International Perspectives on Organizational Behavior and Human Resource Management

Second Edition

Betty Jane Punnett

M.E. Sharpe
Armonk, New York
London, England
# Contents

Preface xiii  

1. **The Management World in the Twenty-First Century** 3  
   Overview of the Book 5  
   The Meaning of Globalization for Managers 6  
   Understanding Attitudes to Globalization 8  
   The Future of Globalization 10  
   Cross-National Convergence and Divergence 12  
   The World in 2010 and Beyond 15  
   References 16  

2. **The Cultural Environment** 17  
   Introduction 17  
   Defining Culture 19  
   Cultural Values 20  
   Values 20  
   Needs 21  
   Attitudes 21  
   Norms 22  
   Cultural Value Models 22  
   Kluckhohn and Strodtbeck’s Value Orientation Model 22  
   The Kluckhohn and Strodtbeck Model in International Management 24  
   Hofstede’s Value Survey Model 26  
   Limitations of the Value Survey Model 28  
   Using the Value Survey Model in International Management 29  
   Country Clusters 31  
   Alternative Cultural Models 38  
   Ethnocentrism and Parochialism 43  
   Variation Within Cultures 44
Beyond National Culture 44
Understanding Subcultures 45
Understanding Overlapping Cultures 47
The Importance of Cultural Values for International Managers 47
Summary and Conclusions 49
References 50

3. The Political and Regulatory Environment 51
   Introduction 51
   Political Systems 53
   Government, Business, and Society 57
      Government View of Business 58
      View of Foreign Business 59
      View of the Home Country 62
   Types of Political Risk 63
      Forced Divestment 64
      Unwelcome Regulations 65
      Interference in Operations 66
   Assessment and Management of Political Risk 66
      Sources of Information 67
      Factors Affecting Political Risk 68
      Defensive Political Risk Management 70
      Integrative Political Risk Management 71
      Managerial Choices 72
   Summary and Conclusions 73
   References 74

4. The Role of History and Geography in International Management 75
   Introduction 75
      History and Culture 77
      Geography and Culture 77
      History and Behavior 78
      Geography and Behavior 78
   Understanding History and Geography 78
      History, Values, and Behavior 79
      Geography, Values, and Behavior 80
      Influences on Language, Religion, and Economics 81
      Ways of Seeing the World 85
   Managing Internationally: The Role of History and Geography 88
      International Trade and Investment 88
5. Language and Religion in International Management

Introduction

Language

Linguistic Diversity

The Impact of Homogeneity

The Impact of Heterogeneity

National Languages

Linguistic Hierarchies

Linguistic Change

Managing Language Differences

Learning New Languages

Translation and Interpretation

Religion

The Expression of Religion

Major Religions of the World

Summary and Conclusions

Note

References


Introduction

Understanding Development Issues

Definitions of Development

Developed Countries

Developing Countries

Characteristics of Developing Countries

The Impact of Level of Development

Demography and Development

Culture and Development

Politics and Development

Summary and Conclusions

References

Introduction
Groups of Employees in International Firms
Employee Groups: Benefits and Drawbacks
- Parent Country Nationals (PCNs)
- Host Country Nationals (HCNs)
- Third Country Nationals (TCNs)
- Staffing and the International Product Life Cycle
- Foreign Guest Workers
- Organizational Structure and International HRM Choices
Selection and Training of International Managers
- The Training Process
- Compensation
- Promotion, Career Development, Retirement
Summary and Conclusions
Note
References

11. Managing the Expatriate Experience

Introduction
Special Issues Associated with Expatriates
Expatriate Adjustment
- The Cycle of Culture Shock and Cross-Cultural Adjustment
- Determinants of Expatriate Adjustment
Cross-Cultural Training
- Approaches to Cross-Cultural Training
- Appropriate Training
- Dual-Career Couples
Summary and Conclusions
References

12. Special Issues in International Human Resource Management

Introduction
The Role of Women in Business Around the World
- Some Examples of Women's Role in Business
- The Meaning of Equality

References
CONTENTS

Women as Managers in Different Countries 256
The Role of Women as Managers in Selected Locations 257
Women as International Managers 259
Other Personal Characteristics 262
Ethics in International Management Decisions 263
   Universal Versus Culturally Contingent 266
Climate Change: The New Ethical Issue 267
Summary and Conclusions 268
References 268

Index 271
About the Author 285