Management Across Cultures

Developing Global Competencies

THIRD EDITION

Richard M. Steers Luciara Nardon Carlos J. Sanchez-Runde



Contents

	List of exhibits	<i>page</i> ix
	Guided tour	xii
	Preface	XV
1	Management across cultures: an introduction	1
	Management challenge	1
	The changing global landscape	3
	Multicultural competence and managerial success	8
	Manager's Notebook: Developing multicultural competence	9
	Plan of book	12
	Key terms	13
	Discussion questions	13
	Case: Global training at Google	14
2	Global managers: challenges and responsibilities	17
	Management challenge	17
	Traditional management models	19
	Context of global management	21
	Rethinking management models	25
	Diversity in global assignments	30
	Manager's Notebook: A model for global managers	38
	Key terms	41
	Discussion questions	41
	Case: Two expatriates	42
3	Cultural environments	46
	Management challenge	46
	Culture, socialization, and normative behavior	48
	Descriptive models of culture	52
	Culture and institutional environments	59
	Cultural complexities and contradictions	63
	Cultural diversity and multiculturalism	70
	Manager's Notebook: Working across cultures	72
	Key terms	77
	Discussion questions	77
	Case: Anna Hakansson - from Sweden to Bahrain	78

4	Organizational environments	83
	Management challenge	83
	Organizations and environments	84
	Stakeholders and global strategies	86
	Organizing for global business	88
	Regional organizing models	92
	Control, participation, and decision-making	105
	Corporate culture	109
	Manager's Notebook: Working with global organizations	114
	Key terms	119
	Discussion questions	119
	Case: Co-determination at Volkswagen	121
5	Communicating across cultures	126
	Management challenge	126
	Interpersonal communication	128
	Cultural screens on interpersonal communication	130
	Culture, cognition, and communication	132
	Culture and communication protocols	141
	Manager's Notebook: Communicating across cultures	149
	Key terms	155
	Discussion questions	155
	Case: Roos Dekker, Global Healthcare	156
6	Leading global organizations	160
	Management challenge	160
	Dimensions of organizational leadership	162
	Contemporary approaches to cross-cultural leadership	164
	Limitations on contemporary approaches	171
	GLOBE leadership study	174
	Women leaders: challenges and opportunities	179
	Leadership in China and the West	182
	Manager's Notebook: Leading global organizations	185
	Key terms	188
	Discussion questions	188
	Case: Emerson Electric – Suzhou	190
7	Negotiating global partnerships	194
	Management challenge	194
	Negotiations and global partnerships	196
	Preparing for cross-cultural negotiations	201
	Negotiating strategies and processes	207

	Managina andiata and annuncias	211
	Managing conflicts and compromise	211
	Managing agreements and contracts	214
	Manager's Notebook: Negotiating global partnerships	218
	Key terms	221
	Discussion questions	221
	Case: Perils of being a junior manager	222
8	Managing ethical conflicts	228
	Management challenge	228
	Conflicts over beliefs and values	230
	Conflicts between beliefs and institutional requirements	233
	The ethical global leader	236
	Ethical guidelines for global managers	239
	Manager's Notebook: Managing ethical conflicts	252
	Key terms	257
	Discussion questions	257
	Case: Energy contracts in Nigeria	258
9	Managing work and motivation	262
	Management challenge	262
	The world of work	264
	Culture and the psychology of work	269
	Managing incentives and rewards	275
	Gender, compensation, and opportunities	280
	Manager's Notebook: Managing work and motivation	283
	Key terms	286
	Discussion questions	286
	Case: Samsung's maquiladora plant	287
10	Managing global teams	292
	Management challenge	292
	Global teams	294
	Co-located and dispersed global teams	299
	Special challenges of dispersed global teams	300
	Managing dispersed global teams	306
	Managing tasks and team processes	308
	Leadership and global team-building	312
	Manager's Notebook: Managing global teams	317
	Key terms	321
	Discussion questions	321
	Case: IBM Cloud Labs	322

11	Managing global assignments	326
	Management challenge	326
	Global assignments	329
	Challenges of living and working globally	336
	Finding your way: coping with culture shock	341
	Finding your place: acculturation strategies	350
	Managing repatriation	353
	Manager's Notebook: Managing global assignments	356
	Key terms	361
	Discussion questions	361
	Case: Global assignment, Myanmar	362
12	Lessons learned	365
	Management challenge	365
	What have we learned?	366
	Where do we go from here?	372
	Appendix: Models of national cultures	378
	Name index	393
	Subject index	396