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
<table>
<thead>
<tr>
<th>CHAPTER 4 Communication</th>
<th>69</th>
</tr>
</thead>
<tbody>
<tr>
<td>What Is Communication?</td>
<td>70</td>
</tr>
<tr>
<td>Cross-Cultural Communication Differences</td>
<td>71</td>
</tr>
<tr>
<td>Barriers to Cross-Cultural Communication</td>
<td>78</td>
</tr>
<tr>
<td>Virtual Cross-Cultural Communication</td>
<td>80</td>
</tr>
<tr>
<td>Enhancing Cross-Cultural Communication</td>
<td>81</td>
</tr>
<tr>
<td>Convergence or Divergence?</td>
<td>81</td>
</tr>
<tr>
<td>Implications for Managers</td>
<td>82</td>
</tr>
<tr>
<td>Summary</td>
<td>83</td>
</tr>
<tr>
<td>Discussion Questions</td>
<td>83</td>
</tr>
<tr>
<td>Internet Sites</td>
<td>83</td>
</tr>
<tr>
<td>References</td>
<td>84</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CHAPTER 5 Negotiation and Conflict Resolution</th>
<th>86</th>
</tr>
</thead>
<tbody>
<tr>
<td>What Is Negotiation?</td>
<td>87</td>
</tr>
<tr>
<td>The Negotiation Process</td>
<td>87</td>
</tr>
<tr>
<td>How Culture Influences the Negotiation Process</td>
<td>89</td>
</tr>
<tr>
<td>Interests, Priorities, and Strategies</td>
<td>89</td>
</tr>
<tr>
<td>Situational Factors and Negotiating Tactics</td>
<td>92</td>
</tr>
<tr>
<td>Differences Between Intra-Cultural and Cross-Cultural Negotiations</td>
<td>95</td>
</tr>
<tr>
<td>How Culture Influences Conflict Resolution</td>
<td>96</td>
</tr>
<tr>
<td>How the Approach to Conflict Influences Negotiation</td>
<td>97</td>
</tr>
<tr>
<td>How to Become a Better Cross-Cultural Negotiator</td>
<td>98</td>
</tr>
<tr>
<td>Convergence or Divergence?</td>
<td>99</td>
</tr>
<tr>
<td>Implications for Managers</td>
<td>100</td>
</tr>
<tr>
<td>Summary</td>
<td>100</td>
</tr>
<tr>
<td>Discussion Questions</td>
<td>100</td>
</tr>
<tr>
<td>Internet Sites</td>
<td>101</td>
</tr>
<tr>
<td>References</td>
<td>101</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CHAPTER 6 Groups and Teams</th>
<th>103</th>
</tr>
</thead>
<tbody>
<tr>
<td>What Is a Group?</td>
<td>104</td>
</tr>
<tr>
<td>Group Structure</td>
<td>104</td>
</tr>
<tr>
<td>Group Processes</td>
<td>108</td>
</tr>
<tr>
<td>Teams i</td>
<td>111</td>
</tr>
<tr>
<td>Group and Team Composition</td>
<td>112</td>
</tr>
<tr>
<td>Teams at Work</td>
<td>114</td>
</tr>
</tbody>
</table>
Convergence or Divergence? 119
Implications for Managers 119
Summary 120
Discussion Questions 121
Internet Sites 121
References 122

CHAPTER 7 Motivation 124
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
Summary 141
Discussion Questions 141
Internet Sites 142
References 142

CHAPTER 8 International Human Resource Management 144
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
Summary 167
Discussion Questions 167
Internet Sites 168
References 168

CHAPTER 9 Organizational Commitment, Organizational Justice, and Work-Family Interface 171
Organizational Commitment 172
Organizational Justice 177
Work and Family Interface 181
Convergence or Divergence? 185
Implications for Managers 186
Summary 186
Discussion Questions 187
Internet Sites 187
References 188
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
Summary 271
Discussion Questions 272
Internet Sites 272
References 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
Summary 291
Discussion Questions 292
Internet Sites 292
References 293

PART II: CASES IN INTERNATIONAL ORGANIZATIONAL BEHAVIOR 295
CASE 1 A Cultural Clash in the Entertainment Industry 295
CASE 2 Conscience or the Competitive Edge? (A and B) 299
CASE 3 The Careless Collaborators 302
CASE 4 Portrait of a Young Russian Capitalist 310
CASE 5 Yutaka Nakamura: A Foreigner in His Native Land 315
CASE 6 Ellen Moore: Living and Working in Bahrain (A and B) 320
CASE 7 Managing a Diverse Work Force in Indonesia 334
CASE 8 Shell Oil in Nigeria 339
CASE 9 Argentina Suites (II): 1996 to 1998 354
CASE 10 Aung Sein: An Entrepreneur in Myanmar 365
CASE 11 Fuqima Washing Machine Corporation 370
CASE 12 Wellcome Israel (A and B) 377
CASE 13 Conoco's Decision: The First Annual President's Award for Business Ethics 387
CASE 14 West Indies Yacht Club Resort: When Cultures Collide 401
Organizational behavior (OB) or organisational behaviour is the: "study of human behavior in organizational settings, the interface between human behavior and the organization, and the organization itself". OB research can be categorized in at least three ways: individuals in organizations (micro-level), work groups (meso-level), how organizations behave (macro-level).