

Table of Contents

Chapter 1 Developing global consciousness: Competitiveness and culture

cases and exercises:

- | | | |
|---|--|----|
| 1 | <i>Robert Kohls</i>
A way of getting at American values
exercise | 1 |
| 2 | <i>Robert Kohls</i>
“As if...” exercise
exercise | 5 |
| 3 | <i>Roger E. Axtell</i>
Cultural Stereotypes
exercise | 7 |
| 4 | <i>Peter Dorfman</i>
Dimensions of national culture and
effective leadership patterns:
Hofstede revisited
exercise | 10 |
| 5 | <i>Heidi Vernon-Wortzel</i>
Alcot Sato Machine Tool Company
(Japan, Germany and Russia)
case | 16 |

readings:

<i>Geert Hofstede</i>	21
Cultural constraints in management theories	
<i>Lawrence G. Franko</i>	28
Global corporate competition: Is the large American firm an endangered species?	
<i>Adaptation from Michael Porter</i>	40
Summary of the theory of competitive advantage	

Chapter 2

Cross-cultural awareness and sensitivity

cases and exercises:

6	<i>Dorothy Marcic</i>	45
	Chinese, Indian, and American values exercise	
7	<i>Bill Van Buskirk</i>	48
	Understanding Japan: A series of exercises exercise	
8	<i>David S. Hoop and Paul Ventura</i>	54
	The East-West game (Emperor's pot) exercise	
9	<i>Henry Holmes and Stephen Guild</i>	61
	Critical incidents in cross-cultural understanding exercise	
10	<i>Arthur Whately</i>	65
	An exercise in international negotiations exercise	
11	<i>Agnes Syu</i>	69
	Lao Bao's (China) case	
12	<i>Agnes Syu</i>	71
	Duo Tsai Paint Company (China) case	

13	<i>Arthur Whately</i> International negotiations case: When cultures collide (Switzerland) case	73
----	--	----

readings

	<i>Arthur Whately</i> Insights into international negotiations	75
	<i>Agnes Syu</i> A linkage between Confucianism and the Chinese family firm in the Republic of China	78
	<i>John Hill and Ronald Dulek</i> A Miss Manners guide to doing business in Europe	84

Chapter 3 Ethics

cases and exercises

14	<i>Dorothy Marcic</i> Bribery in international business exercise	93
15	<i>Lynne M. H. Rosansky and Kara Stull</i> Chicago Medical Supplies Corporation: Explaining sales in India case	97
16	<i>Paul N. Keaton and Patricia A. Watson-Kuentz</i> A different situation: Maintaining sales in Japan case	102
17	<i>Norman E. Bowie and Stephanie A. Lenury</i> H.B. Fuller in Honduras: Street children and substance abuse – when there is no answer but “no” case	105

Readings

- David Vogel* 118
The globalization of business ethics:
Why America remains distinctive
- O. Ronald Gray* 125
The Foreign Corrupt Practices Act:
Revisited and amended

Chapter 4 Human resource management

cases and exercises

- 18 *Gail Ellement, Martha Maznevski and Henry W. Lane* 135
Ellen Moore in Bahrain
case
- 19 *John E. Oliver and Julia T. Connell* 147
Comrade's dilemma: From communism to free enterprise
exercise
- 20 *Sheila M. Puffer and Oleg S. Vikhanski* 151
Management education and employee training
at Moscow McDonald's
case
- 21 *Paula M. Caligiuri* 159
The International Orientation Scale
exercise and case

readings

- Daniel C. Feldman and Holly B. Tompson* 168
Entry shock, culture shock:
Socializing the new breed of global managers
- Ranae M. Hyer* 178
Executive compensation in the international arena:
Back to the basics

Chapter 5

Managing a diverse workforce

cases and exercises

- 22 *Rae Andre* 191
Northern Industries (United States)
case
- 23 *Dorothy Marcic* 193
Women in management around the world
exercise
- 24 *Sheila M. Puffer and Anatoly V. Zhuplev* 196
Valentina on the verge:
A case of a Russian woman's career choice
case

Readings

- Sheila M. Puffer* 202
Women managers in the former USSR:
A case of "too much equality"?
- Mariann Jelinek and Nancy J. Adler* 215
Women: World-class managers for global competition

Chapter 6

Multinational parent-subsidiary and joint venture relationships

cases and exercises

- 25 *Dorothy Marcic* 227
Getting along with parents: A look at subsidiary relations
exercise
- 26 *Allan Bird et al* 229
Rough times at Nomura (Japan)
case
- 27 *Tarek Hatem and Maged Ayoub* 237
Misr Acrylic and American Standard (Egypt)
case

- 28 *Jone Pearce and Michal Čákr* 241
Ferox manufactured products (Czech Republic)
case

Readings

- Jim Hamill and Graham Hunt* 255
Joint ventures in Hungary:
Key success factors (includes three case studies)

- Richard G. Linowes* 274
The Japanese manager's traumatic entry
into the United States:
Understanding the American-Japanese cultural divide

Chapter 7 Strategy

cases and exercises

- 29 *Richard David Ramsey* 287
Saab-Scania's niche strategy:
International management
in the American automotive environment (Sweden)
case
- 30 *S.B. Prasad, Ellsworth Holden and Michael Heng* 294
Formulating a strategy
for a merchandising firm in Malaysia
case
- 31 *Alan Bauerschmidt and Daniel Sullivan* 301
KNP, N.V. (Holland)
case
- 32 *Dorothy Marcic* 311
Critical incidents in international strategy
exercise

Readings

- David Lei and John W. Slocum, Jr.* 314
Global strategy, competence-building,
and strategic alliances

Chapter 8
Financial and political risk

cases and exercises

- 33 *Dorothy Marcic* 333
The wave that shook the world:
An exercise in global interdependency
exercise
- 34 *Claudia Harris* 335
Textiles in the Sudan:
Financial and political problems
faced by developing nations
case
- 35 *Stephan J. Porth* 344
GOMEF: A manager's day
in a developing country (Dominican Republic)
case
- 36 *Gary A. Lombardo* 353
Belco Petroleum (Peru)
case
- 37 *Steven K. Paulson* 355
Hondo River Enterprises (Belize)
case

Readings

- Benjamin Weiner* 358
What executives should know about political risk
- Mark McCarthy, Martha Pointer,
David Ricks, and Robert Rolfe* 364
Managers' views on potential investment opportunities
- Alan Reynolds*
Competitiveness and the "global capital shortage" 371

Chapter 9

European and North American integration

cases and exercises

- 38 *Franz T. Lohrke, James Combs,
and Gary J. Castrogiovanni* 379
Cadbury Schweppes, PLC (UK)
case
- 39 *J. Michael Geringer and C. Patrick Woodcock* 388
Mr. Jax Fashions Inc. (Canada)
case
- 40 *Carlos Alcerreca-Joaquin,
Pochara Theeratorn and Howard D. Feldman* 404
The Mexican automobile industry
and the North American Free Trade Agreement
case

Readings

- Edwin Murray and John F. Mahon* 414
Strategic alliances: Gateway to the new Europe?
- Dave Fraser* 418
NAFTA strategies for Canadian manufacturers
- Peter G. Gosselin* 428
NAFTA: The fight and the facts

Epilogue: The future

exercise

- 41 *Hiroaki Izumi* 435
Management in the year 2200

Appendices

- a** Comrade's dilemma – Chapter 4 441
- b** Understanding Japan – Chapter 2 456
- c** H.B. Fuller – Chapter 3 457