

CONTENTS

Preface xi
Acknowledgements xvi

PART ONE THE MEANING OF CULTURE 1

1 The undertow of culture 3

 Converging cultures? 3

 Culture as a source of competitive advantage/disadvantage 7

 Recognizing culture 11

 Discovering cultural advantage 16

 Notes 18

2 Exploring culture 20

 The search for meaning 20

 Artifacts and behavior 24

 Beliefs and values 30

 Basic assumptions 34

 Interpreting patterns of culture 46

 Notes 49

3 Interacting spheres of culture 51

 Cultural spheres of influence 53

 Creating competitive advantage: interacting spheres 76

 Notes 77

PART TWO CULTURE AND MANAGEMENT PRACTICE 81

4 Culture and organization 85

 Different schools, different cultures 85

 Culture and structure 87

 Culture and processes 102

Transferability of best practice? Alternative approaches	109
Notes	114

5 Culture and strategy 118

The cultural roots of strategy	118
Cultural models of strategy	122
The tale of two banks	127
Interaction effects	130
Strategic implications of culture	133
Appendix: Internationalization – the role of national culture	139
Notes	143

6 Culture and human resource management 148

The cultural meaning of HRM	149
Choosing from the HR menu	151
Making HRM meaningful across cultures	170
Questions to ask	176
Notes	178

PART THREE MANAGING CULTURAL DIFFERENCES 183

7 The ‘international’ manager 185

Lessons from abroad	186
Competencies for managing internationally	190
Developing cultural competencies	200
Personal strategies for managing across cultures	204
Suggestions for managing differences	212
Notes	212

8 The ‘multicultural’ team 216

Why multicultural teams?	217
Task strategies	222
Process strategies	229
Reweaving differences: Joseph’s coat	239
Suggestions for managers	241
Questions to ask	242
Appendix: Virtual teams	244
Notes	249

9 The 'global' organization	253
Strategies for managing cultural differences	254
Ignoring cultural differences: business is business	256
Minimizing cultural differences	259
Utilizing differences: going global?	266
Less global than we thought	271
Creating culturally strategic alliances	275
Gaining competitive advantage from cultural differences	277
Suggestions for managing cultural diversity	284
Questions to ask	285
Notes	285
 10 Citizens of the world: business ethics and social responsibility	 290
Taking care of business	291
Why firms exist	292
Making economic versus moral sense	294
The globalization imperative	297
Are ethics culture-free?	300
Strategies for managing ethical dilemmas	309
Global citizens: the role of managers and companies	312
Towards a global civilization	315
Notes	317
 Index	 321