CONTENTS

Preface xi

Introduction: The historical background to international leadership 1

PART ONE Exploring cultural differences 37

01 Industry: cultural differences in industry leadership and the effects of mass media reports 39

Introduction 39
Made in China: the case of General Motors’ LaCrosse 40
Vehicle recalls: the case of the rise and fall and rise of Toyota 51
Industrial espionage: the Renault spy case 58
Conclusion 68
Key points 68

02 Patterns of employment: the roles of women and minorities in international business 73

Introduction 73
Women at work: the case of the Saudi women drivers 74
Disabilities and disadvantages: the case of the dispossessed 80
Worldwide youth unemployment:
the case of the jobless Chinese graduates 86
Rich and poor: the case of employment contrasts in India 93
Conclusion 99
Key points 100

03 Management of public and private sector involvement 103

Introduction 103
Private sector leadership in government projects:
the case of Steven Rattner 104
Cameron and Coulson, Stephenson, Yates and Wallis:
the case of the prime minister,
the police commissioners and the spin doctors 110
From the White House to the coffee shop:  
the case of Kris Engskov  117  

Business against corruption: the case of  
the Russian entrepreneur and police extortion  121  

Conclusion  127  
Key points  129  

**PART TWO**  Exploring international operations and activities  133  

**04**  International networks and alliances, structures and controls, strategies for sustainable business  135  

Introduction  135  
Strategic alliances for health care and famine relief:  
the case of FARM-Africa and Tearfund  136  
International alliances and contingency theory:  
the case of OriginOil  141  
Strategies for sustainable business practices: the case of SAP  146  
Strategies for restructuring: the case of the Egyptian bank  153  
Internet networks: the case of crowdsourcing  156  
Conclusion  162  
Key points  162  

**05**  Negotiations and decisions:  
leadership and motivation  166  

Introduction  166  
By fair means or foul? The cases of SABMiller and InBev  167  
The practice of management:  
the case of David Moyes and Everton  172  
Beyond Maslow: the case of Anna Hazare in New Delhi  180  
Conclusion  191  
Key points  193  

**PART THREE**  Exploring technology, learning, language and culture  199  

**06**  Technology, the internet and dealing with change  201  

Introduction  201  
Technology and work: the case of the mobile employees  203
10 Looking to the future 340

Introduction 340
Dealing with climate change: the case of the Kyoto Protocol 342
Made in India: the case of generic vs patented drugs 349
I-leadership for a new generation: the case of the start-ups 357
Protecting people: the case of crisis response 363
Dot brand versus dot com: the case of the internet domains 369
Conclusion 373
Key points 373

Conclusion 380

About the author 382
Acknowledgements 384
Index 385