Index

abstraction of knowledge 106–7
achievement orientation, American companies 68
actors’ perspectives
Franco–Vietnamese cooperation 43–4
understanding 4–5
adjustment see cross-cultural adjustments
affective factors, Finnish–Polish collaboration 37
Africa 22, 65, 66, 129, 130, 131, 134, 136
aid programs, Eastern Europe 101–2
alienation, of foreign cultures 92
alternate collective identities 89
American companies, working relations 67–8
American culture 25, 57, 68
American management system, implementation 11–12, 64–75
case analysis 67–72
case presentation 65–7
implications for cross-cultural management 72–3
recommendations for practitioners 74–5
American origin, codes of conduct 54–5
AMIE subsidiaries see French subsidiary; German subsidiary
ancestry, myth of origins 133
Anglo-Saxon perception of rules 55
Anna Karenina 114
anonymity 19, 24
appeasement, discourse of 95–8
Asia 20, 22, 116, 129, 131, 134
Augé, M. 23
authorities, dealing with 49
authority, validation of myths 133
autonomy
American management system 67
craftsman metaphor 71
individual versus social networks 44–5, 46–7
AV Company 80
cultural influences, on communication
global level 80–82
individual level 85–6
national level 82
organizational level 83–4
professional level 84–5
global vision 82–3
respect for others and reservation of judgement 150
Azevedo, G. 7, 143, 148, 149, 150, 151
backstage interaction 94–5
Barmeyer, C. 142, 152
behaviour, interpretation of 142
behaviour regulation, codes of conduct 54
‘being global’, condition of 128, 130, 133
belonging, non-places and 19, 24
Ben Ayed, A 71
Bennett, M. 93
Berger and Luckman 11
best management practices 64, 68
Betriebsrat (German work council) 58, 152
bi-polar dimensions 140
boundary conditions, emic discourses 91, 95, 96, 98, 99
brand identity 83
branding, cultural challenges of standardizing 80–81
Brannen and Salk 9, 10, 29, 30, 38, 41, 78, 79, 87
Brannen, M.Y. 9, 38
Brazil see Sino–Brazilian intercultural integration
Bulgaria 6, 14, 101, 103–6, 108
Bulgaria aid projects 6, 103–6
BT1 104–5, 108
BT2 105–6
Byun, H. 12
capitalism, universalized 129
catechism, US code of conduct perceived as 57
charismatic leadership 65–6
Chevrier, S. 10, 142, 147
China as the exotic 131
reasons for going to 123
see also Sino–Brazilian intercultural integration
ChipTech Corporation 90
collective identities
contextual discourses of defence and appeasement 95–8
emic discourse, professional identity 93–4
etic discourse, national cultural identity 92–3
frontstage versus backstage interaction 94–5
implications for cross-cultural management 98
recommendations to practitioners 98–9
internationalization 90
organizational and cultural challenge 91
technical workforce 91
Clausen, L. 9, 142, 146, 148, 150
co-creation of knowledge 103, 108
of meaning 77
code of honour, Tunisian management 65, 72
codes of conduct adjustment to local contexts 152
Cultural differences 141–2, 143 defined 53
implementation study 53–62
Case analysis 56–60
Case presentation 53–6
differentiated local resistances 59–60
implications for cross-cultural management 60–61
recommendations to practitioners 61–2
standardized 78
as value-infused 55
co-determination 60
collective identities 89
in the field see ChipTech Corp
collective self 89–90
Comité d’établissement 58
common ground 114, 143, 144, 148, 149, 150, 153
common identity 121
common spirit 121, 122, 144, 151
competence
intercultural 85
meaning systems 10–11
technical employees’ perceived lack of 92
work ethics and cultural differences 47
complementarities, drawing upon 49–50
concessions, making 118–20
conservative mode of interaction, Japan 86
consultant 6, 9, 14, 18–26, 150
context, and meaning 5–6
contracts, American companies 67–8
control, codes of conduct 54
cooperation difficulties 43
coping strategies see cross-cultural work, coping study
corporate communication 77–88
challenges 77–8
multi-level analysis case example 80–86
methodology 79
model 78–9, 80
recommendations for practitioners 86–7
negotiated culture perspective 9
corporate culture AV Company 82
and company identity 53, 54
harmonization of 53
maintaining 85
corporate perceptions, versus globalizing processes 134–5
corporate relations, globalized 129, 131, 136, 137
corporate values 81
craftsman metaphor 71, 74
Cramton, C.D. 38
critical reflection 8
cross-cultural adjustments 13, 152
Franco–Vietnamese cooperation 48–50
cross-cultural dimension frameworks
1–2
limitations of 140–41
for pointing out similarities 10
cross-cultural learning 48–9, 51
cross-cultural management research
American management
implementation 64–75
code of conduct implementation
53–62
corporate communication 77–88
cultural dimension frameworks, inadequacy of 1–2
culturally generic spaces as coping strategies 18–27
culture and negotiated meanings 8–10
development projects cooperation
41–52
emic meanings 89–99
ethnocentrism and ethnorelativism in collaboration
29–39
focus on interaction rather than comparison 2–3
globalization in corporate language use 125–37
intercultural interactions and power issues
12–14
meaning systems 10–12
Sino–Brazilian intercultural integration
112–23
Western management training 101–10
see also interpretive cross-cultural management research
cross-cultural sensitivity 30, 38, 85
cross-cultural work
coping study 18–27
conclusions and implications for practitioners 26–7
consultant’s experiences 20–22
foreignness 22–3
methodology 19
spaces of generic culture 23–6, 27, 153
effectiveness in 139
cultural analysis, tools for 136
cultural boundaries, crossing 153
cultural difference(s)
de-emphasis 13–14
dealing effectively with 144–52
developing common practices 51
emic discourses 99
expectation of 145–6
Franco–Vietnamese cooperation 44–8
knowledge about 2, 139
meaning systems 2–3
misunderstandings 41, 141–4
narrative construction 12–13
organizational 89
cultural encounters
corporate communication see corporate communication
narration and identity construction 6
cultural expectations 1
cultural factors
adaptation of practices and strategies 78, 86
Finnish–Polish collaboration 36–7
cultural frames, identifying relevant 146–7
cultural identity, knowledge of one’s own 153
cultural metaphors, making sense of new management, Poulina 69–72
cultural perspectives 147–8, 150
cultural proximity 116
cultural relativism 122
cultural resistance 57
cultural sensibility 119, 122
cultural similarity 14
cultural superiority 26, 34, 37, 122
cultural traditions 120–21, 122
cultural transformation 81, 148
cultural translators 62
culturalists 64
culturally generic spaces (non-places) 6, 19, 23–6, 27, 153
culture(s)
alienation of foreign 92
American 25, 57, 68
anthropological conceptualization 89, 93
corporate language use 126
meaning systems and role of 11–12
and negotiated meanings 8–10
implications for practitioners 139–53
non-places as pre-negotiated bland 25
provision of frames of meaning 66–7
sense-making 42, 44–5, 46, 51
showing respect for others 118
social constructivist view 78
Tunisian 65, 72
see also organizational cultures
culture-free spaces 25
cultured perceptions 136

Dahlén, T. 92
Danish–Japanese corporate
communication study 78–87
case example 80–86
methodology 79
multi-level model 78–9, 80
recommendations to practitioners 86–7
Davoine, E. 142, 152
defence, discourse of 95–8
demand-driven knowledge flows 106, 108
democratization 102
dependency, myth of 133
developing countries, modernizing
management in 64, 74–5
development projects, Franco–
Vietnamese cooperation 41–52
dialogue
in contractual view of organizations 68
understanding meaning through 6–8
directness, of US code of conduct 58
d’Iribarne, P. 4, 10, 42, 55, 57, 60, 68
discourse, complementarity of practice
and 122
discourse of proximity 118, 122
DiStefano, J.J. 41
double-loop learning 108
dysfunctions, Tunisian family-based
management 11–12, 69

East, visualized as the ‘other’ 128
Eastern Europe 6, 101–3, 107, 109
aid programs 101–2
financial aid, and re-engineering of
economies 102, 108
knowledge aid 101
Western management training
abstraction of knowledge model 106–7
acceptance of local specifics 151
change in knowledge flows as
transition progressed 6, 107–9

implications for practice 109–10
knowledge transfer projects,
Bulgaria 103–6
political, social and economic
background 102
Eastern inferiority 128, 131
embedded learning 110
emerging culture 79
emic discourse, professional identity
93–4
emic meanings, management of (study)
89–99
case analysis 92–8
case presentation 90–91
implications for cross-cultural
management 98
recommendations to practitioners
98–9
theoretical background and method
89–90
emic views 4, 90
encompassing context, awareness of
151–2
endangerment, construction of the
‘other’ 97
engineering–management conflict 94
frontstage versus backstage
interaction 94–5
entrepreneurial management, Tunisia 65,
71
entrepreneurial spirit, AV Company 81
entrepreneurship, negotiated meaning 6
equality, Tunisian management 65
ethical codes see codes of conduct
ethically formalized instruments 55
ethnocentrism
of AMIE (US) code of conduct 56–7
cross-cultural collaboration 29
Finnish–Polish case study 36
cultural factors 38
signs 33
sources of reappearing 34–6,
37
vested interests 37, 38–9
minimalization of intercultural
learning 93
ethnography 114
ethnorelativism, cross-cultural
collaboration 29–30
Finnish–Polish case study 36
factors affecting potential 38
etic discourse, national cultural identity 92–3
etic views 90
EU Restructuring, Privatization and Development Program 104
Euro-centredness 128
Europe 11, 20, 53–6, 61, 62, 65, 84, 86, 90, 102, 112, 115, 116, 119, 126, 127, 128
Europe, as driver of globalization 130, 134
European superiority 131
expectation of differences 145–6
see also cultural expectations; local expectations
experiential learning 108, 109, 110
failed mergers and acquisitions, narrative construction 12
failed negotiation, socially constructed meaning 5–6
family metaphor, Poulina study 11–12, 70
family-based management, Tunisia 65, 69
fieldwork 90
‘figures of imagination’ 126
Finland, interlocutors, social context of meaning and failed negotiation 5
Finnish–Polish collaboration study dynamics of ethnocentrism and ethnorelativism 29–39
case description 32–6
discussion and conclusion 36–9
research setting and methodology 30–31
‘first in Europe’ structure 130
food, intercultural integration 119
Foreign Corrupt Practices Act (1977) 54
foreign cultures, alienation of 92
foreign management practices, successful implementation 5
foreign markets 125, 126, 129, 130, 135
foreignness 22–3, 130
frames of meaning
culture and provision of 66–7, 74
development of common practices 51
reinterpretation of new management techniques 67, 70
see also meaning systems; sense-making
France
aid workers, interrelated meanings of competence 10
meaning systems and competence 10–11
social construction of meaning and failed negotiation 5
Franco–Vietnamese cooperation, in development projects 41–52
actors’ perspectives of difficulties 43–4
case presentation 42
cross-cultural adjustments
cross-cultural learning 48–9
drawing upon partners’ complementarities 49–50
cultural differences 44–8
developing common practices 51
improving, defusing negative perceptions 50–51
power imbalance 14
free space 21, 25
French subsidiary (AMIE)
US codes of conduct implementation analysing reception of 55–6
conflict with legal frame 58–9
criticism of content and formulation 57
reaction of personnel representatives 59, 146
frontstage interaction 94, 95
GATT 126
Geertz, C. 89
gender exclusion, national cultural identity 13
generic culture, spaces of see non-places
geographical distance, global-ness 130
German subsidiary (AMIE)
US codes of conduct implementation analysing reception of 55–6
conflict with legal frame 58
criticisms of content and formulation 57–8
reaction of personnel representatives 59–60, 146
German work council 58, 152
German–Japanese joint venture, negotiated culture perspective 9
Gertsen Cardel, M. 6
Global Leadership and Organizational Behaviour Effectiveness (GLOBE) Project 140
global level, corporate communication 79, 80–82
global-ness 130
global organizational culture 53
global standardization 78
globality 128, 129, 130, 133, 134, 135
globalization in corporate language use 125–37
case analysis
  condition of ‘being global’ 128, 130, 133
  ‘East’ and ‘West’ 128
emergent dynamic approach 125–6
liberalization and internationalization 126–7
nation-ness 132–3
Orientalism 130–31
Orientalism and nationalism entwined 133–4
territorialism and linear time 129–30
The West first 131
Westernization 127–8
world system 129
individual autonomy, versus social networks 44–5, 46–7
individual level
  corporate communication 79, 85–6
  Sino–Brazilian sense of proximity 116
inequality, and cultural difference 13
individual perspectives 113
see also emic views
institutional influences 152
integration
  dinner, Sweden 112–13
  see also intercultural integration
identity
  and company resistance to codes of conduct 61
  global corporate culture and company 53, 54
  knowledge of one’s own cultural 153
  non-places and preservation of 6, 19, 23, 26
see also brand identity; collective identities; common identity; national cultural identity
identity construction 6, 26, 121
image creation, cultural challenges of standardizing 80–81
imagined communities 126, 133
imperial gaze 131
implications for practitioners 26, 65, 77, 86–7, 139
India 1, 2, 13, 14, 89, 90, 91, 92, 93, 95, 97, 127, 131, 146, 147, 152
as the exotic 131
see also ChipTech Corporation
indigenous knowledge 108
inequality, and cultural difference 13
interaction(s)
conservative mode, Japan 86
dynamic nature of 6
focus on, in research 2–3
investigation of meaning in study of 3–4
social construction of meaning 5–6
see also intercultural interactions
interconnected meaning 11
Interconsult see cross-cultural work, coping study
intercultural integration 114–15
multicultural organizations 113
Sino–Brazilian 2, 114, 150, 151
construction of a common
identity/spirit 121, 150, 151
construction of sense of proximity 115–16
interpretive analysis 7
micro-dynamics of 117–21
recommendations to practitioners 121–2
time and opportunities for 148
intercultural interactions
institutional influence 152
openness to unfolding dynamics in 152–3
and power issues 12–14
intercultural learning 93, 150–51
intercultural slack 118, 119, 122
intercultural training 92–3
see also Western management training
interculturalists 92
internal regulation, AMIE (US) code of conduct, problems for European subsidiaries 54, 58–9
international business, Uppsala model 130
international consultancy see cross-cultural work, coping study
international joint ventures 113, 116
International Monetary Fund (IMF) 102, 109
international project 20, 23
international relations, globalized corporation 127
international spaces 25
internationalization and liberalization 53, 85, 90, 126–8, 130
interpreter of meanings, acting as 148–9
interpretive cross-cultural management research
advantages 3–4
characteristics
meanings, dynamic nature of 5–6
reflexivity 8
transferability of outcomes 5
understanding meaning through dialogue 6–8
unravelling and understanding actors’ perspectives 4–5
interviews 3, 7
Irrmann, O. 5
Japanese see Danish–Japanese corporate communication study;
German–Japanese joint venture jinmyaky 81
judgement, reserving 118, 150
Kaptein, M. 54
Kluckhohn, F.R. 140
knowledge, co-creation of 103, 108
knowledge aid, Eastern Europe 101
knowledge flows
Western-EE management training
change as transition progressed 107–9
implications for practice 109–10
model 106–7
knowledge transfer
fear of losing employment 95–6, 152
West-East European 103–6
Kolb, D.A. 109
Kunda, G. 94
Langlois, C.C. 54
learning
cross-cultural 48–9, 51
intercultural 93, 150–51
see also double-loop learning;
embedded learning;
experiential learning
legal frame, AMIE (US) code of conduct 56, 58, 59, 61
conflict between European legal frames and 58–9
Lemmergaard, J. 6, 150, 153
Lessard, D. 30
liberalization 126, 127, 128
liberation, myth of 133
Lillrank, P. 106, 107, 108, 109
limitations of dimensional frameworks 140–41
linear time 129–30
local contexts
adaptation of managerial instruments 152
of learning 49
local expectations, implementation of American techniques, Tunisia 69
local interpretations
American management 74
codes of conduct 57, 61–2, 142
London Club of creditor nations 102
Mahadevan, J. 146, 147, 152
management
in developing countries 64, 74–5
devolution of responsibility 109
Tunisian 65–6
see also American management system
managerial factors, Finnish–Polish collaboration 37
market homogenization 131
market liberalism 102, 109
master, French image of 48, 51
Maznevski, M.L. 41
meaning(s)
co-creation of 77
investigation of, in human interaction 3
mediators of 148–9
as socially constructed 5–6
understanding through dialogue 6–8
meaning systems 10–12
cultural differences and construction of 2–3
see also frames of meaning; sense-making
mediators of meaning 148–9
Mediterranean code of honour 65
Michailova, S. 6
micro-dynamics of integration 7, 115, 143
Sino–Brazilian joint ventures 117–21
Miller, R. 30
minimalization, intercultural learning 93
misunderstandings, cultural differences 41, 141–4
moralistic dimension, AMIE (US) code of conduct 57
Muhr, S.L. 6, 150, 153
multicultural contexts, working in 152–3
multicultural corporations, collaborative research 136
multicultural organizations, intercultural integration 113
multicultural teams 41
multinational companies (MNCs) 53, 54
codes of conduct see codes of conduct, implementation study
working and managing in 143–4
multiple contexts, of meaning 6
myth of origins 132–3
narration, identity construction 6
narrative construction, cultural differences 12
nation-ness 132–3, 135
national cultural identity
ethnocentricity 35
etic discourse 92–3
gender exclusion 13
national decline, threat of 133
national level
Sino–Brazilian sense of proximity 115
nationalism
cross-cultural collaboration 29
and Orientalism intertwined 133–4
negative perceptions, defusing 50–51
negative stereotypes/stereotyping 113, 116, 118, 148
negotiated culture 8–9
corporate communication 77, 79, 81, 87
‘negotiated and emergent culture’ 79
negotiated meaning(s) 2
co-creation of knowledge 103
continuous 109
culture and 8–10
implications for practitioners 139–53
in practice 141–4
negotiated practices 84
negotiated work cultures 38
negotiation
different forms of 9–10
studies
advantage of an interpretive
approach 3
socially constructed meaning and
failure of 5–6
new work place realities 139
non-places 6, 19, 23–6, 27, 153
North America 1, 11, 53–8, 116, 142
North European xvi
Novartis jurisprudence 58

objective reality 93
‘one foot in, one foot out’ strategy 50
organizational cultures 9, 35, 53, 89,
113
organizational factors, Finnish-Polish
collaboration study 37
organizational level, corporate
communication 79, 83–4
organizational model, American 68
organizational power 95, 96, 97
organizational theorists 64
Orientalism 130–31, 135
and nationalism intertwined 133–4
originality 131, 132, 134
other/otherness 95, 99
appreciating 150–51
discourses, and interpretive study of
98
the East visualized as 128
endangerment and construction of 97
perception of collective self and
89–90
respect for 118, 122, 150
talking about cultural differences and
12–13
see also us-versus-them
out-grouping 116
outsider’s views see etic views

‘packaging of knowledge’ 92
Palazzo, B. 55, 60
participant observation 3, 7
participation, in adaptation/interpretation
of codes of conduct 57, 61–2
partner complementarities, drawing upon
49–50
paternalism 65, 70
patterns, searching for in interpretive
research 7–8
perceptions
of collective self and the ‘other’
89–90
cultured 136
personal networks/relations 65, 69
PHARE 101–2
management knowledge transfer
103–6
Phillips, M.E. 148
Poland
aid programs see PHARE
see also Finnish–Polish collaboration
study
‘policy of zero-concession’ 119
political culture 50–51
political interests 152
politics, cross-cultural cooperation 144
Pologne-Hongrie pour la Reconversion
Economique see PHARE
polyphonic interpretations/meaning
79
Poulina 66
American management
implementation study
case analysis 67–72
data collection 66–7
implications for cross-cultural
management 72–4
recommendations for practitioners
74–5

power
issues, intercultural interactions and
2, 12–14
mistrust of arbitrariness of 68
practical contribution 38
practice, complementarity of discourse
and 122
pre-negotiated generic spaces 25–6
prescriptiveness, Western management
training 105, 107–8
Primecz, H. xx
processes, in interpretive studies 6
product standardization 131
professional cultures 89
professional identity, emic discourse
93–4
professional level, corporate
communication 79, 84–5
progressive integration 119–20
protection, in non-places 25
qualitative research methods 7
questionnaires 3
rebirth, myth of 133
recommendation 42, 50, 61, 64, 74, 86, 98, 109, 121, 136, 141, 144
reflexivity 8
refuges, non-places as 24
regulation, codes of conduct as an instrument of 54
reinterpretation 9
of American tools, Tunisia 67, 69–72, 74
reliability 8
resilience 153
resistances 56, 59
respect, for otherness 118, 122, 150
responsibility for management, devolution of 109
Riad, S. 12
Romani, L. 7
Sackmann, S. 146, 148, 149
safety, in non-places 25
Said, E.W. 131
Salk, J. 9, 38
Sarbanes-Oxly Act (2002) 55
Schein, E.H. 113
Schlegelmilch, B.B. 54
Scholte, J. 134
Schwartz, S.H. 140
self-determination, American management system 67
sense of proximity 7, 114–15
Sino–Brazilian construction of 115–16, 118
sense-making
anthropological theory 89–90, 93
organizational dynamics 98
systems, culture and 42, 44–5, 46, 51
see also frames of meaning; meaning systems
sensitivity 30, 38, 85
shared meanings 7, 11
‘shock therapy’ knowledge aid 101, 107, 108
similarities 10
Sino–Brazilian intercultural integration
study 2, 114
construction of a common identity/spirit 121, 151
construction of sense of proximity 115–16
interpretive analysis 7
micro-dynamics of 117–21
recommendations to practitioners 121–2
site cultures 89
soccer, intercultural integration 117–18
social competence, perception of technical employers lack of 92
social inclusion, Vietnam 45
social networks
drawing upon 49
individual autonomy versus 44–5, 46–7
social positioning
Tunisian management 65
Vietnamese 44–5
social reality 143
social rules, Vietnam 44
social ties, and American management, Poulina 74
socially constructed culture 78
socially constructed meaning 5–6
socio-cultural meaning system 4, 41, 143
socio-cultural reality 4
Söderberg, A.-M. 6, 125
solitary contractuality 19
South America 20, 22
SOX 55
space, myth of origins 132–3
spatiality, corporate relations 129
sport, intercultural integration 117–18
stakeholder relations, globalized corporation 127, 128, 129
standardization
codes of conduct and cultural 60
communication of corporate values 78
cultural challenges 80–81
globalization as 131, 133
influence of culture in spite of 86
stereotypes 113, 116, 118, 140, 141, 146, 148, 152
story-telling see narration
strategic interests, in collaboration 30, 37, 38–9
Strodthek, F.L. 140
Sturdy, A. 18
subcultures 89, 92
supply-driven knowledge flows 106, 107–8
supremacy 133
Sweden, integration dinner 112–13
tacit knowledge 108
technical assistance, Eastern Europe 101
technical companies, engineering-management conflict 94
technical employees, perceived as less socially competent 92
territorialism 129–30, 135
text analysis 7
threat of national decline 133
Tienari, J. 13
time, myth of origins 132
Tomlinson, J. 135
Topçu, K. xx
Total Quality Management, interpretive research of successful implementation 4–5
transfer processes 55
transword space 130, 136
traveling elite 26–7
Trompenaars, F. 140
Tukiainen, S. 13, 147, 148, 151, 152
Tunisia
culture and management in 65–6, 72
see also Poulina
Tunisian management 73, 142
‘universal’ management methods 64
universal spaces 24
universalized capitalism 129
Uppsala model 130
us-versus-them 29, 133
see also other/otherness
Vaara, E. 12
validity 8
‘value infused’, codes of conduct as 55
value surveys 3
Verstehen 4
Vietnam see Franco-Vietnamese cooperation
wastefulness, management knowledge assistance 109
‘We’ 89, 98
West, as sole drive of globalization 126, 129
‘West first’ structure 131–2
Western culture 25
Western European 14, 104, 146
Western management trainers 103
Western management training (EE) abstraction of knowledge model 106–7
change in knowledge flow as transition progressed 6, 107–9
growing acceptance of local specifics 151
implications for practice 109–10
knowledge transfer projects, Bulgaria 103–6
political, social and economic background 102
wastefulness 109
Western meanings, about the ‘non-Western’ 9–10
Westernization 127–8
women managers
Japanese 85–6 see also gender exclusion
work ethics, cultural differences 45–8
working relations, American Companies 67–8
World Bank 102
world system 129
World Trade Organization (WTO) 126

Ybema, S.B. 12
Yousfi, H. 5, 11, 142, 150
Zaouia 4, 5
Zghal, R. 65