

I Contents

PART I

RESEARCH DESIGN FROM AN

INTERNATIONAL MANAGEMENT PERSPECTIVE

1

Chapter 1

Doing Relevant Research:

The Essential Role of the Research Model

3

Introduction

3

The State of Relevance in Management Research

4

Why Academic Research Doesn't Change

7

How Professional Orientation Influences Relevance

9

Research Models and Relevance

16

Benefits and Dangers of Models

17

Step-by-Step Guide to Model Construction

Preparatory Step: Designing with Relevance in Mind

18

Step 1: Developing the Model

20

Step 2: Reviewing the Model

30

Conclusions

31

End Notes

33

Bibliography

33

Chapter 2

International Management Survey Research

37

Introduction

37

Major Forms of International Survey Research

38

Equivalence and Comparability

40

Translation	45
Sampling	47
Measurement Instruments and Data Collection	50
Conclusion	55
Bibliography	58
Chapter 3	
<i>Qualitative International Management Research</i>	63
Introduction	63
Theoretical Reasons for Qualitative Research in International Management	66
Practical Reasons for Qualitative Research in International Management	70
Problems to Overcome	71
<i>Nature of the Research Topic</i>	72
<i>Language</i>	73
<i>Cultural Bias</i>	74
<i>Building on Established Theory</i>	76
Conclusion	76
Bibliography	78
Chapter 4	
<i>Experimental International Management Research</i>	83
An Organizing Framework for IM and ICO Research	84
<i>Level of Theory</i>	85
<i>Methodology</i>	86
<i>Construct Origin</i>	88
Experimental Design	91
Construct Origin and IM and ICO Experiments	95
<i>Construct Origin and Development</i>	96
<i>Sampling</i>	101
<i>Dimensionalizing Culture</i>	102
<i>Level of Analysis</i>	105
Concluding Discussion and New Directions	107
End Notes	109
Bibliography	110
Chapter 5	
<i>Ethnographic International Management Research</i>	115
Ethnography—Who Does It? Why? And Where?	116

What Ethnography Can Offer	
International Management Research	116
When to Choose Ethnography	117
Why I Chose Ethnography	118
Issues in Using Ethnographic Methodology	118
How I Reconciled the Issues in the Case of TSP	119
Ethnographic Method and the	
Development of Strong Constructs in the Case of TSP	120
The Setting and Ethnographic Background	122
Method	124
Between-Methods Tensions, Contradictions, and Synergies	128
Ethnographic Development of	
the Bicultural Alienation Construct	128
Contradictions from the Questionnaire Analysis	131
Further Evidence of the Construct from Ethnographic Data	131
The Synergistic Discovery of Pockets of Alienation	131
Significance of Bilingualism as	
Positive Effect on Language Dimension	135
No-Shows Among Middle-Management Group	136
Conclusion	137
End Notes	139
Bibliography	140
<i>Chapter 6</i>	
<i>Ethics in International Management Research</i>	145
Research Ethics in an International Context	147
Some International Examples of Ethical Issues	148
Some Suggestions for Researchers	151
Bibliography	153
PART II	
TOPICAL ISSUES IN	
INTERNATIONAL MANAGEMENT RESEARCH	155
<i>Chapter 7</i>	
<i>Conceptualizing Culture</i>	157
Introduction	157
Cross-National Comparison	159

<i>The Context of Cross-National Comparative Research</i>	159
<i>Theoretical Drivers, Assumptions, and Frameworks of Cross-National Comparative Research</i>	161
<i>Methods Employed in Cross-National Comparative Research</i>	165
<i>Insights Gleaned from Cross-National Comparative Research</i>	166
<i>Implications of the Cross-National Comparative Perspective for Future Research</i>	167
Intercultural Interaction	169
<i>The Context of Intercultural Interaction Research</i>	169
<i>Theoretical Drivers, Assumptions, and Frameworks of Intercultural Interaction Research</i>	170
<i>Methods Employed in Intercultural Interaction Research</i>	177
<i>Insights Gleaned from Intercultural Interaction Research</i>	178
<i>Implications of the Intercultural Interaction Perspective for Future Research</i>	179
Multiple Cultures	181
<i>The Context of Research from a Multiple Cultures Perspective</i>	181
<i>Theoretical Drivers, Assumptions, and Frameworks of Research from a Multiple Cultures Perspective</i>	182
<i>Methods Employed in Research from a Multiple Cultures Perspective</i>	185
<i>Insights Gleaned from Research from a Multiple Cultures Perspective</i>	187
<i>Implications of the Multiple Cultures Perspective for Future Research</i>	188
Conclusion	189
End Notes	192
Bibliography	192

Chapter 8

International Negotiations: Bricks, Mortar, and Prospects

Conceptual Foundations	209
<i>Paradigms</i>	212
<i>Analytic Frameworks</i>	212
<i>Stage Models</i>	216
Research Methods	220
<i>Case Studies, Surveys, and Experiments</i>	224
<i>General Concerns</i>	224
Existing Substantive Knowledge: A Sample	228
<i>Relationships</i>	232
<i>Behaviors</i>	233
<i>Conditions</i>	238
	243

<i>Other Relevant Research</i>	244
Future Research	246
<i>Prospective Topics</i>	246
<i>Greater Methodological Rigor</i>	249
<i>Learning with and from Researchers in Other Countries</i>	250
Conclusion	250
End Notes	251
Bibliography	253

Chapter 9

<i>International and Cross-Cultural Leadership</i>	267
Why Is This Topic Important?	268
Leadership Defined and Overview of Leadership Perspectives	270
<i>Historical Trends and Streams of Leadership Research</i>	271
<i>Great Man and Trait Theories (The “Right Stuff”)</i>	272
<i>Behavioral Approach to Leadership</i>	273
<i>Contingency Theories of Leadership</i>	274
<i>Participative Leadership and the Normative Decision Model</i>	277
<i>Charismatic and Transformational Leadership</i>	278
The Meaning of Culture and Cross-Cultural Implications for Management	279
<i>Impact of Culture on Management Processes</i>	281
<i>Managerial Attitudes, Values, and Beliefs</i>	282
<i>Impact of Culture on Descriptions of Ideal Leaders</i>	284
Cross-Cultural Leadership Research Studies	286
<i>Behavioral Approach to Leadership</i>	286
<i>Contingency Theories of Leadership</i>	289
<i>Participative Leadership and Normative Decision Theory</i>	293
<i>Charismatic and Transformational Leadership Across Cultures</i>	297
<i>Indigenous Non-Western Leadership Theories</i>	300
<i>Contemporary Leadership Research:</i> <i>Studies in Progress and New Conceptual Models</i>	309
Conceptual Issues and Major Research Questions	313
<i>The Importance of Leadership Across Cultures</i>	314
<i>Explicit and Implicit Nature of Leadership</i>	315
<i>Cultural Universals vs. Cultural Specifics</i>	316
<i>The “Universe” or “Domain” of Leadership Behaviors and Styles</i>	317
<i>Intercultural Interaction</i>	319
<i>The Role of Culture in Cross-Cultural Leadership Theory</i>	320
Methodological Issues	320
<i>Rival Hypotheses Confound</i>	321

<i>Cross-Cultural Measurement Equivalence Issues</i>	322
<i>Common Method and Response Biases</i>	324
<i>Etic and Emic Constructs and Research Approaches</i>	327
<i>Psychometric Issues Regarding the</i>	
<i>Operationalization and Measurement of Culture</i>	328
<i>Solutions to Operationalization and Measurement of Culture</i>	329
Conclusions: Where Do We Go from Here?	329
Bibliography	332

Chapter 10

International Human Resources Management

Introduction	351
A Model of IHRM	352
<i>IHRM Issues</i>	356
<i>IHRM Functions</i>	356
<i>IHRM Policies and Practices</i>	357
IHRM and MNE Effectiveness	357
<i>Interunit Linkages</i>	357
<i>IHRM Policies and Practices</i>	358
<i>Superordinate Values for IHRM Practice Development</i>	370
Internal Operations in IHRM	373
<i>IHRM Policies and Practices</i>	373
HRM and International Joint Ventures	375
Auditing IHRM Initiatives	376
<i>MNEs' Impact on Host IR Systems</i>	377
National HRM Systems and Competitive Advantage	381
<i>Comparative Framework</i>	381
Reward Policies	383
<i>Compensation</i>	383
<i>Benefits</i>	385
Trade Unions	386
Conclusion	388
End Notes	390
Bibliography	390

Chapter 11

Cross-Border Mergers: The Dominant Mode of Internalization

Introduction	403
Review of Mergers and Acquisitions Literature	405
Culture Clash in Mergers and Acquisitions	407

<i>Antecedent Conditions</i>	407
<i>Dependent Variables</i>	410
Discussion and Implications	414
<i>National vs. Corporate Culture</i>	414
<i>Future Research</i>	415
Conclusion	418
Bibliography	420
Chapter 12	
<i>International Joint Ventures</i>	429
Joint Ventures in the Context of Global Business	430
Theoretical Underpinnings of Extant JV Research	431
<i>Motives for JV Formation</i>	431
<i>Partner Selection/Characteristics</i>	434
<i>Control/Conflict Issues</i>	435
<i>Stability/Performance Assessment</i>	438
<i>Integrating JV Research Streams</i>	439
Methodological Orientations	440
Future Research Opportunities	448
Conclusion	451
Bibliography	453
PART III	
INTERNATIONAL MANAGEMENT	
RESEARCH: LOOKING TO THE FUTURE	461
Chapter 13	
<i>From American Standard</i>	
<i>to Cross-Cultural Dialogues</i>	463
The Mainstream	466
<i>A Paradigm at the Academy of Management</i>	466
<i>Revolution?</i>	467
<i>States of Minds</i>	468
Normalization Through Market Forces	469
<i>Publish or Perish</i>	469
<i>Hunting for Publications</i>	471
Willingness to Change and Factors of Inertia	472
<i>The Role of People</i>	473
<i>Material</i>	474
<i>Institutions</i>	474
<i>Culture</i>	475
Taking Advantage of Differences Among Traditions	475

<i>Market and Archipelago</i>	476
<i>Niches to Explore New Paths</i>	477
<i>Dare to Be Oneself and to Converse with Others</i>	480
End Notes	482
Bibliography	482

Chapter 14

A Call for Research in Forgotten Locations

<i>Trends in IB Research: A Snapshot View</i>	485
<i>Primary Data Studies</i>	487
<i>The Secondary Data Studies</i>	488
Call for Research in Forgotten Locations	489
<i>Pros and Cons of Research in Forgotten Locations</i>	492
Planning and Executing Research in Forgotten Locations	493
<i>Planning the Research</i>	495
<i>Data Collection</i>	496
Conclusions	497
End Note	503
Bibliography	504

Chapter 15

Cross-National Project Teams:

Toward a Task-Contingency Model

<i>Motives for Cross-National Research</i>	507
Research Motives and Information Processing Needs	508
Information Processing Needs and Forms of Collaboration	510
Implications for International Management Researchers	513
Conclusion	516
Bibliography	518

Chapter 16

Reassessing the Elephant:

Directions for Future Research

Introduction	521
Changing Theoretical Perspectives	521
The International Environment of the 1990s	522
<i>Development of Transnational Markets</i>	523
<i>Transformations of Organizations all Over the World</i>	524
<i>Revolution in Global Communication Systems</i>	524
<i>Cultural Diversity in Changing Labor Markets</i>	524

Emergent Theoretical Perspectives	525
<i>Decline of Parochialism in Western Social Science</i>	525
<i>De-emphasis on Modernization and Comparative Management Paradigms</i>	525
Adopting a Process-Theoretic Framework	527
Where Do We Go From Here?	529
<i>Guide 1: Incorporating the Active Role of Contextual Influences</i>	529
<i>Guide 2: Adopting Process-Theoretical Frameworks</i>	530
<i>Guide 3: Accepting Equivocality</i>	531
<i>Guide 4: Increasing Institutional Commitment to International Management Research</i>	532
Conclusions	532
Bibliography	533

Chapter 17

Global Management and the 21st Century 537

What Has Changed:	
Economic, Political, and Cultural Borders	538
<i>Economic Space</i>	539
<i>Political Space</i>	540
<i>Cultural Space</i>	540
The Underlying Disciplines	541
Studying International Business	541
Context: The Missing Element in Traditional Organizational Behavior	542
<i>Unit of Analysis</i>	543
<i>Natural Science Approach</i>	543
<i>American Influence</i>	545
Adding Culture to Organizational Behavior	545
<i>Over-emphasis on Description and Comparison</i>	546
<i>Over-emphasis on Culture</i>	546
<i>An Ill-Defined Variable That Explains Too Little</i>	546
Viewing Organizational Behavior	
Scholarship Through the Lens of International Business	547
How Do We Go Beyond Tradition?	552
Proprioception	552
Acknowledgment	553
Endnotes	554
Bibliography	555

Index 577