Contents

PART I: TEXT IN INTERNATIONAL ORGANIZATIONAL BEHAVIOR  1

CHAPTER 1  The Management of International Organizational Behavior
What Is International Organizational Behavior?  3
Why Study International Organizational Behavior?  5
Explaining International Organizational Behavior  6
Theory and International Organizational Behavior  8
The Comparative Perspective  9
Convergence or Divergence?  13
Implications for Managers  13
Summary  14
Discussion Questions  15
Internet Sites  15
References  15

CHAPTER 2  Culture and Organizational Behavior  17
What Is Culture?  18
How Is Culture Learned?  19
Frameworks for Examining Cultures  20
How Culture Relates to Organizational Behavior  40
Convergence or Divergence?  41
Implications for Managers  42
Summary  43
Discussion Questions  43
Internet Sites  43
References  44

CHAPTER 3  Ethics and Social Responsibility  46
What Are Ethics?  48
Four Perspectives on Ethics  49
Ethical Relativism and Universalism  50
The Social Responsibility of Corporations  50
Ethics and Individual Behavior  52
Organizational Ethics  54
Studying Ethics  56
Resolving Cross-Cultural Ethical Conflicts  59
CHAPTER 4 Communication 69
What Is Communication? 70
Cross-Cultural Communication Differences 71
Barriers to Cross-Cultural Communication 78
Virtual Cross-Cultural Communication 80
Enhancing Cross-Cultural Communication 81
Convergence or Divergence? 81
Implications for Managers 82
Summary 83
Discussion Questions 83
Internet Sites 83
References 84

CHAPTER 5 Negotiation and Conflict Resolution 86
What Is Negotiation? 87
The Negotiation Process 87
How Culture Influences the Negotiation Process 89
Interests, Priorities, and Strategies 89
Situational Factors and Negotiating Tactics 92
Differences Between Intra-Cultural and Cross-Cultural Negotiations 95
How Culture Influences Conflict Resolution 96
How the Approach to Conflict Influences Negotiation 97
How to Become a Better Cross-Cultural Negotiator 98
Convergence or Divergence? 99
Implications for Managers 100
Summary 100
Discussion Questions 100
Internet Sites 101
References 101

CHAPTER 6 Groups and Teams 103
What Is a Group? 104
Group Structure 104
Group Processes 108
Teams 111
Group and Team Composition 112
Teams at Work 114
CHAPTER 10 Managing Diversity 192
  What Is Diversity? 194
  How Different Cultures View Diversity 194
  Cox's Model of the Multicultural Organization 201
  How Organizations Manage Diversity 203
  Unintended Results of Managing Diversity 205
  Managing Diversity for Competitive Advantage 206
  Convergence or Divergence? 207
  Implications for Managers 208
  Summary 208
  Discussion Questions 209
  Internet Sites 209
  References 210

CHAPTER 11 Leadership 212
  What Is Leadership? 213
  Culture and Leadership 214
  Types of Leadership Legitimacy 219
  Leadership in Two Cultures 222
  Project GLOBE: A Large-Scale Cross-Cultural Study of Leadership 224
  Convergence or Divergence? 230
  Implications for Managers 231
  Summary 231
  Discussion Questions 232
  Internet Sites 232
  References 233

CHAPTER 12 Organization Structure 235
  What Is Organization Structure? 236
  Elements of Structure 237
  Explaining Structure: The Contingency Perspective 238
  Types of Organization Structure 240
  Structural Variations 243
  Emerging Structures in the Global Economy 246
  Convergence or Divergence? 250
  Implications for Managers 250
  Summary 251
  Discussion Questions 251
  Internet Sites 252
  References 252

CHAPTER 13 Organizational Culture 254
  What Is Organizational Culture? 255
  National and Global Culture 256
  Understanding Organizational Culture 257
<table>
<thead>
<tr>
<th>Contents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Levels of Organizational Culture</td>
</tr>
<tr>
<td>What Organizational Culture Does</td>
</tr>
<tr>
<td>Analyzing Organizational Culture</td>
</tr>
<tr>
<td>Managing and Changing Organizational Culture</td>
</tr>
<tr>
<td>Convergence or Divergence?</td>
</tr>
<tr>
<td>Implications for Managers</td>
</tr>
<tr>
<td>Summary</td>
</tr>
<tr>
<td>Discussion Questions</td>
</tr>
<tr>
<td>Internet Sites</td>
</tr>
<tr>
<td>References</td>
</tr>
<tr>
<td><strong>CHAPTER 14 Organizational Change</strong></td>
</tr>
<tr>
<td>What Is Organizational Change?</td>
</tr>
<tr>
<td>Sources of Organizational Change</td>
</tr>
<tr>
<td>National Culture and Organization Change</td>
</tr>
<tr>
<td>Organizational Culture and Change</td>
</tr>
<tr>
<td>Macro-Organizational Change Theories</td>
</tr>
<tr>
<td>Convergence or Divergence?</td>
</tr>
<tr>
<td>Implications for Managers</td>
</tr>
<tr>
<td>Summary</td>
</tr>
<tr>
<td>Discussion Questions</td>
</tr>
<tr>
<td>Internet Sites</td>
</tr>
<tr>
<td>References</td>
</tr>
</tbody>
</table>

**PART II: CASES IN INTERNATIONAL ORGANIZATIONAL BEHAVIOR** | 295 |
| CASE 1 | A Cultural Clash in the Entertainment Industry | 295 |
| CASE 2 | Conscience or the Competitive Edge? (A and B) | 299 |
| CASE 3 | The Careless Collaborators | 302 |
| CASE 4 | Portrait of a Young Russian Capitalist | 310 |
| CASE 5 | Yutaka Nakamura: A Foreigner in His Native Land | 315 |
| CASE 6 | Ellen Moore: Living and Working in Bahrain (A and B) | 320 |
| CASE 7 | Managing a Diverse Work Force in Indonesia | 334 |
| CASE 8 | Shell Oil in Nigeria | 339 |
| CASE 9 | Argentina Suites (II): 1996 to 1998 | 354 |
| CASE 10 | Aung Sein: An Entrepreneur in Myanmar | 365 |
| CASE 11 | Fuqima Washing Machine Corporation | 370 |
| CASE 12 | Wellcome Israel (A and B) | 377 |
| CASE 13 | Conoco's Decision: The First Annual President's Award %or Business Ethics | 387 |
| CASE 14 | West Indies Yacht Club Resort: When Cultures Collide | 401 |
Contents

CASE 15  Ireka Construction Berhad: A Chinese Family Business Goes Public 416
CASE 16  Malaysian-German Chamber of Commerce and Industry 421
CASE 17  A Candidate for Saudi Arabia 427

PART III: EXERCISES IN INTERNATIONAL ORGANIZATIONAL BEHAVIOR 432

EXERCISE 1  Where Have You Been? An Exercise to Assess Your Exposure to the Rest of the World's People 432
EXERCISE 2  Selected Intercultural Incidents 439
EXERCISE 3  The Owl: Cross-Cultural Sensitivity 445
EXERCISE 4  The East-West Game (Emperor's Pot) 446
EXERCISE 5  Race from Outer Space: An Awareness Activity 447
EXERCISE 6  How Many Things do You Like to do at Once? An Introduction to Monochrome and Polychrome Time 449
EXERCISE 7  Double-Loop Thinking: Seeing Two Perspectives 458
EXERCISE 8  Bribery in International Business 459
EXERCISE 9  Babel: Interpersonal Communication 461
EXERCISE 10  Ugli Orange Case 463
EXERCISE 11  Work Values Exercise 464
EXERCISE 12  Japanese Decision-Making Exercise (Ringi/Nemawashi) 466
EXERCISE 13  Dimensions of National Culture and Effective Leadership Patterns: Hofstede Revisited 467
EXERCISE 14  Royal Flush: A Cross-Cultural Simulation 470
EXERCISE 15  Management in the Year 2200 472

Glossary 477
Index 491
Organizational behavior (OB) or organisational behaviour is the: "study of human behavior in organizational settings, the interface between human behavior and the organization, and the organization itself". OB research can be categorized in at least three ways: individuals in organizations (micro-level), work groups (meso-level), how organizations behave (macro-level).
Organizational Behavior focuses on understanding individual and group behavior in organizations and taking system approach for controlling it. Organizational Behavior (OB) is the study of human behavior in organizational settings, the interface between human behavior and the organization, and the organization itself. Organizational Behavior researchers study the behavior of individuals primarily in their organizational roles. Organizational behavior is the “the study of human behavior in organizational settings, the interface between human behavior and the organization, and the organization itself.” iEduNote. Organizational behavior is directly concerned with the understanding, prediction, and control of human behavior in organizations. Fred Luthans. Goals. This description specifies the goals of organizational behavior: “The goals of OB [organizational behavior] are to explain, predict, and influence behavior.”