

# Contents

List of Exhibits	<i>page</i> x
List of Management Applications	xiii
List of Cases, Exercises, and Inventories	xv
Preface	xvii
<b>Part 1 Global Managers: Challenges and Opportunities</b>	<b>1</b>
<b>1 Global Managers in a Changing World</b>	<b>3</b>
The Changing World of Business	6
The Changing World of Management	10
Global Managers at Home and Abroad	15
Multicultural Competence	20
<b>Manager's Notebook: Developing Global Management Skills</b>	<b>24</b>
Chapter Review	25
<b>Part 2 Culture, Organization, and Management</b>	<b>29</b>
<b>2 Cultural Environments</b>	<b>31</b>
Overview: Beliefs, Values, and Worldviews	33
Mapping National Cultures	39
Using the Models: Cultural Values	44
Refining the Models: Cultural Friction, Country Clusters, and Cultural Tightness	55
Social Complexity, Biculturalism, and Multiculturalism	58
<b>Manager's Notebook: Working Across Cultures</b>	<b>61</b>
Chapter Review	65
<b>3 Organizational Environments</b>	<b>71</b>
Overview: Stakeholders, Strategies, and Structures	73
Stakeholders and Global Strategies	74
Strategy and Structure: Regional Models	81
Participation and Decision-making	96
Corporate Culture and Collective Behavior	101
<b>Manager's Notebook: Working with Global Organizations</b>	<b>105</b>
Chapter Review	107

<b>4</b>	<b>Managerial Environments</b>	113
	Overview: Work, Management, and Motivation	115
	Managerial Role Expectations	118
	Patterns of Managerial Thinking	122
	Situational Contingencies and Managerial Behavior	124
	Work Values across Cultures	127
	Management and Motivation	132
	Women at Work	140
	<b>Manager's Notebook: Managing Across Cultures</b>	143
	Chapter Review	145
	<b>Part 3 Developing Global Management Skills</b>	<b>151</b>
<b>5</b>	<b>Cross-cultural Communication</b>	153
	Seeking Common Understanding	155
	AIA Model of Interpersonal Communication	158
	Culture, Information Processing, and Communication	161
	Culture, Communication, and Social Behavior	171
	Providing Feedback across Cultures	178
	<b>Manager's Notebook: Communicating across Cultures</b>	180
	Chapter Review	184
<b>6</b>	<b>Global Leadership</b>	188
	What Is Leadership?	190
	Eastern and Western Leadership Traditions	194
	GLOBE Leadership Model	199
	Pyramid Leadership Model	205
	Women Global Leaders and Diversity	212
	<b>Manager's Notebook: Leading Global Organizations</b>	216
	Chapter Review	219
<b>7</b>	<b>Managerial Ethics and Social Responsibility</b>	224
	Ethical and Social Challenges	226
	Ethical and Institutional Conflicts	231
	Laws and Conventions Governing Ethical Behavior	235
	Boundaries of Ethical Managerial Behavior	246
	Corporate Social Responsibility	249
	<b>Manager's Notebook: Managing Ethical Conflicts</b>	252
	Chapter Review	255

<b>8</b>	<b>Global Partnerships and Negotiations</b>	259
	Building Global Partnerships	262
	Preparing for Global Negotiations	267
	Negotiating Strategies and Processes	272
	Managing Conflicts and Compromise	282
	Managing Agreements and Contracts	285
	<b>Manager's Notebook: Building Global Partnerships</b>	289
	Chapter Review	290
<b>9</b>	<b>Global Teams</b>	295
	Global Teams	297
	On-site and Virtual Teams	301
	Managing Tasks and Team Processes	302
	Creating Global Team Synergy	306
	Challenges of Virtual Global Teams	310
	Managing Virtual Global Teams	315
	Leadership and Global Team-building	319
	<b>Manager's Notebook: Managing Global Teams</b>	325
	Chapter Review	329
<b>10</b>	<b>Global Assignments</b>	334
	Global Assignments	335
	Benefits and Challenges of Global Assignments	340
	Considerations in Living and Working Globally	342
	Finding Your Way: Coping with Culture Shock	348
	Finding Your Place: Acculturation Strategies	355
	Managing Repatriation	359
	<b>Manager's Notebook: Managing Global Assignments</b>	361
	Chapter Review	365
<b>11</b>	<b>Lessons Learned: A Review</b>	370
	What Have We Learned?	371
	Where Do We Go from Here?	377
	Appendix: Details of National Culture Models	381
	Index	389