

CONTENTS

Preface	xiii
Acknowledgements	xviii
List of cases	xix
Part One: Theory and Methods for European Management	1
Section 1 Theory and Process of Communication	5
1 Interpersonal performance and social perception	7
Objectives	7
Key concepts	7
Introduction	7
Communication, culture and power	8
Interpersonal performance	13
Context and communication	14
Content and communication	16
Conduct and communication	17
Social perception, culture and interpersonal performance	19
World view and ethnocentrism	20
Summary	23
References	23
2 Cultural differences and working in groups	25
Objectives	25
Key concepts	25
Introduction	25
Thinking about national cultural differences	26
Implications for inter-cultural group work	33
Group dynamics	34
Cross-cultural conflict	37
Conclusions	39
References	40
3 Personality and culture: intra-personal factors in communication	41
Objectives	41
Key concepts	41
Introduction	41
Personality versus self theories	44
Deep structure	46

Personality and individual differences	47
Freud's theory of personality	48
Jung's personality theory	49
Derivatives of Jung's theory	50
Factor analytical theories of personality	53
Personality theories and different cultures	54
Self-concept, communication and cross-cultural comparison	57
Conclusion	60
References	61
Section 2 Theory and Process of Leadership and Motivation	63
4 Motivation and cultural factors	65
Objectives	65
Key concepts	65
Introduction	65
Attribution theory	67
Expectancy theory	70
Static-content theories	72
McClelland's achievement motive	75
Incentives	77
The portability of motivational theories	78
Summary	83
References	83
5 Power and influence in organizations	85
Objectives	85
Key concepts	85
Introduction	85
Prerequisites of power	87
Using organizational currencies	91
Power levers	92
Organizational culture and power	94
National cultural characteristics	100
Chinese family businesses	101
Summary	102
References	102
6 Leadership	104
Objectives	104
Key concepts	104
Introduction	104
What is leadership?	105
Leadership abilities	105
Leaders and managers	106
Leadership: a product of culture?	108
Theories of leadership	110
Personal style and leadership	112

Cross-cultural problems in applying concepts of leadership	115
Conclusion: becoming an international leader	118
References	119
Section 3 Organizational Theory and Process	121
7 Organizational structure and the international environment: systems and actions	123
Objectives	123
Key concepts	123
Introduction	123
Organizational theory	124
Organizations as systems	125
Functionalism	125
Open systems	126
Components of the open systems model	126
Properties of open systems	128
The interdependence of parts	128
The 7-Ss approach	130
The message of systems theory	133
Organizations as meaning systems	133
The meaning of actions	134
The conflict of goals	135
Individual motivation and organizations	135
Technology and organizations	135
Action analysis	136
The application of different organizational theories	137
Considering context–content–conduct	138
International organizational structures	139
Autonomous work groups: adapting international organizations	140
International organizational forms	142
Summary and conclusions	146
References	146
8 Organizational cultures and management styles	148
Objectives	148
Key concepts	148
Introduction	148
Definitions of organizational culture and management styles	149
Group formation and organizational culture	150
Organizational culture: understanding the rules	151
Management styles: interpreting the rules	155
Organizational cultures and national cultures	157
Auditing organizational culture	159
Culture and management styles: some problems	163
Conclusion	164
References	164

Part Two: The Effective Global Manager	167
Section 4 The European Manager in the Global Marketplace	169
9 The role of the European manager in the global marketplace	171
Objectives	171
Key concepts	171
Introduction	171
A conceptual framework for understanding European management	172
Applying the framework to an understanding of European management	176
The American and Japanese models of management	178
The European context of management	180
Management competences	180
European (global) competences	185
Conclusions	188
References	188
10 The adaptive manager: learning	190
Objectives	190
Key concepts	190
Introduction: learning and the adaptable manager	190
Theories of learning	191
Learning as an experiential process	193
Cross-cultural differences in the learning process	193
Learning styles	194
Learning styles and thinking styles	196
Cross-cultural differences in learning styles	197
Action learning	198
Conclusions	199
References	200
11 Managing careers	201
Objectives	201
Key concepts	201
Introduction	201
The importance of personal career planning	201
Career strategies and choices	202
Culture and career strategies	203
Motivation, career strategies and choice	208
Career anchors	208
Life stages and career choices	209
Learning styles and career preferences	210
Documenting your personal career objectives	212
Choices in an international career	215
Summary	218
References	218

Section 5 Managing in a Multi-national Context	221
12 Managing cultural differences	223
Objectives	223
Key concepts	223
Introduction	223
Barriers to cross-cultural understanding	224
A pragmatic understanding of culture	228
Company culture	231
Individual character	235
Summary	237
References	238
13 Cross-cultural negotiation	239
Objectives	239
Key concepts	239
Introduction	239
Preconditions for successful cross-cultural negotiations	240
Preparations for cross-cultural negotiations	243
Negotiation styles across cultures	247
The qualities of effective negotiators	250
The process of cross-cultural negotiation	254
Negotiation tactics and their relative effects in cross-cultural negotiations	260
Summary	263
References	263
14 Managing uncertainty: decision making	265
Objectives	265
Key concepts	265
Introduction	265
Organizational decision making	268
Cultural differences in organizational decision making	273
Decision making in international organizations	275 X
Values and ethical decision making across cultures	276
Management decision making techniques: cultural implications	285
Conclusions	286
References	286
Section 6 Managing in a Changing Environment	289
15 Managing change	291
Objectives	291
Key concepts	291
Introduction	291
Force field analysis	293
Managing change through organizational design	301
Managing differentiation	303
Managing integration	305
Change management through organizational differentiation and integration	307

Contents

Organizational culture change	311
Organizational change and national culture: some conclusions	314
References	315
16 Managing international projects	316
Objectives	316
Key concepts	316
Introduction	316
A trend towards project management	317
'Line' and 'project' management	318
Project managing across cultures	319
Key factors of project management	320
Project phases	324
A case of project management in a cross-cultural context	324
Analysing and developing international projects	328
Summary	331
References	332
17 Conclusions: becoming an effective global manager	333
Reaching the top: cultural perceptions	333
How do multinational companies develop global managers?	334
Different approaches to becoming an effective global manager	336
References	337
Bibliography	338
Index	347