

intercultural managemen

nina Jacob

Professor, Xavier Institute of Management,
Bhubaneswar, India

masterclass



London and Sterling, VA

Contents

<i>Acknowledgements</i>	<i>vi</i>
Introduction	1
1 Organizational structure and intercultural management	21
Case study: Credit Suisse	21
Academic discussion	33
Conventional organizational structures of global organizations	40
Structural mechanisms	43
Cultural aspects of Japan, the United States and Europe	46
Summary	52
2 Communication and intercultural management	53
Case study: Nestle	53
Academic discussion	72
Intercultural communication	72
Intercultural relationships	81
Effective corporate communication	82
Summary	85
3 Core values and intercultural management	86
Case study: Nestle	86
Academic discussion	95
Skills in intercultural management: a core value	96
Core values as ties that bind across cultures	98
National cultures and corporate core values	107

	Core values and the integrationist/differentiation perspective on culture	114
	Summary	116
4	Strategy and intercultural management	118
	BMW and 'glocalization': case study in intercultural management	118
	Academic discussion	123
	Corporate strategy and intercultural management	125
	Transnational collaborative arrangements	129
	Problems with global strategy	133
	Global strategy and local adaptation	137
	Advertising and corporate strategy	141
	Country manager and corporate strategy	144
	Summary	148
5	Knowledge management and intercultural management	150
	Case study: IBM	150
	Academic discussion	159
	Problems with ignoring knowledge management	162
	The intranet	164
	The Internet	165
	Digital home entertainment products	169
	Media	171
	Leveraging knowledge management in transnational corporations	173
	Leadership in a knowledge management global corporation	176
	Summary	179
	Conflict resolution and intercultural management	180
	Case study: International Committee of the Red Cross	180
	Academic discussion	187
	Environmental turbulence for host organizations created by globalization	196
	Conflict arising out of different attitudes to ethics	197
	Conflict resolution strategy	199
	Conflict arising out of different attitudes to corporate culture	200
	Cultural conflict and management style	201
	Cultural conflict and leadership	203
	Summary	206

7	Expatriate management and intercultural management	207
	Case study: ICAS	207
	Academic discussion	219
	Who expatriates are	220
	Elements of expatriate management	221
	Women expatriates	226
	Gaining acceptance as an expatriate manager	230
	Summary	234
8	Conclusion: diagnosis and prognosis	235
	Diagnosis	235
	Prognosis for intercultural management	237
	<i>References</i>	239
	<i>Index</i>	246