

SECOND EDITION

iiii

# INTERNATIONAL ORGANIZATIONAL BEHAVIOR

## Text, Cases, and Exercises

Anne Marie Francesco

Barry Allen Gold

*Hong Kong Baptist University Lubin School of Business, Pace University*

PEARSON

Prentice  
Hall

Upper Saddle River, New Jersey 07458

# Contents

**PART I: TEXT IN INTERNATIONAL ORGANIZATIONAL BEHAVIOR 1**

**CHAPTER 1 The Management of International Organizational Behavior**

What Is International Organizational Behavior? 3  
 Why Study International Organizational Behavior? 5  
 Explaining International Organizational Behavior 6  
 Theory and International Organizational Behavior 8  
 The Comparative Perspective 9  
 Convergence or Divergence? 13  
 Implications for Managers 13  
*Summary* 14  
*Discussion Questions* 15  
*Internet Sites* 15  
*References* 15

**CHAPTER 2 Culture and Organizational Behavior 17**

What Is Culture? 18  
 How Is Culture Learned? 19  
 Frameworks for Examining Cultures 20  
 How Culture Relates to Organizational Behavior 40  
 Convergence or Divergence? 41  
 Implications for Managers 42  
*Summary* 43  
*Discussion Questions* 43  
*Internet Sites* 43  
*References* 44

**CHAPTER 3 Ethics and Social Responsibility 46**

What Are Ethics? 48  
 Four Perspectives on Ethics 49  
 Ethical Relativism and Universalism 50  
 The Social Responsibility of Corporations 50  
 Ethics and Individual Behavior 52  
 Organizational Ethics 54  
 Studying Ethics 56  
 Resolving Cross-Cultural Ethical Conflicts 59

Convergence or Divergence?	64
Implications for Managers	65
<i>Summary</i>	65
<i>Discussion Questions</i>	66
<i>Internet Sites</i>	66
<i>References</i>	67

**CHAPTER 4 Communication 69**

What Is Communication?	70
Cross-Cultural Communication Differences	71
Barriers to Cross-Cultural Communication	78
Virtual Cross-Cultural Communication	80
Enhancing Cross-Cultural Communication	81
Convergence or Divergence?	81
Implications for Managers	82
<i>Summary</i>	83
<i>Discussion Questions</i>	83
<i>Internet Sites</i>	83
<i>References</i>	84

**CHAPTER 5 Negotiation and Conflict Resolution 86**

What Is Negotiation?	87
The Negotiation Process	87
How Culture Influences the Negotiation Process	89
Interests, Priorities, and Strategies	89
Situational Factors and Negotiating Tactics	92
Differences Between Intra-Cultural and Cross-Cultural Negotiations	95
How Culture Influences Conflict Resolution	96
How the Approach to Conflict Influences Negotiation	97
How to Become a Better Cross-Cultural Negotiator	98
Convergence or Divergence?	99
Implications for Managers	100
<i>Summary</i>	100
<i>Discussion Questions</i>	100
<i>Internet Sites</i>	101
<i>References</i>	101

**CHAPTER 6 Groups and Teams 103**

What Is a Group?	104
Group Structure	104
Group Processes	108
i Teams	111
Group and Team Composition	112
Teams at Work	114

Convergence or Divergence?	119
Implications for Managers	119
<i>Summary</i>	120
<i>Discussion Questions</i>	121
<i>Internet Sites</i>	121
<i>References</i>	122
<b>CHAPTER 7 Motivation</b>	<b>124</b>
What Is Motivation?	125
American Motivation Theories and Their Applicability Outside the United States	125
How Culture Influences Rewards	134
The Meaning of Work across Cultures	136
Convergence or Divergence?	140
Implications for Managers	140
<i>Summary</i>	141
<i>Discussion Questions</i>	141
<i>Internet Sites</i>	142
<i>References</i>	142
<b>CHAPTER 8 International Human Resource Management</b>	<b>144</b>
What Is International Human Resource Management?	145
International Corporate Strategy and IHRM	146
Major IHRM Functions	148
Best IHRM Practices Project	156
Managing Expatriates	159
Changes in Global Mobility	166
Convergence or Divergence?	166
Implications for Managers	167
<i>Summary</i>	167
<i>Discussion Questions</i>	167
<i>Internet Sites</i>	168
<i>References</i>	168
<b>CHAPTER 9 Organizational Commitment, Organizational Justice, and Work-Family Interface</b>	<b>171</b>
Organizational Commitment	172
Organizational Justice	177
Work and Family Interface	181
Convergence or Divergence?	185
Implications for Managers	186
<i>Summary</i>	186
<i>Discussion Questions</i>	187
<i>Internet Sites</i>	187
<i>References</i>	188

<b>CHAPTER 10</b>	<b>Managing Diversity</b>	<b>192</b>
	What Is Diversity?	194
	How Different Cultures View Diversity	194
	Cox's Model of the Multicultural Organization	201
	How Organizations Manage Diversity	203
	Unintended Results of Managing Diversity	205
	Managing Diversity for Competitive Advantage	206
	Convergence or Divergence?	207
	Implications for Managers	208
	<i>Summary</i>	208
	<i>Discussion Questions</i>	209
	<i>Internet Sites</i>	209
	<i>References</i>	210
<b>CHAPTER 11</b>	<b>Leadership</b>	<b>212</b>
	What Is Leadership?	213
	Culture and Leadership	214
	Types of Leadership Legitimacy	219
	Leadership in Two Cultures	222
	Project GLOBE: A Large-Scale Cross-Cultural Study of Leadership	224
	Convergence or Divergence?	230
	Implications for Managers	231
	<i>Summary</i>	231
	<i>Discussion Questions</i>	232
	<i>Internet Sites</i>	232
	<i>References</i>	233
<b>CHAPTER 12</b>	<b>Organization Structure</b>	<b>235</b>
	What Is Organization Structure?	236
	Elements of Structure	237
	Explaining Structure: The Contingency Perspective	238
	Types of Organization Structure	240
	Structural Variations	243
	Emerging Structures in the Global Economy	246
	Convergence or Divergence?	250
	Implications for Managers	250
	<i>Summary</i>	251
	<i>Discussion Questions</i>	251
	<i>Internet Sites</i>	252
	<i>References</i>	252
<b>CHAPTER 13</b>	<b>Organizational Culture</b>	<b>254</b>
	) What Is Organizational Culture?	255
	National and Global Culture	256
	Understanding Organizational Culture	257

Levels of Organizational Culture	260
What Organizational Culture Does	263
Analyzing Organizational Culture	264
Managing and Changing Organizational Culture	268
Convergence or Divergence?	270
Implications for Managers	271
<i>Summary</i>	271
<i>Discussion Questions</i>	272
<i>Internet Sites</i>	272
<i>References</i>	272

#### **CHAPTER 14 Organizational Change 274**

What Is Organizational Change?	276
Sources of Organizational Change	277
National Culture and Organization Change	281
Organizational Culture and Change	284
Macro-Organizational Change Theories	288
Convergence or Divergence?	290
Implications for Managers	291
<i>Summary</i>	291
<i>Discussion Questions</i>	292
<i>Internet Sites</i>	292
<i>References</i>	293

### **PART II: CASES IN INTERNATIONAL ORGANIZATIONAL BEHAVIOR 295**

<b>CASE 1</b>	<b>A Cultural Clash in the Entertainment Industry</b>	<b>295</b>
<b>CASE 2</b>	<b>Conscience or the Competitive Edge? (A and B)</b>	<b>299</b>
<b>CASE 3</b>	<b>The Careless Collaborators</b>	<b>302</b>
<b>CASE 4</b>	<b>Portrait of a Young Russian Capitalist</b>	<b>310</b>
<b>CASE 5</b>	<b>Yutaka Nakamura: A Foreigner in His Native Land</b>	<b>315</b>
<b>CASE 6</b>	<b>Ellen Moore: Living and Working in Bahrain (A and B)</b>	<b>320</b>
<b>CASE 7</b>	<b>Managing a Diverse Work Force in Indonesia</b>	<b>334</b>
<b>CASE 8</b>	<b>Shell Oil in Nigeria</b>	<b>339</b>
<b>CASE 9</b>	<b>Argentina Suites (II): 1996 to 1998</b>	<b>354</b>
<b>CASE 10</b>	<b>Aung Sein: An Entrepreneur in Myanmar</b>	<b>365</b>
<b>CASE 11</b>	<b>Fuqima Washing Machine Corporation</b>	<b>370</b>
<b>CASE 12</b>	<b>Wellcome Israel (A and B)</b>	<b>377</b>
<b>CASE 13</b>	<b>Conoco's Decision: The First Annual President's Award for Business Ethics</b>	<b>387</b>
<b>CASE 14</b>	<b>West Indies Yacht Club Resort: When Cultures Collide</b>	<b>401</b>

CASE 15	Ireka Construction Berhad: A Chinese Family Business Goes Public	416
CASE 16	Malaysian-German Chamber of Commerce and Industry	421
CASE 17	A Candidate for Saudi Arabia	427

**PART III: EXERCISES IN INTERNATIONAL ORGANIZATIONAL BEHAVIOR 432**

EXERCISE 1	Where Have You Been? An Exercise to Assess Your Exposure to the Rest of the World's People	432
EXERCISE 2	Selected Intercultural Incidents	439
EXERCISE 3	The Owl: Cross-Cultural Sensitivity	445
EXERCISE 4	The East-West Game (Emperor's Pot)	446
EXERCISE 5	Race from Outer Space: An Awareness Activity	447
EXERCISE 6	How Many Things do You Like to do at Once? An Introduction to Monochrome and Polychrome Time	449
EXERCISE 7	Double-Loop Thinking: Seeing Two Perspectives	458
EXERCISE 8	Bribery in International Business	459
EXERCISE 9	Babel: Interpersonal Communication	461
EXERCISE 10	Ugli Orange Case	463
EXERCISE 11	Work Values Exercise	464
EXERCISE 12	Japanese Decision-Making Exercise (Ringi/Nemawashi)	466
EXERCISE 13	Dimensions of National Culture and Effective Leadership Patterns: Hofstede Revisited	467
EXERCISE 14	Royal Flush: A Cross-Cultural Simulation	470
EXERCISE 15	Management in the Year 2200	472
Glossary		477
Index		491

It deals with definition of international organizational behavior and cluster systems or organization, Hofstede's model and the critique of his model. I am aware that this study material concerning organizational behavior is not completed. It means a first attempt written in English. I wish and I expect that further educational process will warn me on deficiencies of that study material. Organizational behavior is the study of the way people interact within groups. Its principles are used in attempts to make businesses operate more effectively. What Is Organizational Behavior? Organizational behavior (OB) is the academic study of the ways people act within groups. Its principles are applied primarily in attempts to make businesses operate more effectively. 1:09. Organizational Behavior.