Managing Corporate Values in Diverse National Cultures

12

The challenge of differences

Philippe d'Iribarne

.



Contents

| | Foreword Acknowledgments | ix xi |
|---|--|----------|
| | Introduction | 1 |
| | Notes 5 | |
| 1 | France and the United States: two sets for a single scene | 7 |
| | The company as part of society 8 The company and its employees 13 Likely cross-influences 20 Conclusion 22 Notes 23 | |
| 2 | China: between guanxi and celestial bureaucracy | 27 |
| | A Chinese view of power 27 A just and nurturing order 35 The potentiality of a culture 42 Conclusion 45 Notes 46 | |
| 3 | Unity and tribalism in Jordan | 47 |
| | A large gap between the ideal of unity and actual experience 48 Accommodating foreign management 54 A cultural setting 62 | |

14

viii Contents

Conclusion 65 Notes 65

Local forms of support in all their diversity: 4 a comparative survey

Employee support for the company and its policies: cultural logics 68 Culture, social climate, and relations with the company 74 Reactions to the L.F.T. program: a French singularity 78 Conclusion 81 Notes 82

ŝ.

5 Values materialize in harmony with individual cultures

Values and cultures 85 From the corporate world to the world at large 93 Notes 101

Conclusion

103

85

67

| Appendix: national cultures and management: | |
|---|-----|
| an interpretative approach | 107 |
| References | 115 |
| Index | 119 |