

Management Across Cultures

Developing Global Competencies

SECOND EDITION

RICHARD M. STEERS

LUCIARA NARDON

CARLOS J. SANCHEZ-RUNDE

CAMBRIDGE
UNIVERSITY PRESS

Contents

| | |
|---|---|
| <i>List of exhibits</i> | <i>P^ag^e i^x</i> |
| <i>Guided tour</i> | xiii |
| Introduction | 1 |
| PART I CHALLENGES FOR GLOBAL MANAGERS | 9 |
| 1 The new global realities | 11 |
| Management challenge | 11 |
| Globalization, change, and competitiveness | 13 |
| The emerging global landscape | 19 |
| Management and multicultural competence | 25 |
| Summary points | 28 |
| 2 The new global managers | 30 |
| Management challenge | 30 |
| Traditional views of management | 32 |
| Rethinking managerial roles | 34 |
| Culture and the managerial role | 36 |
| Types of global assignments | 43 |
| Developing global management skills | 52 |
| MANAGER'S NOTEBOOK: Learning strategies for global managers | 57 |
| Summary points | 61 |

CONTENTS

| | | |
|----------|--|-------|
| PART II | DEVELOPING GLOBAL UNDERSTANDING | 65 |
| 3 | The cultural environment | 67 |
| | Management challenge | "* 67 |
| | Cultures and subcultures | 71 |
| | Describing cultures | 78 |
| | Cultural complexities and contradictions | 86 |
| | Culture and institutional environments | 94 |
| | MANAGER'S NOTEBOOK: The cultural environment | 97 |
| | Summary points | 102 |
| 4 | The organizational environment | 107 |
| | Management challenge | 107 |
| | Global strategy and structure | 110 |
| | Regional models of organization | 119 |
| | Control, participation, and decision making | 132 |
| | Organizational culture | 136 |
| | MANAGER'S NOTEBOOK: The organizational environment | 141 |
| | Summary points | 145 |
| 5 | The situational environment | 150 |
| | Management challenge | 150 |
| | People, cognition, and behavior | 153 |
| | Goals and plans | 168 |
| | Individual roles and responsibilities | 170 |
| | Location, location, location | 174 |
| | MANAGER'S NOTEBOOK: The situational environment | 177 |
| | Choices for the manager: putting it all together | 180 |
| | Summary points | 182 |
| PART III | DEVELOPING GLOBAL MANAGEMENT SKILLS | 187 |
| 6 | Communicating across cultures | 189 |
| | Management challenge | 189 |
| | Interpersonal communication | 191 |
| | Cultural screens on interpersonal communication | 195 |

| | |
|---|------------|
| Cognition and communication | 196 |
| Communication protocols | 206 |
| MANAGER'S NOTEBOOK: Communicating across cultures | 215 |
| Summary points | ''' 221 |
| 7 Negotiating global agreements | 223 |
| Management challenge | 223 |
| Preparing for global negotiations | 225 |
| The negotiation process | 232 |
| Bargaining tactics | 236 |
| Ethics in global negotiations | 240 |
| Conflict resolution strategies | 243 |
| Agreements, contracts, and mutual trust | 248 |
| MANAGER'S NOTEBOOK: Negotiating global agreements | 252 |
| Summary points | 255 |
| 8 Leading global organizations | 259 |
| Management challenge | 259 |
| Management and leadership | 261 |
| Leadership in a global context | 263 |
| Limitations on contemporary leadership models | 269 |
| GLOBE leadership study | 273 |
| Patterns of global leadership | 281 |
| MANAGER'S NOTEBOOK: Leading global organizations | 287 |
| Summary points | 290 |
| 9 Managing a global workforce | 294 |
| Management challenge | 294 |
| The world of work | 297 |
| Culture and the psychology of work | 303 |
| Managing employee performance | 308 |
| Managing incentives and rewards | 312 |
| Expatriate and local managers | 321 |
| MANAGER'S NOTEBOOK: Managing a global workforce | 324 |
| Summary points | 327 |

CONTENTS

| | |
|---|------------|
| 10 Working with global teams | 331 |
| Management challenge | 331 |
| Global teams | 334 |
| Virtual global teams | " 339 |
| Managing tasks and team processes | 345 |
| Key success factors in global teams | 348 |
| Team-building strategies | 350 |
| MANAGER'S NOTEBOOK: Working with global teams | 356 |
| Summary points | 360 |
| | |
| 11 Living and working globally | 363 |
| Management challenge | 363 |
| Global assignments | 366 |
| Challenges of living and working globally | 373 |
| Adapting to local cultures | 379 |
| Managing repatriation | 394 |
| MANAGER'S NOTEBOOK: Living and working globally | 396 |
| Summary points | 401 |
| | |
| 12 Epilogue: the journey continues | 405 |
| Management challenge | 405 |
| What have we learned? | 406 |
| Where do we go from here? | 411 |
| | |
| Appendix: Models of national cultures | 417 |
| | |
| <i>Name and company index</i> | 430 |
| <i>Subject index</i> | 433 |