adjustment	209
Task Performance	212
Adjustment-Performance Relationship	212
Factors Affecting Expatriate Success	213
Individual Factors	213
Demographics	214
Foreign Language Ability and Previous	
International Experience	215
Nationality of Expatriates	216
Gender of Expatriates	216
Job and Organizational Factors	218
Expatriate Job Characteristics	218
Job Level	219
Expatriate Training	219
Environmental Factors	221
Cultural Novelty	222
Social Support	222
Repatriation	222
Outcomes of Overseas Assignments and Global Careers	223
Summary	226
Questions for Discussion	227
11. The Challenge of Managing	
 Across Cultures in the Future	228
The Changing Environment of Business	228
Uneven Development	229
Influence of Transition Economies	230
Information and Communication Technology	233
Pressure on the Natural Environment	234
The Adaptation of Organizations and People	235
The MNO Context	236
The Future of the Organization of Work	238

The Development of Global Managers	240
International Management Careers	241
Cross-Cultural Skills and Abilities	241
Biculturals	242
Summary	243
Questions for Discussion	244
 References	 245
 Name Index	 296
 Subject Index	 312
 About the Authors	 322