

# CONSTRUCTIVE INTERCULTURAL MANAGEMENT

INTEGRATING CULTURAL DIFFERENCES  
SUCCESSFULLY

CHRISTOPH BARMAYER  
*University of Passau, Germany*

MADELEINE BAUSCH  
*University of Passau, Germany*

ULRIKE MAYRHOFER  
*IAE Nice, Universite Cote d'Azur, France*

**EE** Edward Elgar  
PUBLISHING

Cheltenham, UK • Northampton, MA, USA

# CONTENTS

<i>List of figures</i>	vii
<b>1 What this book is about and why it is worth reading</b>	<b>1</b>
1 Why organizations must deal with interculturality	1
2 Why this book is different and how it is structured	2
3 For whom this book is written and acknowledgements	4
<b>PART I UNDERSTANDING CONSTRUCTIVE INTERCULTURAL MANAGEMENT</b>	
<b>2 (nterculturality in a global context</b>	<b>8</b>
1 Macro-context: globalization, digitalization and migration	8
2 Meso-context: internationalization of organizations	12
3 Micro-context: intercultural individuals	22
<b>3 Culture(s) and cultural dimensions</b>	<b>31</b>
1 Concepts of culture	31
2 Multiple cultures and cultural dynamics	41
3 Cultural dimensions	46
<b>4 Models of intercultural analysis</b>	<b>53</b>
1 The three-level model	53
2 The three-step model	56
3 The three-factor model	66
<b>5 Negotiated interculturality</b>	<b>70</b>
1 Interculturality and intercultural interactions	70
2 Forms of negotiated interculturality	76
3 Negotiated culture for constructive intercultural management	84
<b>PART II EXPERIENCING CONSTRUCTIVE INTERCULTURAL MANAGEMENT</b>	
<b>6 Intercultural leadership</b>	<b>88</b>
1 Cultural specifics of leadership	88
2 Comparative leadership	93
3 Constructive intercultural leadership	98

## CONSTRUCTIVE INTERCULTURAL MANAGEMENT

<b>7</b>	<b>Intercultural teams</b>	<b>105</b>
1	Intercultural teams	105
2	Intercultural virtual teams	110
3	Constructive intercultural team development	115
<b>8</b>	<b>Intercultural transfer of management practices</b>	<b>119</b>
1	Concepts and models of intercultural transfer	119
2	Challenges in intercultural transfer	125
3	Constructive intercultural transfer of management practices	128
<b>9</b>	<b>Intercultural communication and language</b>	<b>137</b>
1	Communication, language and culture	137
2	Multilingualism in organizations	142
3	Constructive use of language in multilingual organizations	149
<b>PART III DESIGNING CONSTRUCTIVE INTERCULTURAL MANAGEMENT</b>		
<b>10</b>	<b>Intercultural complementarity and synergy</b>	<b>155</b>
1	Intercultural complementarity	155
2	Intercultural synergy	158
3	Case studies on intercultural complementarity and synergy	162
<b>11</b>	<b>Intercultural competence</b>	<b>172</b>
1	Intercultural competence and cultural intelligence	172
2	Methods for intercultural competence development	180
3	Constructive intercultural competence development	188
<b>12</b>	<b>Intercultural organizational development</b>	<b>192</b>
1	Organizational development and culture	192
2	Comparative cultural organizational development	194
3	Constructive intercultural organizational development	197
<b>13</b>	<b>Towards constructive interculturality in organizations</b>	<b>206</b>
1	A systemic framework for constructive interculturality	206
2	A special focus on individuals as boundary spanners	211
3	New ways for designing constructive interculturality	213
	<i>References</i>	215
	<i>Index</i>	231