The discursive construction, reproduction and continuance of national cultures
A critical study of the cross-cultural management discourse

Agneta Moulettes
Lund Institute of Economic Research
School of Economics and Management

Lund Business Press
Lund Studies in Economics and Management 112
Table of contents

CHAPTER ONE ........................................................................................................ 1
Setting the problem............................................................................................. 1
  Introduction .................................................................................................... 1
  Background ................................................................................................. 3
  Outline of the introductory chapter ............................................................. 7
The meaning(s) of culture – a conceptual investigation .............................. 8
Nation, nation state and national culture ....................................................... 11
The emergence of the cross-cultural management discourse .................. 14
The emergence and development of organizational culture ................... 17
Theoretical frame ........................................................................................... 23
Methodological considerations ..................................................................... 51
The empirical texts ......................................................................................... 59
Outline of chapters ......................................................................................... 67
References ...................................................................................................... 73

CHAPTER TWO .................................................................................................... 87
The Construction of the Modern West and the Backward Rest: Studying the
Discourse of Hofstede’s Culture’s Consequences ........................................... 87
  Abstract ..................................................................................................... 88
  Introduction ............................................................................................... 89
  Hofstede’s Model ..................................................................................... 90
  Theoretical Influences and Research Method ............................................. 93
  Analysis .................................................................................................... 97
  Power Distance: Being modern is being equal ........................................ 98
  Uncertainty Avoidance: Being modern is being flexible ......................... 100
  Individualism: Being modern is being individualistic ............................... 101
  Masculinity: Can feminine values be modern after all? ......................... 104
  Long-Term Orientation: Accounting for unexpected success ............... 105
  Discussion and Conclusions .................................................................. 107
  References ............................................................................................... 111

CHAPTER THREE ............................................................................................... 115
The absence of women’s voices in Hofstede’s Cultural Consequences .......... 115
  Abstract .................................................................................................. 116
  Introduction ............................................................................................. 117
  Hofstede’s cultural model ........................................................................ 118
  Exploring women’s voices in Hofstede’s Cultural Consequences through the lens of postcolonialism .......................................................... 120
  The exclusion of women’s voices in Hofstede’s Cultural Consequences ... 122
  Discussion ............................................................................................... 128
  References ............................................................................................... 131
CHAPTER FOUR

Disclaimers, Dichotomies and Disappearances in International Management Textbooks: A Postcolonial Deconstruction and Reconstruction

Abstract
Introduction

Orientalism, education and international business textbooks

Deconstruction and postcolonial theory

Research process, more particular aims and research tactics

Analysis

A way forward: towards alternative IB/IM textbooks

References

CHAPTER FIVE

Talk around national culture among organizational members in international organizations

Abstract
Introduction

Postcolonialism - background and motive for exploring notions of national culture through the lens of postcolonialism

Interviews as a source of inquiry

The field study

Conceptual framework

Stressing differences in national cultures - the empirical case

Claiming cultural adjustment

Using culture as a scapegoat

Discussion

References

CHAPTER SIX

Concluding discussion - Summary, theoretical contributions and suggestions for further research

The representation of national culture in cross-cultural management texts

The representation of gender in cross-cultural management texts

The representation of national culture in international business and management texts

Representation of national culture in organizations

The discursive construction, reproduction and continuance of the cross-cultural discourse

Main contributions of the study

The way forward - suggestions for further research

References