

Table of Contents

PART 1

The Impact of Culture on Organizations

1 Culture and Management 2

Global Strategy and Culture 5

Phases of Development 6

Cross-Cultural Management 10

What is Culture? 14

How to Cultures Vary? 18

2 How Do Cultural Differences Affect Organizations? 39

Work Behavior Varies Across Cultures 39

Are Organizations Becoming More Similar? 60

Organization Culture and National Culture 61

3 Communicating Across Cultures 67

Cross-Cultural Communication 68

Cross-Cultural Misperception 71

Cross-Cultural Misinterpretation 74

Cross-Cultural Misevaluation 87

Communication: Getting Their Meaning, Not Just Their Words 87

PART 2

Managing Cultural Diversity

4 Creating Cultural Synergy 96

Invisible Culture: Strategies for Recognizing Culture 96

Cultural Synergy 106

5 Multicultural Teams 123

Managing a Multicultural Work Force 124

Domestic Multiculturalism 127

Task Groups: The Organization in Microcosm 128

Types of Diversity in Teams 129

Cultural Diversity's Impact on Teams 131

Conditions for Team Effectiveness 137

Managing Culturally Diverse Teams 141

6 Global Leadership, Motivation, and Decision Making 151

Leadership 152

Motivation 158

Decision Making 166

Cases: Ethical Decision Making 173

Case: Local Justice and Integrity 178

7 Negotiating Globally 189

Negotiating Globally 191

Successful Negotiations: People, Situation, and Process 194

Negotiation Process 201

Negotiation Tactics 212

Case: Off the Books Payment 225

Case: Extremely High Freight Forwarding Fees 226

PART 3

Managing Global Managers

8 Cross-Cultural Transitions: Expatriate Employee Entry and Reentry 234

Cross-Cultural Entry 237

Home Country Reentry 242

Professional Reentry 245

Underutilized Global Managers 254

Case: Adjusting to America 256

Case: The Morality of Having Fun 257

9 A Portable Life: The Expatriate Spouse 263

Single-Career Couples: The Traditional Expatriate's Wife 264

The Carpenter Case 266

Living Internationally: Dual-Career Couples 280

The O'Connor's Story 284

10 Global Careers 295

What It Takes to Reach the Top 296

Is the Traditional Expatriate Manager Extinct? 298

Today's Global Careers 299

Women in Global Management 308

Women and Transnational Corporations 309

Epilogue 317**Index 319**