

Contents

<i>List of figures</i>	xv
<i>List of tables</i>	xvii
<i>Notes on contributors</i>	xix
<i>Keynote foreword: the power of richness: revitalizing cross-cultural management</i>	xxxv
MARY YOKO BRANNEN	
<i>Editorial introduction: philosophy, aims and composition</i>	xlv
NIGEL HOLDEN, SNEJINA MICHAILOVA AND SUSANNE TIETZE	
SECTION 1	
Review, survey and critique	1
<i>Editor: Sonja Sackmann</i>	
1 Introduction: taking stock of critical issues and relevant topics in the field of cross-cultural management	3
<i>Sonja Sackmann</i>	
2 Cross-cultural management rising	8
<i>Margaret Phillips and Sonja Sackmann</i>	
3 Towards a complex view of culture: cross-cultural management, 'native categories', and their impact on concepts of management and organisation	19
<i>Fiona Moore</i>	
4 Cross-cultural management at a cross-roads?	28
<i>Wolfgang Mayrhofer and Katharina Pernkopf</i>	
5 The Hofstede factor: the consequences of <i>Culture's Consequences</i>	37
<i>Sierk Ybema and Pál Nyíri</i>	
6 The impact of Japan on Western management: theory and practice	49
<i>Christina L. Ahmadjian and Ulrike Schaede</i>	

7	Cross-cultural management: arguing the case for non-cultural explanations <i>Vlad Vaiman and Nigel Holden</i>	58
8	Challenges in working across cultures: reflections of two executives <i>Mikael Søndergaard and Sonja Sackmann</i>	68
SECTION 2		
	Language and languages: moving from the periphery to the core	77
	<i>Editor: Terry Mughan</i>	
9	Introduction: language and languages: moving from the periphery to the core <i>Terry Mughan</i>	79
10	Cross-cultural management and language studies within international business research: past and present paradigms and suggestions for future research <i>Markus Pudelko, Helene Ténzer and Anne-Wil Harzing</i>	85
11	Researching supra- and sub-national contexts: multi-sited and extended ethnographic methodologies for language research <i>Anders Klitmøller, Jakob Lauring and Tøke Bjerregaard</i>	95
12	Multicultural and multilingual: workplace communication in Dubai <i>Valerie Priscilla Goby and Catherine Nickerson</i>	103
13	Multilinguaculturing: making an asset of multilingual human resources in organizations <i>Patchareerat Yanaprasart</i>	112
14	Translation in cross-cultural management: a matter of voice <i>Chris Steyaert and Maddy Janssens</i>	131
15	What do bicultural-bilinguals do in multinational corporations? <i>Wilhelm Barner-Rasmussen</i>	142
16	Language diversity in management education: towards a multilingual turn <i>Linda Cohen, Jane Kassis-Henderson and Philippe Lecomte</i>	151
17	Language-oriented human resource management practices in multinational companies <i>Iësa Peltokorpi</i>	161

- 18 Company linguistic identity and its metaphorical dimensions: purchasers, personnel and products through the perspective of metaphors 170
Magdalena Bielenia-Grajewska

SECTION 3

Cross-cultural management research and education 181

Editor: Gavin Jack

- 19 Introduction: cross-cultural management research and education 183
Gavin Jack
- 20 Bridging etic and emic approaches in cross-cultural management research 189
Jia He and Fons J. R. van de Vijver
- 21 Beyond positivism: towards paradigm pluralism in cross-cultural management research 198
Ajmesh Prasad
- 22 Beyond West-centrism: the way forward for cross-cultural management in Latin America 208
Alfredo Behrens
- 23 The present and future of cross-cultural management education in China: towards an integrated etic–emic approach 218
Yunxia Zhu and Zhaohui Wang
- 24 The evolution of a cross-cultural perspective in Russian business education 227
Sheila M. Puffer, Daniel J. McCarthy, Anna Gryaznova and Vyacheslav Boltrukevich
- 25 Intercultural encounters as socially constructed experiences: Which concepts? Which pedagogies? 237
Prue Holmes
- 26 In search of an international experience: towards a ‘Bildung’ understanding of MBA learning 248
Sarah Robinson

SECTION 4

The new international business landscape 259

Editor: Fiona Moore

- 27 Introduction: the new business landscape: transformational perspectives 261
Fiona Moore

28	Global innovation through cross-cultural collaboration <i>Karina R. Jensen</i>	265
29	Culture in the audit file: an empirical reflection on the cross-national cultural 'native categories' used by auditors in a 'Big 4' professional services firm <i>Olof P. G. Bik</i>	275
30	Cyber-threats and cybersecurity challenges: a cross-cultural perspective <i>Nir Kshetri and Lailani Laynesa Alcantara</i>	285
31	A nation of money and sheep <i>Már Wolfgang Mixa</i>	294
32	The evolving world of the cross-cultural manager as a corporate and socio-political actor <i>Ödül Bozkurt</i>	304
33	Under construction but open for business: women entrepreneurs negotiating shifting socio-economic realities in the Arab Gulf <i>Leila DeVriese</i>	313
34	Transformational leadership: contextually dependent on individual and cultural values <i>Gregory Bott</i>	322
35	Indian boundary spanners in cross-cultural and inter-organizational teamwork: an account from a global software development project <i>Anne-Marie Søderberg</i>	334
36	'Looking forward by looking back': a transdisciplinary self/other perspective on intercultural expatriate research <i>David Guttormsen</i>	344
SECTION 5		
Rethinking a multidisciplinary paradigm		355
<i>Editor: Janne Tienari</i>		
37	Introduction: rethinking a multidisciplinary paradigm in cross-cultural management research? <i>Janne Tienari</i>	357
38	Interdisciplinary research of cultural diversity <i>Slawomir Magala</i>	362

39	Postcolonial feminist contributions to cross-cultural management <i>Banu Özkazanç-Pan</i>	371
40	What cross-cultural management doesn't tell us: history of generational dynamics in Chinese society <i>Matti Nojonen</i>	380
41	Making sense of gender equality: applying a global programme in Argentina <i>Mariana I. Paludi and Jean Helms Mills</i>	389
42	Reproducing self and the other: the role of cross-cultural management discourse and training in shaping Israeli–Korean collaborations <i>Michal Frenkel, Irina Lyan and Gili S. Drori</i>	399
43	Finns, Russians, and the smokescreen of 'culture': a micro-political perspective on managerial struggles in multinationals <i>Alexei Koveshnikov</i>	409
44	Management is back! Cross-cultural encounters in virtual teams <i>Johanna Saarinen and Rebecca Piekkari</i>	420
45	A multi-paradigm analysis of cross-cultural encounters <i>Henriett Primecz, Laurence Romani and Katalin Topcu</i>	431
	<i>Author index</i>	441
	<i>Subject index</i>	447