# CONTENTS

<table>
<thead>
<tr>
<th>Acknowledgements</th>
<th>xvii</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chronological table of reprinted articles and chapters</td>
<td>xxi</td>
</tr>
<tr>
<td>Preface</td>
<td>xxxi</td>
</tr>
</tbody>
</table>

## VOLUME I  THEORETICAL FOUNDATIONS, CRITIQUES & DEVELOPMENTS

**Introduction to Volume I**

### PART 1
**Overviews**

1. Conceptualizing culture: elucidating the streams of research in international cross-cultural management
   - NAKIYE A. BOYACIGILLER, JILL KLEINBERG, MARGARET E. PHILLIPS, AND SONJA A. SACKMANN
   - 11

2. Conceptual foundations of cultural management research
   - HAMID YEGANEH AND ZHAN SU
   - 73

### PART 2
**Models**

3. Dominant and variant value orientations
   - FLORENCE R. KLUCKHOHN AND FRED L. STRODTBECK
   - 95

4. Context and meaning
   - EDWARD T. HALL
   - 147
CONTENTS

5 The cultural relativity of organizational practices and theories 161
GEERT HOFSTEDE

6 The Confucius connection: from cultural roots to economic growth 180
GEERT HOFSTEDE AND MICHAEL HARRIS BOND

7 An introduction to culture 197
FONS TROMPENAARS AND CHARLES HAMPDEN-TURNER

8 Individualism and collectivism: cross-cultural perspectives on self-ingroup relationships 207
HARRY C. TRIANDIS, ROBERT BONTEMPO, MARCELO J. VILLAREAL, MASAaki ASAI AND NYDIA LUCCA

9 Are there universal aspects in the structure and contents of human values? 242
SHALOM H. SCHWARTZ

10 A framework for culture assessment 270
TOMASZ LENARTOWICZ AND KENDALL ROTH

11 Culture, leadership and organizations: the GLOBE study of 62 societies: book review 291
MARK F. PETERSON

PART 3
Critiques and developments 299

12 Hofstede's model of national cultural differences and their consequences: a triumph of faith – a failure of analysis 301
BRENDAN MCSWEENEY

13 Cultural distance revisited: towards a more rigorous conceptualization and measurement of cultural differences 329
ODED SHENKAR

14 Evolution of culture assimilators: toward theory-based assimilators 348
DHARM P. S. BHAWUK

15 From 'Onion' to 'Ocean': paradox and change in national cultures 374
TONY FANG
CONTENTS

16 The cultural metaphor: a grounded method for analyzing national cultures
   MARTIN J. GANNON AND PINO G. AUDIA
   394

17 The cultural shadows of cross cultural research: images of culture
   SID LOWE
   410

18 Rethinking cross cultural management in a globalizing business world
   ANNE-MARIE SØDERBERG AND NIGEL HOLDEN
   429

VOLUME II THE IMPACT OF CULTURE

Acknowledgements
ix

Introduction to Volume II and III
1

PART 4
Values, ethics and justice
15

19 The impact of national culture and economic ideology on managerial work values: a study of the United States, Russia, Japan, and China
   DAVID A. RALSTON, DAVID H. HOLT, ROBERT H. TERPSTRA AND YU KAI-CHENG
   17

20 Cultural values, sources of guidance, and their relevance to managerial behavior: a 47-nation study
   PETER B. SMITH, MARK F. PETERSON AND SHALOM H. SCHWARTZ
   49

21 Trust across borders
   SRILATA ZAHEER AND AKBAR ZAHEER
   76

22 Cultural values and management ethics: a 10-nation study
   TERENCE JACKSON
   91

23 Cronyism: a cross-cultural analysis
   NARESH KHATRI, ERIC W. K. TSANG AND THOMAS M. BEGLEY
   126
CONTENTS

24 Justice in the culturally diverse workplace: the problems of over and under emphasis of cultural differences
KWOK LEUNG, STEVEN K. SU AND MICHAEL W. MORRIS

25 Country and organizational-level adaptation to foreign workplace ideologies: a comparative study of distributive justice values in China, Russia and the United States
J. K. GIACOBBE-MILLER, D. J. MILLER, W. ZHANG AND V. I. VICTOROV

26 Cross-national differences in managers' willingness to justify ethically suspect behaviors: a test of institutional anomie theory
JOHN B. CULLEN, K. PRAVEEN PARBOTEAA AND MARTIN HOEGL

PART 5
Well-being, stress and motivation

27 A cross-national comparative study of work–family stressors, working hours, and well-being: China and Latin America versus the Anglo world
PAUL E. SPECTOR, CARY L. COOPER, STEVEN POELMANS, TAMMY D. ALLEN, MICHAEL O'DRISCOLL, JUAN I. SANCHEZ, OI LING SIU, PHIL DEWE, PETER HART, LUO LU, LÚCIO FLÁVIO RENAUT DE MORAES, GABRIELLE M. OSTROGNAY, KATE SPARKS, PAUL WONG AND SHANFA YU

28 Collective efficacy versus self-efficacy in coping responses to stressors and control: a cross-cultural study
JOHN SCHAUBROECK, SIMON S. K. LAM AND JIA LIN XIE

29 The effect of cultural differences on behavioral responses to low job satisfaction
DAVID C. THOMAS AND KEVIN AU

30 Managers' theories of subordinates: a cross-cultural examination of manager perceptions of motivation and appraisal of performance
SANFORD E. DEVOE AND SHEENA S. IYENGAR

31 Empowerment effects across cultures
MICHAEL K. HUI, KEVIN AU AND HENRY FOCK
PART 6

Communication behaviour

32 Conversing across cultures: East-West communication styles in work and nonwork contexts
JEFFREY SANCHEZ-BURKS, FIONA LEE, INCHEOL CHOI, RICHARD NISBETT, SHUMING ZHAO AND JASOOK KOO

33 A cross cultural study of communication strategies for building business relationships
YUNXIA ZHU, PIETER NEL AND RAVI BHAT

34 The negotiation dance: time, culture, and behavioral sequences in negotiation
WENDI L. ADAIR AND JEANNE M. BRETT

35 The role of employee preferences and organizational culture in explaining e-commerce orientations
HAYAT KABASAKAL, GULDEN ASUGMAN AND KAZIM DEVELIOĞLU

36 Cultural variations in the cross-border transfer of organizational knowledge: an integrative framework
RABI S. BHAGAT, BEN L. KEDIA, PAULA D. HARVESTON AND HARRY C. TRIANDIS

VOLUME III THE IMPACT OF CULTURE (continued)

Acknowledgements ix

PART 7

Teamwork

37 The impact of culture on feedback-seeking behavior: an integrated model and propositions
MARY F. SULLY DE LUQUE AND STEVEN M. SOMMER

38 Metaphors and meaning: an intercultural analysis of the concept of teamwork
CRISTINA B. GIBSON AND MARY E. ZELLMER-BRUHN
CONTENTS

39 Cultural influences on adaptation to fluid workgroups and teams
GRAEME L. HARRISON, JILL L. MCKINNON, ANNE WU AND CHEE W. CHOW

40 The impact of team members’ cultural values on productivity, cooperation, and empowerment in self-managing work teams
BRADLEY L. KIRKMAN AND DEBRA L. SHAPIRO

41 Cross-national differences in cooperative decision-making in mixed-motive business contexts: the mediating effect of vertical and horizontal individualism
XIAO-PING CHEN AND SHU LI

PART 8
Leadership and influence

42 Research on leadership in a cross-cultural context: making progress, and raising new questions
MARCUS W. DICKSON, DEANNE N. DEN HARTOG AND JACQUELINE K. MITCHELSON

43 Top management leadership and influence on innovation: the role of sociocultural context
DETELIN S. ELENKOV AND IVAN M. MANEV

44 The impact of societal cultural values and individual social beliefs on the perceived effectiveness of managerial influence strategies: a meso approach
PING PING FU, JEFF KENNEDY, JASMINE TATA, GARY YUKL, MICHAEL HARRIS BOND, TAI-KUANG PENG, EKKIRALA S. SRINIVAS, JON P. HOWELL, LEONEL PRIETO, PAUL KOOPMAN, JAAP J. BOONSTRA, SELDA PASA, MARIE-FRANCOISE LACASSAGNE, HIRO HIGASHIDE AND ADITH CHEOSAKUL

PART 9
Entrepreneurship

45 A case for comparative entrepreneurship: assessing the relevance of culture
ANISYA S. THOMAS AND STEPHEN L. MUELLER

46 The socio-cultural environment for entrepreneurship: a comparison between East Asian and Anglo-Saxon countries
THOMAS M. BEGLEY AND WEE-LIANG TAN
CONTENTS

47 The influence of national culture on the formation of technology alliances by entrepreneurial firms 296
H. KEVIN STEENSMA, LOUIS MARINO, K. MARK WEAVER AND PAT H. DICKSON

PART 10
Structure, systems, strategy and change 335

48 The determination of capital structure: is national culture a missing piece to the puzzle? 337
ANDY C. W. CHUI, ALISON E. LLOYD AND CHUCK C. Y. KWOK

49 National culture and financial systems 369
CHUCK C. Y. KWOK AND SOLOMON TADESSE

50 The effect of national culture on the choice of entry mode 399
BRUCE KOGUT AND HARBIR SINGH

51 The salience of 'culture's consequences': the effects of cultural values on top executive commitment to the status quo 424
MARTA A. GELETKANYCZ

52 Reassessment of convergence and divergence dynamics: implications for international HRM 454
SARA L. MCGAUGHEY AND HELEN DE CIERI

53 Lessons in 'cross-vergence': restructuring the Thai subsidiary corporation 475
TIM G. ANDREWS AND NARTNALIN CHOMPUSRI

VOLUME IV MANAGING CULTURAL DIFFERENCES

Acknowledgements vii

Introduction to Volume IV 1

PART II
Intelligence and competence 7

54 Cross-cultural competence in international business: toward a definition and a model 9
JAMES P. JOHNSON, TOMASZ LENARTOWICZ AND SALVADOR APUD
<table>
<thead>
<tr>
<th>55</th>
<th>Intercultural communication competence: identifying key components from multicultural perspectives</th>
<th>39</th>
</tr>
</thead>
<tbody>
<tr>
<td>LILY A. ARASARATNAM AND MARYA L. DOERFEL</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>56</th>
<th>Redefining interactions across cultures and organizations: moving forward with cultural intelligence</th>
<th>68</th>
</tr>
</thead>
<tbody>
<tr>
<td>P. CHRISTOPHER EARLEY</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>57</th>
<th>Reconceptualizing cultural identity and its role in intercultural business communication</th>
<th>95</th>
</tr>
</thead>
<tbody>
<tr>
<td>DAPHNE A. JAMESON</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>58</th>
<th>The distinction between stable and dynamic cross-cultural competencies: implications for expatriate trainability</th>
<th>129</th>
</tr>
</thead>
<tbody>
<tr>
<td>SHARON LEIBA-O'SULLIVAN</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>59</th>
<th>Cross-cultural code-switching: the psychological challenges of adapting behavior in foreign cultural interactions</th>
<th>149</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANDREW MOLINSKY</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

PART 12

<table>
<thead>
<tr>
<th>60</th>
<th>Toward a comprehensive model of international adjustment: an integration of multiple theoretical perspectives</th>
<th>183</th>
</tr>
</thead>
<tbody>
<tr>
<td>J. STEWART BLACK, MARK MENDENHALL AND GARY ODDOU</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>61</th>
<th>An exploratory investigation of the relative importance of cultural similarity and personal fit in the selection and performance of expatriates</th>
<th>212</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUNKYU JUN AND JAMES W. GENTRY</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>62</th>
<th>Fitting in: surface- and deep-level cultural differences and expatriates' adjustment</th>
<th>225</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANNELIES E. M. VAN VIANEN, IRENE E. DE PATER, AMY L. KRISTOF-BROWN AND ERIN C. JOHNSON</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>63</th>
<th>Intercultural learning in global teams</th>
<th>246</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANNE BARTEL-RADIC</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>64</th>
<th>Integration in intercultural ethics</th>
<th>278</th>
</tr>
</thead>
<tbody>
<tr>
<td>RICHARD EVANOFF</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PART 13</td>
<td>Interaction and conflict</td>
<td></td>
</tr>
<tr>
<td>---------</td>
<td>--------------------------</td>
<td></td>
</tr>
<tr>
<td>65</td>
<td>Understanding cross-cultural management interaction: research into cultural standards to complement cultural value dimensions and personality traits</td>
<td></td>
</tr>
<tr>
<td></td>
<td>GERHARD FINK, ANNE-KATRIN NEYER AND MARCUS KÖLLING</td>
<td></td>
</tr>
<tr>
<td>66</td>
<td>Facework competence in intercultural conflict: an updated face-negotiation theory</td>
<td></td>
</tr>
<tr>
<td></td>
<td>STELLA TING-TOOMEY AND ATSUKO KUROGI</td>
<td></td>
</tr>
<tr>
<td>67</td>
<td>Cultural values in conflict management: goal orientation, goal attainment, and tactical decision</td>
<td></td>
</tr>
<tr>
<td></td>
<td>KEN-ICHI OHBUCHI, OSAMU FUKUSHIMA AND JAMES T. TEDESCHI</td>
<td></td>
</tr>
<tr>
<td>68</td>
<td>Can we talk, and should we? Managing emotional conflict in multicultural teams</td>
<td></td>
</tr>
<tr>
<td></td>
<td>MARY ANN VON GLINOW, DEBRA L. SHAPIRO AND JEANNE M. BRETT</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>VOLUME V METHODOLOGICAL CONSIDERATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acknowledgements</td>
</tr>
<tr>
<td>Introduction to Volume V</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PART 14</th>
<th>Overviews</th>
</tr>
</thead>
<tbody>
<tr>
<td>69</td>
<td>A review of cross-cultural methodologies for organizational research: a best-practices approach</td>
</tr>
<tr>
<td></td>
<td>BRYAN S. SCHAFFER AND CHRISTINE M. RIORDAN</td>
</tr>
<tr>
<td>70</td>
<td>Methodological issues in psychological research on culture</td>
</tr>
<tr>
<td></td>
<td>FONS J. R. VAN DE VIJVER AND KWOK LEUNG</td>
</tr>
<tr>
<td>71</td>
<td>Methodological challenges confronted when conducting management research in China</td>
</tr>
<tr>
<td></td>
<td>BRUCE W. STENING AND MARINA Y. ZHANG</td>
</tr>
</tbody>
</table>
CONTENTS

PART 15
Design and pre-collection 115
72 Views from inside and outside: integrating emic and etic insights about culture and justice judgment 117
MICHAEL W. MORRIS, KWOK LEUNG, DANIEL AMES AND BRIAN LICKEL
73 Multilevel issues and culture: an integrative view 142
GEORGIA T. CHAO
74 Mixed methods in international business research: a value-added perspective 174
LEILA HURMERINTA-PELTOMÄKI AND NIINA NUMMELA
75 Do international management researchers need a code of ethics? 196
BRUCE W. STENING AND DANIEL W. SKUBIK

PART 16
Contextual alignment 223
76 The selection of key informants in IB cross-cultural studies 225
TOMASZ LENARTOWICZ AND KENDALL ROTH
77 Cross-cultural collaborative research: toward reflexivity 254
MARK EASTERBY-SMITH AND DANUSIA MALINA
78 Crossing language boundaries: qualitative interviewing in international business 273
CATHERINE WELCH AND REBECCA PIEKKARI

PART 17
Validation 295
79 Methods of establishing cross-cultural equivalence 297
JAMES N. BUTCHER AND KYUNGHEE HAN
80 The wording and translation of research instruments 318
RICHARD W. BRISLIN
81 The dual-focus approach to creating bilingual measures 344
SUMRU ERKUT, ODETTE ALARCÓN, CYNTHIA GARCÍA COLL, LINDA R. TROPP AND HEIDIE A. VÁZQUEZ GARCÍA

xiv
CONTENTS

82  Response styles in cross-national survey research:  
a 26-country study  356  
ANNE-WIL HARZING

Endnote  387

83  Toto, I don’t think we’re in Kansas anymore: some footnotes to  
cross-cultural research  389  
STEPHEN J. MEZIAS, YA-RU CHEN AND PATRICE MURPHY

Index  407