Index

abductive reasoning 477
abstraction
labels 59
phenomena 72
academic
competitive environment 7, 191, 553–4
culture 269–70
journals 259, 276
payment for research 385–6
reviewers 555
rigour 276, 277
status 389–90
academic research, nature and value
385–6
academic versus business world
269–70
accents 219, 230, 233
access to organisations
communication styles in 479
determinants of 113
India 423–4, 435
Japanese multinationals 314–15
language in 232
multinationals 251–4
negotiating 368–70
organisations 267–8, 291–4
personal contact 34, 448–9
problems of 300–302
Vietnam 385, 389–91
acculturation 435
accuracy of information 391–3
acultural questions 409, 417
across-case analysis 130, 135–6, 140
across-method triangulation 165
Africa
history 145
relations with Latin America 446
traditions 86–7
Western representations of 58
see also Nigeria; Senegal; Sudan; Zimbabwe
age issues 219, 292–3, 374–5
alternative research paradigms, lack of
14–15
ambiguities 199–200
analysis of data see data analysis
analytical
approaches to research design 494
generalisation 130–31, 138–40
anonymity 195, 201, 259–60, 274, 300, 544
anthropological methodology 58
Antoniou, Christos 292, 293, 295–6
appropriation strategies 59–60
Ardener, Edwin 299
articles
brevity of 259
flaws in 581–2
methodology sections of 567
review of 6–7, 25–6, 40
Asia
foreign language usage 234
HRM research in 34
links with Latin America 446
multinational companies research
232–3, 254
relationship building 394–5
see also China; Hong Kong; India;
Indonesia; Japan; Singapore;
South Korea; Sri Lanka; Taiwan;
Thailand
Association of Social Anthropologists
299
‘assortments’ of information 208–9
Aston Studies 71
ATLAS.ti 489, 491, 492, 567
attitude research 407–8
atypical cases in theoretical sampling
129

Rebecca Piekkari and Catherine Welch - 9781843760832
Downloaded from Elgar Online at 12/11/2018 01:40:00PM
via free access
Index

Australia
  ethical research codes 545–6
  research culture 519–20
Australian Export Award 536
authenticity
documents 333
ethnographic texts 336
authorisation 353
authorship 39, 69
autobiographical narratives 533–4
axial coding 496

back translation 36, 224
BALAS (Business Association for Latin America Studies) 445
Banxia 487
Barthes, Roland 364
between-method triangulation 130, 134–6
bias
  of researchers 521, 570–71, 581
  of review process 16–17, 552, 554–60, 568, 578–9
blind reviews 552, 555
Booleean searches, CAQDAS 489
books 565
brand meaning, research on 408–10, 411–12
Brazil
core symbols 439–40
economy/population 441–2
ethnicity 446
infrastructure 443, 444
Briggs, Jean 156
British Empire 294–5
British Raj 433
Buddhism 402, 404, 405, 406–7
Bulgaria
  access 369–71
  business culture 374–8
  cooperation 372
  interview culture 370, 372
  networking 369–70
business
cards 210, 213
contacts 449
culture 199, 269–70, 332
languages 199–200
Business Association for Latin American Studies (BALAS) 193

business studies, the institutional dimension 287–90
business versus academic world 269–70

Canada
  cited papers 69
  location of companies 196
  published research 9
Capital Investment Coordinating Board (BKPM) Indonesia 183–4
CAQDAS 503–4
  as means of strengthening qualitative research 487–90
  proximity searches 489
  use in export performance study 494–502
career advancement, ‘publish or perish’ system 7
case
descriptions 117–18
selection 132–4
case data, accumulation of 115–16
case studies
  applications 109–10
  analysis of data 117–22, 573–9
  collection of data 115–16
  in construction 585–6
  decision to use 110–12
  definition of 126
  on international market withdrawal 132–40
  need for 571–2
  popularity of 265
  selection of cases 112–15
  use of CAQDAS 490, 494–502
case-based hypotheses 172–5
caste, India 426–7
causal patterns 136–7
causality 127–8
centralised control of cross-national projects 12
centrality analysis 501
Chapman, Malcolm 287, 292
Chicago School sociologists 295
China
  access to companies 369
  authors in 27
  business culture 61, 213
  business research in 402–17
  family business model 61
leadership 62
managerial learning research 190
religions 404–5, 407–8
taboo subjects 389
Western representations of 58
Chinese Cultural Connection 416
CLADEA (Latin American Council of Business Schools) 445
clarifying questions 200
class differences, Latin America 442–3
class divisions and problem definition 443–5
classic research design 576
classification of research approaches 466–7
closing questions 220
coa-authored articles 386
codification, qualitative research 15–18
coding data 118–19, 495–7
‘cognitive communities’ 88
‘cognitive schemata’, research on 86
coherence 534–5
collaboration
data collection 412–14
publishing strategies 562–3
collaborative research 11–13
translation techniques 414
collective bargaining research 32
collectivism, Latin America 447–8
colonialism, reliance on 65
colonisation, Senegal 145, 146, 155
common language 212, 225, 227, 236
commonality, checking for 119–20
communication, interviews 213–19, 473–4
Communist Party
Bulgaria 374, 376
China/Vietnam 389
companies
appropriateness for study 369
identification/contacting 193–4
impact of research 278–9
suspicion of researchers 371
see also access to organisations
company documents 394
‘company speak’ 230, 237, 241
comparable cases, stacking of 120
comparative case studies 114
comparative performance data, research on 185
complementary interviews 33–4
computer-assisted data analysis 486–7, 503–4
CAQDAS 487–90, 494–502
Decision Explorer and NUD*IST 490–93
conceptual maps 492–3
modelling 490, 501–2
conceptualisation of research 462
conferences
attendance 37
information sharing at 386, 445
papers at 122, 564
confidentiality 271, 275
Confucianism 404, 405, 406–7, 412
consensus decision-making research 98
consequential reading 135
construct elicitation 428
constructivist/subjectivist approach 163
consumer surveys, Vietnam 387
content analysis 487–90
desire
importance of 409–10
meaning of 245–8
in organisational research 248–50
representations of 535–43
desire-bound intersubjective foundations of case research 127
‘desire-free’ research 248
desire-contextual
knowledge 155–8
levels 246–8
rationality 310–11
desire-contextualisation 365–7, 380–81
in Eastern European research 368–73
importance of 367–8
of qualitative research methods 9–11
recommendations for 259–60
researchers 373–80
desire-contextualised research 249
‘desire-contextualism’ 248
desire-contextuality
narrative 111–12
critical discourse analysis (CDA) 344
desire-contingency
approach 8, 9
plans 209–11, 216
contradictory information 270–71
control of cross-national projects 12
controversial results, checking for 328
convenience samples 29, 385
conventional research design 17
convergence thesis 67
conversation patterns 453–4
core
  symbols 439–40
  values 325
correspondence theory of truth 335
‘covering laws’ 89
creativity, importance of 453
credibility
  in evaluating qualitative research 403
  procedural 183–4
  use of impressionism and narratives 336
critical
  incidents 329
  realist ethnographies 308–10, 313, 318, 320
  research 249–50
  critical discourse analysis 342–3, 357–8
  applied to international business
  studies 345–57
  as a methodology 343–5
  criticality, ethnographic texts 336
  cross-cultural case studies 144–5, 158–9
  case company 145–6
  development of the research questions 146
  methodological approach and techniques 147–8
  negative personal experiences in 150–55
  new methodological insights into 155–8
cross-cultural interviewing, language in
  224–6, 240–41
  collective experiences and personal backgrounds 226–9
  interviewing forms 230–31
  language diversity in multinational corporations 229–30
  language skills 231–40
cross-cultural research
  importance of in-depth understanding 447
  Latin America 440
  use of case studies 111
  cross-cultural surveys, adaptation of qualitative methods 9
  cross-national collaborative research, challenges of 11–13
  cross-national research teams
  formation of 39–40, 258
  meetings of 36–7
  papers submitted by 38–9
  use in multinational corporation research 259
  ‘crystallisation’, concept of 328
cultural
  awareness 415
  background 375–9
  characteristics 405
  distance 98
  hegemony 71
  insiders 413–14
  interpreters 391–3, 400
  norms 156–7, 199, 219
  perspective of researchers 366–7
  phenomena 70
  sensitivity 213, 214–15, 218, 219
  traditions 405
  cultural features of North American
  system of knowledge production 7
culturallycouched questions 477
culture
  analytical description of 307–8
  assumptions about 472–3
  in Chinese research 402–17
  and communication 218
  interviews 217–19
  Latin America 439–41, 445–7
  measurement of 72
  research on 330–31, 336–7
  seeing and experiencing 285–6
  sensitivity 447
  symbolist’s view of 339
  views of 74
  culture-specific communication strategies 479
  customers for market research 278–9
  cycles of joint sensemaking 93–4
Dalborg, Hans 354
Danish Research Council 374
data
ageing of 563
breadth and depth of 186
coding 118–19, 488, 495–7
displays 497–8
management 515–16
making sense of 270–74
mapping 498–500
quality of 514–15
theory-driven variance and divergence in 129
triangulation 164–5, 478
variance in 129
data analysis 516–19
approaches to 571–2
case studies 117–22, 135–6, 573–9
export studies 495–500
groups as units of 406–7
Indian research 431–2
interview material 200–202, 221–2
methods of 432
multiple levels of 582
sensitivity to cultural issues 447
textual material 346–9
treatises on 202
unit and levels of 513–14
Vietnam research 393–8
see also computer-assisted qualitative data analysis
data collection 471–2, 514–15
case studies 115–16, 134–5
collaboration in 412–14
errors in 473–4
export studies 495–500
headquarters and subsidiary units 254–6
Latin America 444
sharing of knowledge on 366
using case studies 109–10
Vietnam 393–8
'data rape' 436
data sets, size of 488
data types 471–2
errors in 473–4
selection of 477
data verification, language issues in 239–40
data-source triangulation 129–30
decentring
approach to translation 414
technique 238–9
Decision Explorer 487, 490–94, 498–501, 503
'decision tree modelling' 120
decision-making in companies 114–15, 265
dectextualised research 249
deductive framing 575
deference 268–9
degrees of freedom analysis (DFA) 138–40, 480
Denmark
business culture 374, 378–9, 474
financial services sector 351, 354
descriptive-interpretive research 122, 490–91
design see research design detail in interviews 272
developing countries
contingency approach to research 8
market research in 474
suspicions regarding research 10
development, notion of 66–7
diachronic primary data source triangulation 130, 134–5
dialects 233
dialogical research methods 97–8
direct
observation 331
questions 410
translation 238
disclosure 299–300
discrete utterances 538–9
discursive
context for IBCMS 67–70
level of interpretation 335
practices 344, 356
dissemination of research findings 276–7
distance, concept of 84–5
divergence in data 129
diverse languages, challenges posed by 224–5
diversity, Latin America 441–2
doctoral dissertations, guidelines for 507–8
documents
organisational 430
study of 116, 201, 273, 332–4, 393–5
Index

domestic interviewees 187–8
interviews 193–4
drama, emotion and polyphony through 536–40
dramatisation 355
dramaturgical perspectives 532
dress, appropriateness of 432–3
du Boulay, Juliet 291
Durkheim, Emile 71

Eastern cognitive paradigm 62
Eastern Europe
fieldwork in 365–73
foreign companies entry strategies research 112
managers’ expectations of research 374

see also Bulgaria; Czech Republic;
Poland; Romania; Russia;
Turkey; Yugoslavia

Economic and Social Research Council (ESRC), UK 277
edited books 565
editorial
boards 562
policy 16–17, 554–5, 556–60
role 366
editors 464, 554–5
Eisenhardt, Kathy 572, 573
‘elite’ interviewees 257
elites, reliance on 476
emergent
nature of research 207
theory 131
emic approach 509
emic perspectives 403, 468, 477
emotion through drama 536–40
empathy with hermeneutics 325
empirical information, integration with theory 274
empirical material for ethnographers 328
empirical research 25–6, 39–40
definition of 264
models of 30–35
in multinational corporations 250
proposed model for 35–9
review of 26–30
employment 531–2
employees samples 29

England, access to organisations 423
English
as business language 199–200, 227, 229, 233
dominance in cross-cultural studies 232
language journals 466–9
as publishing language 225–6, 556
as research language 296–7
as spoken in India 426
translation of 237–9
epistemic violence 73
epistemological
assumptions of researchers 475
beliefs 368
foundations for orthodox IBCMS 70–73
stance 127
viewpoints in research strategy 469–71
epistemology 510–11
subjective stance to 468–9
equal language challenge 228
equitable exchange 448
errors
concerning data and interpretation 472
type one and two 474–5
type three 472–3
essentialising categories 59, 61
ethical
codes 333
dilemmas 378
issues 315–16, 519–20
ethics 436
ethnicity, Brazil 446
ethno-psychoanalysis 147
Ethnograph 491
ethnographic holism 532–3
ethnographic research 301–3
anthropological tradition of 14
challenges of 290–301
design for 314–16
in a Japanese multinational 311–14
leaving the field 319–20
living in the field 316–19
need for 74
ethnography 306–7, 320–21, 327–8
forms of 308–10
and international business 310–11
introduction to 307–8
ctic perspectives 403, 509
Euro-American
centre 60, 69–71
development 67
economies 63
science 64
theories 72
Euro-Western knowledge schema 72
Eurocentric periodisation 68
Europe
academic environment 7
authors 29
colonial expansion 57, 59, 64
development policy 66
qualitative research 465
socially constructed topics 426
see also Denmark; France; Germany;
Italy, Netherlands; Switzerland;
United Kingdom
European
academic environment 7
civilisation 66
colonialism 64
cultural influences 445
journals 558, 581
science 65–6
European International Business
Academy 556
European Union (EU), research
framework programmes 258
events, definition of 127–8
evocative representations 540–41
exit problems of researchers 300–301
exoticisation 61, 62–3
expatriate management, research on 34,
35–7, 311
expatriate managers 257, 295, 377–8
language abilities of 232
expectations 93–4
experience of researchers 374–5
‘experiential reading’ 135
explicit restriction 275
exploratory research
need for 7–8
publication of 559
Senegal 149
studies 110–11, 122
suitability of qualitative methods 13
use of interviews 186
export cooperation in small and medium-sized enterprises, research in 167–9
export studies, use of CAQDAS 490,
494–502
export–adoption lag in the
internationalisation process,
research on 169–71
extant literature 131
external
context 246, 247
events 95
views 273–4
extreme case sampling 477
face 408
loss of 218
face-to-face interviews 197
factist
interpretation 471
methods of triangulation 478
favours, system of 155
feedback 373
from companies 431, 432
to companies 398, 436
feedback loops 137, 140
field
journals 221
metaphors 338
field notes see note-taking
fieldwork, relationships in 295–6
‘filial piety’ 416
Finland
export circles research 168
export–adoption lag research 169
financial services sector research 348–52, 354
multinational engineering company
research 226–40
regional control in multinationals
research 114
flexibility
importance of 452–3
interview protocols 410–11
focus groups 230–31
China 411
Senegal 149
focus phase 329, 330
focused observation 331
follow-up
interviews 33, 220
Index

questionnaires 574–6
questions 216, 329
studies 36, 576–7
foreign
interviewees 187–8
interviews 193–4
foreign investment decision processes, research on 192–3
foreign languages, discomfort with use of 234
‘foreignness, liability of’ 235
formal interviews 395–6
Foucauldian analysis 57
‘framing’, research on 86
‘free description’ phase 329
freeform questions 217
French
colonialism 145–6
as a subsidiary language 230
Friedman, Milton 96
functionalist anthropology 70
funding 277, 386
and objectivity 274–5
Gadamer, Hans-Georg 88–9, 90, 95
Gajewska-De Mattos, Hanna 292, 293–4, 298
gatekeepers 314
Geertz, Clifford 156
gender, in interviewing 219, 426, 427
general coding 496
generalisation, multinational companies 255–6
generalisations 355–7
generative mechanisms 313
generic errors 472–5
gender 350–51
Germany
HRM research 34
international managers research 227–38
location of companies 196
status of academics 188
‘ghettoisation’ 76
global coherence 534
global issues, role of ethnography in understanding 310–11
globalisation
impact on access to companies 268
qualitative research 17
going native 294–6, 318–19
problems of 476
trap of 250
governance, modes of 61
governmentality, notion of 59–60
grounded
analysis 487–90
theory 144–5, 147, 158, 387, 494, 495–6
group
centredness 411–12
discussions 426, 429–30
heterogeneity 12–13
interviews 199, 406–7, 413
group related behaviour and decision-making 417
groups as units of analysis 406–7
‘guardian angel metaphor’ 338–9
hard science, preference for 7
headquarters–subsidiary relationships 250–51
headquarters, data collection in 254–6
Heck, Marina 439–40
Hegelian teleology 66
Heidegger, Martin 88
Henry, Alain 86
hermeneutic
analysis 95, 99, 415
ethnographies 308
hermeneutic methodology 84–5, 99–100
applicability of 85–92
implications for international business research 96–8
hermeneutics
and international alliances 92–5
link to ethnography 327
and management research 90–92
as a methodology 88–90
as a starting point 325–6
hidden agendas 265–7, 515
hierarchical patterns 425–6
hierarchies
Latin America 449–50
Senegal 153–4
historical
context of texts 351
methodology 333
history, tunnel view of 65–6

Rebecca Piekkari and Catherine Welch - 9781843760832
Downloaded from Elgar Online at 12/11/2018 01:40:00PM
via free access
**Index**

<table>
<thead>
<tr>
<th>Holistic analysis</th>
<th>14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approach of case studies</td>
<td>112</td>
</tr>
<tr>
<td>Fallacies</td>
<td>476, 481</td>
</tr>
<tr>
<td>Ontology</td>
<td>248</td>
</tr>
<tr>
<td>Understanding</td>
<td>325</td>
</tr>
<tr>
<td>'Hollowed methodology'</td>
<td>125</td>
</tr>
</tbody>
</table>

**Hong Kong**

| Partner identification research | 190 |
| Sino-Hong Kong international joint ventures | 190 |
| Horizons, fusion of | 97, 98 |
| Host country language | 232 |
| Hostage syndrome | 250, 268–9, 545 |
| Human beings, fundamental link with nature | 404–5 |
| Humanistic interpretation, nature and merits of | 288–9 |
| ‘Hygienic research’ | 540–41 |
| Hypotheses | 125 |
| Survey-tested | 169–71 |
| Testing of | 477, 490 |

**Ideal-typical cases, theoretical sampling**

| Idealistic approach to publication | 561 |
| Identification of the field | 368–70 |
| Ideographic research | 522 |
| Ideological evaluation | 353–5 |
| Imaginative level of interpretation | 335 |
| Implicit expectation | 275 |
| Impressionism | 335–8 |
| Impromptu interviews | 429 |
| In-context research | 244 |
| In-depth cases | 167–9 |
| Survey-tested hypothesis to | 169–71 |
| In-depth interviews | 411 |
| Use of | 111, 230–31 |
| In-vivo coding | 496 |
| Incompetence, fear of | 156–7 |
| Inconsistencies | 201 |
| Incumbent's meaning | 95 |

**India**

| Access | 423–4 |
| American multinationals in | 315 |
| Analysis and interpretation | 431–2 |
| Choice of methods | 424–30 |
| Colonialism | 64 |
| Identity of researcher | 432–4 |
| Literature review | 421–3 |
| Logistics of | 434–5 |
| Qualitative research in | 435–7 |
| Indigenous perspectives, international business literature | 416 |
| Individual context | 246 |
| Indonesia, Hong Kong companies in | 183 |
| Inductive discovery | 518 |
| Research | 169–70 |
| Industrial democracy, research on | 31-2 |
| Industrialisation process, research on | 30–31 |
| 'Industrialisation thesis' | 67–8 |
| Inferential pattern coding (IPC) | 130, 135–6, 137, 140 |
| Informal interviews | 395, 396 |
| Networks | 369 |
| Topics | 217–18 |
| Informants | See interviewees |
| Information accuracy of | 391–3 |
| Objectives setting | 192 |
| Overload | 266 |
| Public | 273–4 |
| Sharing | 444–5 |
| Informed consent | 519–20, 544–5 |
| Infrastructure issues, Latin America | 443–5 |
| Ingroups | 408, 411–12, 413–14 |
| Initial structural conditions | 92–3 |
| 'Inner context' | 247 |
| Insecure locations | 10 |
| Insider approaches to research | 424 |
| Insider/outsider roles | 356–7 |
| Teams | 412–14 |
| Insiders | 294–6 |
| Insight | 216–17 |
| Institutional conditions for IBCMS | 63–73 |
| Institutional dimension of social anthropology and business studies | 287–90 |
| Institutional features of North American system of knowledge production | 7 |
| Instrumental approach to publishing | 562 |
| Inter-interview analysis | 221–2 |
| Intercoder reliability measures | 479 |
inter-subsidiary relationships 256
interaction characteristics, influence on interpretation processes 98
interaction model 121
interaction processes, influence on perceptions 97
interdependence
China 407–8, 409, 410–11
Latin America 449–50
international alliance research 92–5
international business and comparative management (IBCMS) 56–7
implications for an alternative methodology 73–6
institutional and discursive context 67–70
ontological and epistemological foundations 70–73
postcolonial critique 57–60
representation strategies 60–63
science and the colonial 64–7
international business literature, indigenous perspectives 416
international business research, purpose of 208
international companies, interpreting 324–5, 339–40
approach to 325–8
mixing qualitative methods 328–34
understanding and presentation 334–9
international human resource management, articles on 27
international joint ventures
articles on 27
research into 471–2, 511
international management research models of 30–35
proposed model for 35–9
review of 26–30
international management studies, critique of 29–30
international managers as practising hermeneuticians 96
international market withdrawal research 132–40
international relations, Latin America 445–7
international standard research 385, 386
international strategy, articles on 27
Internationalisation Theory 186
internationalisation, research on 172–5, 536–40, 544–6
Internet
access to 394–5
articles on 565
banking 355
penetration 443
working papers on 566
interpersonal orientation 447–9
interpretation 326–7
challenge of 334–5
of data 516–19
errors in 473–4
Indian research 431–2
methods of 471–2
past events, current interpretation of 134–5
rhetorical 471
interpretation processes, influence of interaction characteristics 98
interpreters
cultural suitability of 236–7
disadvantages of using 225
roles of 219–20, 379–80, 392–3
use of 211, 212, 213–15
interpretive skills 367–8
interpretivist approaches 481, 531–2, 534, 535
paradigms 510–11
intersubjectivity 127
intertextual observations 352
intertextuality in critical discourse analysis 345
interview
guides 192–3, 198, 211, 214, 232
material, reliance on 266–7, 324
overload 258
‘interview society’, spread of 17–18
interview studies 185–6, 202–3
extent and limitations 189–91
motivation and appropriateness 186–9
planning and conducting 191–202
interviewees
appreciation of 397–8
appropriateness of 256–8
approval of information usage 275
CEOs as 371
choice of 193–4
construction of reality 329–30
Index

599

Vietnam 395–6
‘intra-interview’ analysis 221–2
intuition 518
invalidity, sources of 131
investigator triangulation 164–5, 478
irony 328
Islam 145
iteration 140
validation by 131–2

James, Wendy 299
Japan
authors in 27
business culture 285
consensus decision-making research 98
HRM research 33, 34
subsidary research 309, 311–15, 316–19
joint sensemaking 93–4
journals
case studies in 122
editorial policy 580–81
India 422
interview studies in 190
Latin America 445
obstacles to publication 125–6
peer review in 462–3
qualitative research in 16–17
rankings 26, 553–4, 580
review of empirical research 25–30, 40
special issues 564
United States 69
use of English 225
junior managers 265
juxtaposition, validation by 131–2, 140

knowledge/power nexus 60
knowledge-related purposes for triangulation 166–7
knowledge, nature of 464–5
warrantable 510–11
Krugman, Paul 563

laddering techniques 135, 428
language 379–80
ability 297–9, 303
insider/outside teams 414
interviews 199–200

Rebecca Piekkari and Catherine Welch - 9781843760832
Downloaded from Elgar Online at 12/11/2018 01:40:00PM via free access
issues in data verification 239–40
non-native interviewees 474
in research and social anthropology 296–9
technical 212
see also English; interpreters; translation
language barriers
data collection 514
review process 556
sampling frame 521–2
language diversity, multinational corporations 229–30
language learning in bilingual environments 292
language skills,
in cross-cultural interviewing 231–40
importance of 98
Latin America
HRM research 34
personal contacts 448–9
publishing industry 444–5
rich–poor divide 443–4
rural–urban divide 443–4
trade blocs 445
Western representations of 58
Latin America, research in 439–41, 454–5
behaviour and social norms 447–54
class differences 442–3
diversity 441–2
infrastructure 443–5
international relations 445–7
research priorities 453
see also Brazil; Mexico; Peru
Latin-European research traditions 446
leadership, modes of 61
leading questions 215
learning, social limitations to 292–3
legitimacy management behaviours 538–9
legitimation practices 352–5
libel 544–6
Lienhardt, Godfrey 299
life cycle events 573–4
life-story interviews 230–31
Likert-type
questions 200
scales 34
‘linguistic advantage/equality/mutual challenge’ 227–9, 236, 241
listening 214–16
literature review 421–2, 435, 466–9
local
coherence 534, 539
grounding of research 249
interviewees 209
research partners 413–14
research teams 11–12, 13
researchers 405–6
logical empiricism 91
logistics 11, 196–8, 209–10, 258
longitudinal studies 111–12, 169, 171, 576–7
use of NUD*IST 491
Malinowski, Bronislaw 291
management
culturalist explanations of 70
of data 515–16
systems 61
theory 68–9, 71, 274
managerial
competence 270
perceptions 96–7
managers 265
manipulation 329
manuscripts
preparation of 17
rejection/revision of 566–7, 568
mapping data 491, 498–500
visual mapping 491
matrix
displays 120–21
prediction matrices 138
Mead, Margaret 194
meaning, study of 288
measurement, importance of 582
media
relations 276
texts 345–7
metaphors, use of 327, 334, 338–9
methodological
algorithms 540
coherence 477
decisions 163–4
flexibility 176
insights into contextual knowledge 155–8
knowledge 166
modifications 403, 415–16
separatism 254, 255
triangulation 165
methodology 511–13
definition of 91
problems in 125–6
methods, writing about 507–9, 518
Mexico
culture 452
economy/population 441–2
field research in 147
infrastructure 444
questionnaire response rates 189
technology transfer research 186
traditions 451
Middle East
colonial expansion 57
knowledge systems 66
Western representations of 58, 62
middle-range theory building 126,
135–6, 138, 140
‘mimetic isomorphism’ 461
Mintzberg, Henry 560
minutes of board meetings 333
misinterpretation 115, 177, 328, 473–4
of language 379–80
mixed methods, international business
research 162–3, 177–8
background to 163–4
challenges of 175–6
core concept of 164–5
moving backwards and forwards
167–75
qualitative and quantitative methods
165–7

see also triangulation
mixing of qualitative methods 328–34
modelling 466–7
modern science 65, 66
multi-company studies 572, 573
multi-level sampling 129
multi-stage research projects 38
multinational corporations (MNCs)
disclosure in 300
interviewing in 251–8
language diversity in 229–30
as an organisational context 250–51
political nature of 11
research problems in 113

multinational research teams
challenges of 12–13
multiple case study research 114, 115,
125–8
architecture in construction 132–40
principles of 128–31
multiple methods see triangulation 115
multiple units, negotiating access 251–4
multivocality 333
mutual
languages 298
linguistic challenge 227, 228
naïve
listening 13
objectivist form of enquiry 480–81
stranger, role of 433–4
narrative
interpretation 471
role of 529
text 516

see also autobiographical narratives
national context 247
national identity, importance of 446–7
national organisations, research
sponsorship 385
nationalistic discourses 348, 352
nationality 292–5, 375–9
native
accents 219, 230, 233
languages 288, 298
learning 431
pragmatic cultural conventions 474
speakers 237, 238, 239, 297
naturalistic modes of inquiry 307
negative personal experiences as source
of data 150–55
networking 267, 369, 423, 435–6
New Zealand 495–502
Nigeria 113
Nokia 256–7
non-causal patterns 136–7
non-elite interviewees 257
non-native speakers 230, 237
non-participant observation 307
non-participation, interviews 188, 189, 254
non-verbal communication
body language as 215, 220, 397
dress as 210
interpretation of 413
non-verbal codes, Latin America 453–4
significance of 225
Nordic countries
business culture 269
cooperation in 371
financial services sector 351–7
management research in 277
see also Finland; Norway; Sweden
Nordic School Theory 186
North America
authors in 27
culture 65
journals 25
relationship building 395
research culture 17, 453, 519–20
researchers in 446–7
socially constructed topics 426
system of knowledge production 7
see also Canada; United States
note-taking
observation studies 317, 331, 372, 397
post-interview 221
responses to 198
NUD*IST/NUD*IST4 119, 487, 493–6, 498–500
NVivo software 387
objectifying labels 59
objective
reality 471
science 248
‘objective facts’
interpretation of 96–7
social construction of 91
objectivist epistemology 531
objectivity in company funded research 274–5
observational
fieldwork 411–12
techniques, use of 14
observations 331–2
forms of 396–8
numbers of 573–6
one-company case studies 572
ontological
assumptions of researchers 475
conditions for IBCMS 63–70
foundations for orthodox IBCMS 70–73
viewpoints in research strategy 469–71
ontology 510–11
objectivist-inspired ontologies 465, 469
open
coding 496
observation 331
organisations 277
questions 329, 410
open-ended
discussions 428
questions 395–6, 575
opportunism in data collection 515
organisational
behaviour 248
change 138
constraints 267
control of research 274–7
context 246, 247–8, 260–61
distance 94
documents 430
hierarchy 256–7
importance 265
legitimacy 252
memories 253
phenomena 85–8, 99
roles 86–7
style 332
transformations 256
types 113
values 330
organisational context, multinational corporations as 250–51
organisational life, process-based understanding of 308
organisational roles, formalisation of 86–7
organisations, access to
communication styles in 479
determinants of 113
India 423–4, 435
Japanese multinationals 314–15
language in 232
multinationals 251–4
negotiating 368–70
organisations 267–8, 291–4
personal contact 34, 448–9
problems of 300-302
Vietnam 385, 389-91
Orientalism 57, 58, 73, 364
orthodox IBCMS, ontological and
epistemological foundations 70-73
outcome validity issues 479-80
outgroups 408, 412
outsider/insider teams, importance of
412-14
outsiders 294-6
‘over rapport’ 217
oversimplification 328
Oxford English 230

package deal negotiations, research on
113-16, 118
paralanguage 519
parent country language 229, 230, 232
Parsonian pattern 67
participant observation 288, 291-2, 307,
312-20
participation, letters requesting 194-5
particularism 448
Pasteur, Louis 209
paternalism 155
pattern coding 136
‘pattern matching’ 121, 130, 135, 140
payment for research 385
peer groups 407, 411
ingroups 413
review process 555
reviewed journals 572
People’s Republic of China see China
perceptions 97
periodisation 68
personal networks, role in access 314-15
personnel problems, research on 33
Peru
culture 452
pilot interviews 197
population characteristics 442
postal services 189
philosophical foundations of research
530-31
physical science research 518
physically dangerous locations 10
pidgin English 230
pilot interviews 197, 232
studies 167-8
planning versus passion 452-3
plausibility, ethnographic texts 336
Poland, researchers in 366
politically repressive systems 10
polyphony 533
portfolio approach to publishing 582-3
positivism 91
challenges to 325-6
dissatisfaction with 289-90
scientific, nature and merits of 288-9
positivist articles 558-9
definitions of validity 16
methodological traditions 342
paradigms 510-11
perspectives 571
positivist/objective approach 163-4
postal services, reliability of 189
postcolonial critique 57-60
application to IBCMS 60-63
postcolonial research paradigm 56-7
implications for an alternate
methodology 73-6
ontological, epistemological and
institutional 56-7, 60, 63-4, 65, 70
postcolonialism, India 433, 436
postmodernism 289
power
distance scales 449
dynamics 60
Latin America 449-50
structures, Senegal 153-4
pragmatists 163-4
pre-judgement 89-90
pre-understanding 167-8, 169, 175,
177-8
presentation 334-9
slide 149
primary
sources 539
structuration principle 172
primary data, collection of 187
process
propositions, chains of 130
validity issues 476-9
propositions
strategy process propositions 137
testability of 567
testing of 118–19
protocols in interviewing 410–11
psychology
interaction with culture 404
profound differences in 403
publication 467–9, 551–2, 568–9
case studies 122
interview studies 189–90
obstacles to 125–6
overcoming barriers 561–7
path to 553–60
qualitative research 461–3
Vietnamese research 399
publication of results, restrictions on 14
‘publish or perish’ system of career advancement 7, 554
publishing qualitative research 15–18, 570–71, 581–3
approaches to 571–9
broader themes 580–81
Vietnam 386
publishing strategies 561–7
QSR International 432, 487, 489, 490, 492
qualitative approaches 387–8
qualitative data, interpretation of 471
qualitative interviews see unstructured interviews
qualitative methods
definition of 6
mixing of 328–34
strengthening of 487–90
use of 32–5
qualitative research
benefits of 7–8
definition of 466
India 421–37
influence of psychological interdependence 407–14
influence of social hierarchy 404–7
influences in writing 530–33
justification of methodology 509–13
language challenges 225
low status of 5, 7
methods and uses of 579
publishing of 571–9
quality, publishing and codification 15–18
validity in 469–81
value of 436
Vietnam 384–400
qualitative research methods 5–6, 18–19
contextualisation of 9–11
current debates in 8–18
status of 6–8
qualitative research, mixing of 165–75
challenges of 175–6
context and guide for 439–55
quality in qualitative research 15–18
quantitative methodology, limitations of 511
quantitative methods, mixing of 165–75
challenges of 175–6
quantitative research
definition of 466
problems of 447
publication of 72–3, 461–3
questioning 214–16
questionnaire studies
collaboration in 197
language in 224–5, 235
responses 187, 188–9
use of 30
questionnaires 574–6
questions
acceptability of 270
alternatives modes of 211
broadness of 35
departmental issues 409–10
defining/refining 346
development of 146
grounding of 216
Indian interviewees 428
linguistic correctness of 232
modification of 477
as stimuli 217
questions, forms of
acontextual 409, 417
clarifying 200
contextual 220
culturally couched 477
freeform 217
leading 215
open 329, 410
open-ended 395–6, 575
opening 214
provocative 375
sceptical 476
warming-up 329
quotations 271–2, 275, 567, 571
random
measurement error 129
samples 385
rationalistic discourses 348, 352, 355–6
reading styles 135
realists 469, 470, 481
reality
complexity of 272–3
interpretation of 87–8
nature of 464
testing of 477
reciprocity 369–370
refereed articles 191
reflexivity in ethnographic research 75, 315–16
regional headquarters of US companies,
research on 194, 199
reinterpretation 239
rejection rate, publishing 553–4
relationships
harmony in 404
interviews 216–19
reliability, concept of 260–61
repertory grid
constructs 432, 436
techniques 427–8
replication
across cases 130
strategy 120
reports, presentation copies 195
representational strategies 59–63
representations
of context 529–30, 535–43
crafting and critiquing 533–4
ethics of 543–6
research
agenda 69
challenges of 391–8
determining end of 176
focus 96–7
language in 296–9
organisational control of 274–7
sample 495
usefulness of 277–8
research approaches, classification of 466–7
research design 388–91, 513–20
analytical approaches 494
emergent approach to 570–71
ethnographic fieldwork 314
flexibility in 410
implications of psychological
interdependence 408
investment in 581–2
Latin America 443
multiple units in 254
non-traditional 580
planning of 259
tailor-made 128
research findings 355–7
presentation of 431
transferability of 520–21
research instruments
standardisation of 37–8
translation of 39
research intent, concealment of 295–6
research methods
choice of 92
conventional hierarchy of 99–100
rethinking of 13–15
tale from the field 540–43
research process, contextualisation of 10–11, 227–9, 245–6
research strategies
data and interpretation methods 471–2
definition of 466
ontological and epistemological
viewpoints 469–71
research teams 378–9
research topics
brand meaning 408–10, 411–12
capacity development projects 387
communication flows 226–7
comparative performance data 185
conceptions of management 427–8
consensus decision-making 98
cross-border acquisitions and mergers 270
culture 330–31, 336–7
expatriate management 34, 35–7, 311
export cooperation in small and
medium-sized enterprises 167–9
export studies 490, 494–502
export–adoption lag in the
internationalisation process 169–71
foreign investment decision processes 192–3
industrial democracy 31
industrialism and the industrialisation process 30–31
inter-firm networks 387
international joint ventures 471–2
international market withdrawal 132–40
knowledge transfer in acquisitions 576–7
managerial control on the shop floor 309–10, 311–20
managerial rights in collective bargaining 32
market for fibre cement products 209
multinational corporation, Senegal 145–50
package deal negotiations 113–16, 118
personnel problems in international companies/joint ventures 33
post-acquisition integration 578
professional/personal lives of international managers 227–9
race in Brazilian advertising 446
regional headquarters of US companies 194, 199
sales force productivity 120
selection and promotion processes 427–8
sexual relations among adolescents 475
SME internationalisation 536–40, 544–6
social identity in joint ventures 93
strategy process 138
teacher viewpoints 33
technology management strategies 193
technology transfers 186–7
world mandates 573–4
researchers
age of 374–5
assumptions/self-deception 475–6, 477, 481
bias of 521
collective experiences and personal backgrounds 226–9
communication styles 479
textualising 373–80
cooperation with 371–2
credibility of 431
critical perspective of 344
cultural assumptions 465
cultural perspective 366–7
culturally appropriate behaviour 157
data analysis issues 488–9
desire for credibility 265
exit problems 300–301
expertise 433
as hermeneuticians 97–8
hostile environments 270
independence of 255
integration in local communities 147–50
interpretive skills of 367–8
interview numbers 266
language skills of 225, 257–8
nationality of 375–6, 378–9
as neutral observers 519
non-native familiarity 473
objectivity/status of 195–6, 268–9
pre-establishment of intersubjective understanding 478–9
role in interviews 374, 474
skills of 107–8
as sovereign objective observers 155–6
status of 152–3, 434, 474
use of language 225–6
see also interviewers
respondents
appreciation of 397–8
appropriateness of 256–8
approval of information usage 275
CEOs as 371
choice of 193–4
construction of reality 329–30
cultural assumptions of 465
feedback from 201
hidden agendas of 515
knowledge base of 215
misinterpretation of 473–4
persuasion of 194–6
role in interviews 474
selection of 134–5, 183, 193–4, 424
sensitive issues for 426–7
social profiles of 442
responding 214–16
responses
coding of 201–2
influence of language 234–5, 236
influences of social hierarchy 405–6
numbers of 187–8
optimal 187
review of journal articles 467–9
review process 398–9, 556–7
bias in 16–17, 552, 554–60, 568, 578–9
subjective nature of 551–2
reviewers 555–6, 464
comments of 572, 575–7, 578
frames of reference 559–60
perseverance with 582
reviews 461–3
Ricoeur, Paul 88
rigour in research 475
guidelines for 479–80, 481
Romania, culture 363
Russia
access 369–71
business culture 374–80
interview culture 370, 372
networking 369
Said, Edward 57–8, 364
Samoa 194, 475
sample populations 35–6
sampling 29, 260, 495
decisions 477, 513–14
within-country samples 29
scenario completion task 409–10
Schleiermacher, Friedrich 90
Schwind, Hermann 33
science and the colonial 64–7, 71
scientific
analysis 488
development 64–5
generalisation 130
languages 531
method 509
objectivity 127
screening 168
second language 226, 228, 235, 236, 237
second-hand information 265
secondary data sources 393–4, 444, 539
selective coding 496
self-deception of researchers 475–6, 481
self-reflective encounters 147
semi-structured interviews 34–5, 134, 329, 428–9, 495
Senegal, Republic of
case study 145–6
mining community 148–50
power structures and hierarchy 153–5
senior management 213, 265
status of 268
sensemaking process 88, 93–4, 95, 532
sensitive areas 300
serendipity 216–17
sex issues 292–5
sifting process 118–19
signs 85–8, 89
Silicon Valley 192–3, 195, 196
Singapore 190, 404
single case studies 114, 115
depth of 129
single research method 30
single-authored articles 386, 562–3
single-country studies 29
snowball sampling 171, 209
social
class 442–3
constructionism 531–3
constructivists 469–70
groupings 316–18
hierarchies 153–5
identity in joint ventures 93
interdependencies 154
norms 447–54
phenomena 87–8, 90, 309
practice 344
reality 88
variables 408
social anthropology
institutional dimension 287–90
language in 296–9
social hierarchy, influence on qualitative
research 405–6
social processes, understanding of 306
social science
methodology 509–10
pragmatists in 164
quality control in 465
theory in qualitative research 461–2
socialist organisations 371
software programmes, use in case
studies 119, 137
South Korea 36
specialist journals 564, 580
speech patterns, Latin America 453–4
target population
  choice of 112–13
  type of 187
  team interviewing 197, 211–12
  technology differences 94
telecommunications, Latin America 444
telephone interviews 168, 170, 197
testing by survey 169, 170, 172–5
text, historical context of 351
texts
  in-depth scrutiny of 345–7
textual analysis 344–8, 356
textual material
  in critical discourse analysis 345–7
textual material
  overall analysis of 346–9
  translation of 356–7
Thailand 188
  themic coherence 534, 539
themis in textual material 348
theoretical
  constructs 408–9
  linkages 310–11
  metaphors 338
  sampling 128, 129, 133–4, 140
theory building 490–91
theory development, lack of 190–91
theory testing
  case studies 122–3
  preference of academics for 191
  role of qualitative research 13
theory-generating research, need for 7–8
theory, reliance on 266–7
'thick' descriptions 440, 532, 571
Thomas theorem 134
time management, interviews 220
time, concepts of 424, 451–2
'top-down' approach 252
tradition 89–90
transcendental realism 510
transcription of interviews 395
transferability of findings 520–21
transition, workshops and conferences on 366
Index

translation
decentring approach to 414
issues of 36, 225
methods of 224
problems of 297
processes 237–9
of quotations 272
transnational
elite culture 257
theory 512
transparent approach in qualitative
research 507–9, 522–3
assessment of study 520–22
justification of methodology 509–13
research design 513–20
travel see logistics
triangulation 129–30
in case studies 115–16, 128, 129–30,
134–5, 140
core concept in mixed methods 164–5
ethnographic use of 328
influence on credibility and
trustworthiness 416–17
method-related purposes for 166–7,
169
methods of 477–9
necessity for 411–12
in qualitative research 339
rigour in 575–6
topic-related purposes for 166–7,
169
‘unit triangulation’ 254
and verification of data 15–16,
200–201
within-method 130
tropicalisation 58
trustworthiness
communication of 479
in evaluation of qualitative research
403
Turkey, business culture 212, 217–18
understanding 334–9
United Kingdom
access to companies 369
cited papers 69
cultural adaptation research 188
expatriate management research 36
HRM research 34
joint venture research 93
location of companies 196
research on Japanese subsidiaries 309,
311–15, 316–19
networking 267
qualitative research in 465
questionnaire response rates 189
television manufacturers in 185
workplace relations 311–12
see also British Empire; England
United States
authors in 27, 28, 29
business culture 336–7
business schools 68
cited papers 69
development policy 66
dominance in international business
297
expatriate management research 35–6
HRM research 34
industrial democracy research 31
management and business
administration 68–9
published research in 9, 69
qualitative research in 365
questionnaire response rates 189
regional headquarters of companies
research 199
relations with Latin America 445–6
status of academics 188
universalistic assumptions 75
universality, language of 71
university-sponsored research 385
unstructured interviews
as means of confirming interpretations
13
flexibility of 230, 231
nature of 15
Uppsala model 5
validation 140, 520
by juxtaposition and iteration 131–2
strategies 15–16
validity in qualitative research 469–75,
480–81
strategies for 475–80
value systems
Latin America 439–40
observation studies 331–2
practice and meaning of 442
van Maanen, John 249
verification
challenges of 373
forms and modes of 462
verisimilitude 534, 535, 539
Vienna Circle 91
Vietnam 399-400
research challenges in 391-8
research dissemination in 398-9
research realities in 384-8
trust building 390-91
‘virtual’ interview spaces 247
voices, prominence of 539-43
Weber, Max 71
Weick, Karl 90, 381
West
business interests of 70
cognitive paradigm of 62
development in 66
representations of countries 58-63, 73
Western
analysis 71
cognitive paradigm 62
context of data 371-2
expatriates 377-8
managers’ expectation of research 365, 374
methods of research 403
models 68
organisational methodology 365-6
researchers 72
science 63-5, 75

theoretical positions 69
understanding of researchers’ roles
374
values 405, 412, 415
Westerners, social hierarchy 405-6
Western Europe
expatriates 27, 33, 377-8
HRM research 34
industrial democracy research 31
published research in 9
‘whole respondent’ issue 489
Wiley, Lawrence 291
Williamson, Oliver 565
Wilpert, Bernhardt 31
within-case
analysis 130, 135-6, 140
causal patterns 136
working papers, publication of 566
workshops 429-30
writing-up 221-2, 529-30, 546
approaches to 571-2
crafting and critiquing 533-5
ethics of representation 543-6
influences in 530-33
methods sections 507-9
qualitative research 573
representations of context 535-43
styles 319-20

Yugoslavia 31

Zimbabwe, culture 363
‘zipping’ 477