

Brief Contents

List of Contributors		xi
Foreword <i>Nancy J. Adler</i>		xiii
Acknowledgments <i>Henry W. Lane, Joseph J. DiStefano, and Martha L. Mazneuski</i>		xvii
INTRODUCTION: GLOBAL MINDSET AND CULTURE		1
ABOUT THIS BOOK		16
PART 1: INTERCULTURAL EFFECTIVENESS IN GLOBAL MANAGEMENT		23
Reading 1	Cultural Constraints in Management Theories <i>Geert Hofstede</i>	75
Reading 2	Table, Figures 5, 6 and 7, and Exhibit 2 <i>Geert Hofstede</i>	89
Reading 3	Beyond Sophisticated Stereotyping: Cultural Sensemaking in Context <i>Joyce S. Osland and Allan Bird</i>	95
Case 1	David Shorter	112
Case 2	Bob Chen	121
Case 3	Johannes van den Bosch Sends an Email	128
Case 4	Japanese-American Seating Inc. (A)	130

Case 5	Footwear International	142
Case 6	Hazelton International	150
Case 7	An International Project Manager's Day (A)	160
PART 2: IMPLEMENTING STRATEGY, STRUCTURE, AND SYSTEMS		165
Reading 4	Building Organizations Around the Global Customer <i>Jay Galbraith</i>	197
Reading 5	The Design and Management of International Joint Ventures <i>Paul W. Beamish</i>	207
Reading 6	Can We Send Her There? Maximizing the Success of Western Women on Global Assignments <i>Paula Caligiuri and Wayne F. Cascio</i>	226
Reading 7	Serving Two Masters: Managing the Dual Allegiance of Expatriate Employees <i>J. Stewart Black and Hal B. Gregersen</i>	247
Reading 8	Adapting to a Boundaryless World: A Developmental Expatriate Model <i>Juan I. Sanchez, Paul E. Spector, and Cary L. Cooper</i>	264
Case 8	Monsanto Europe (A)	279
Case 9	Vodafone: Building a Global Organization	294
Case 10	Five Star Beer – Pay for Performance	308
Case 11	Moscow Aerostar	320
Case 12	Ellen Moore (A): Living and Working in Korea	331
Case 13	The Leo Burnett Company Ltd: Virtual Team Management	347
Case 14	Global Multi-Products Chile	364
Case 15	Schneider Electric Global Account Management	378
Case 16	Marconi Telecommunications Mexico	393
Case 17	Blue Ridge Spain	411
PART 3: COMPETING WITH INTEGRITY IN GLOBAL BUSINESS		426
Reading 9	Coping with Corruption in Foreign Markets <i>Jonathan P. Doh, Peter Rodriguez, Klaus Uhlenbruck, Jamie Collins, and Lorraine Eden</i>	464

Reading 10	Bribery in International Business: Whose Problem Is It? <i>Henry W. Lane and Donald G. Simpson</i>	484
Reading 11	Moral Person and Moral Manager: How Executives Develop a Reputation for Ethical Leadership <i>Linda Klebe Treviño, Laura Pincus Hartman, and Michael Brown</i>	493
Reading 12	In Search of the Moral Manager <i>Archie B. Carroll</i>	506
Case 18	NES China: Business Ethics (A)	520
Case 19	Yahoo v. Survivors of the Holocaust	530
Case 20	Valley Farms International (A)	545
Case 21	Enron – What Went Wrong?	549
Case 22	Facing a Crisis: Lars Kruse Thomsen Starts his New Job (A)	564
Case 23	Dealing with Crisis: Lars Kruse Thomsen Moves to Solve Problems (B)	580
Case 24	Building Products International – A Crisis Management Strategy (A)	594
Index		608

Contents

List of Contributors	xi
Foreword <i>Nancy J. Adler</i>	xiii
Acknowledgments <i>Henry W. Lane, Joseph J. DiStefano, and Martha L. Maznevski</i>	xvii
Introduction: Global Mindset and Culture	1
A Global Mindset	2
The Cultural Perspective	4
The Expertise of a Global Manager	6
Summary	14
Notes	14
About this Book	16
Orientations to Teaching International Management Behavior	16
Outline of the Book	18
A Final Note	20
Note	21
Part 1: Intercultural Effectiveness in Global Management	23
Culture – Its Nature, Function, and Influence	24
Map, Bridge, Integrate: Managing Cultural Diversity for Personal and Team Effectiveness	31
Applying the MBI in Six Arenas	65
Performance of Diverse Teams Using the MBI Model	68
A Final Caution: Knowledge Does Not Equal Skill	72
Notes	72
READING 1: Cultural Constraints in Management Theories	75
<i>Geert Hofstede</i>	

READING 2:	Table, Figures 5, 6 and 7, and Exhibit 2 <i>Geert Hofstede</i>	89
READING 3:	Beyond Sophisticated Stereotyping: Cultural Sensemaking in Context <i>Joyce S. Osland and Allan Bird</i>	95
CASE 1:	David Shorter	112
CASE 2:	Bob Chen	121
CASE 3:	Johannes van den Bosch Sends an Email	128
CASE 4:	Japanese-American Seating Inc. (A)	130
CASE 5:	Footwear International	142
CASE 6:	Hazelton International	150
CASE 7:	An International Project Manager's Day (A)	160
Part 2: Implementing Strategy, Structure, and Systems		165
	Strategy in Global Organizations	167
	Structures: Organizing for Effectiveness	172
	Systems: Managing the Global Organization	178
	A Perspective on Human Resource Management (HRM) Systems	181
	Culture Shock, Threatening Environments, and Security	187
	Strategy, Structure, and Systems: Transfer, Adapt, or Create?	191
	Notes	193
READING 4:	Building Organizations Around the Global Customer <i>Jay Galbraith</i>	197
READING 5:	The Design and Management of International Joint Ventures <i>Paul W. Beamish</i>	207
READING 6:	Can We Send Her There? Maximizing the Success of Western Women on Global Assignments <i>Paula Caligiuri and Wayne F. Cascio</i>	226
READING 7:	Serving Two Masters: Managing the Dual Allegiance of Expatriate Employees <i>J. Stewart Black and Hal B. Gregersen</i>	247
READING 8:	Adapting to a Boundaryless World: A Developmental Expatriate Model <i>Juan I. Sanchez, Paul E. Spector, and Cary L. Cooper</i>	264
CASE 8:	Monsanto Europe (A)	279
CASE 9:	Vodafone: Building a Global Organization	294
CASE 10:	Five Star Beer – Pay for Performance	308
CASE 11:	Moscow Aerostar	320
CASE 12:	Ellen Moore (A): Living and Working in Korea	331
CASE 13:	The Leo Burnett Company Ltd: Virtual Team Management	347
CASE 14:	Global Multi-Products Chile	364
CASE 15:	Schneider Electric Global Account Management	378
CASE 16:	Marconi Telecommunications Mexico	393
CASE 17:	Blue Ridge Spain	411

Part 3: Competing with Integrity in Global Business	426
Overview	426
Ethical Issues	430
Ethical Framework	434
Socially Responsive Discretionary Behavior	448
Universalism, Relativism, and the “Asian Values” Debate	452
Integrity and Ethical Behavior	455
Some Final Advice	458
Notes	459
READING 9: Coping with Corruption in Foreign Markets	464
<i>Jonathan P. Doh, Peter Rodriguez, Klaus Uhlenbruck,</i>	
<i>Jamie Collins, and Lorraine Eden</i>	
READING 10: Bribery in International Business: Whose Problem Is It?	484
<i>Henry W. Lane and Donald G. Simpson</i>	
READING 11: Moral Person and Moral Manager: How Executives Develop	
a Reputation for Ethical Leadership	493
<i>Linda Klebe Treviño, Laura Pincus Hartman, and Michael Brown</i>	
READING 12: In Search of the Moral Manager	506
<i>Archie B. Carroll</i>	
CASE 18: NES China: Business Ethics (A)	520
CASE 19: Yahoo v. Survivors of the Holocaust	530
CASE 20: Valley Farms International (A)	545
CASE 21: Enron – What Went Wrong?	549
CASE 22: Facing a Crisis: Lars Kruse Thomsen Starts his New Job (A)	564
CASE 23: Dealing with Crisis: Lars Kruse Thomsen Moves to Solve	
Problems (B)	580
CASE 24: Building Products International – A Crisis Management	
Strategy (A)	594
Index	608