Index

A
Active Listening 330
Actor Network Theory (ANT) 235
adaptability 65
adaptability hypothesis 285
affective culture 283
ainoko 46
anti-Japanese propaganda 182
anti-Japanese sentiment 182-183
Anti-monopoly Law 187
Association of Southeast Asian Nations (ASEAN) 95
assymetry 77
Autocratic management 293, 299, 303
autonomy culture 284

B
backing 106
Bank of Brazil 144-156, 159-160, 162-163
being-in-becoming 3
bicultural buffer 51
bicultural competence 44-45, 47, 51-52, 55
bicultural individuals 24-25, 27, 36-37, 44, 46, 49-50, 52-53
biculturalism 27
bicultural skills 43, 45, 49-50, 53-54
Black matrix 127
Born Globals 105, 107, 111, 115, 313
Brazil, Russia, India, China (BRIC) 117
Business Performance Management (BPM) 230-231

C
calibrated corporate linguistic identity 230-231, 237, 239
Cargo Carrying Unit Manufacturer (CCUM) 110
Center for Creative Leadership (CCL) 329
cognitive dimension 264, 270-274
collective orientation 271, 273-274, 295-296
collectivist cultures 210, 293
collectivist thinking 295
communitarianism 5, 150, 283
Competence-Based Management Theory (CBMT) 232
Competing Values Framework 62, 290
Conflict avoidance 294
conflict management 292-293, 295, 305
Confucian dynamism 4, 8, 21, 208, 282
conservatism 6, 283
consistency 65
consistent hypothesis 285
contradictory processes 94
corporate culture 284
corporate linguistic allostatic 230-231, 234-235, 239
Corporate Performance Management (CPM) 231
Council for Mutual Economic Assistance (COMECON) 82
Cross-Border Cooperation programs (CBS) 78
cross-border inter-firm networks 72-73, 80-81, 84
cross-border regional headquarters (RHQs) 91
cross-border relationships 295
cross-cultural business 1, 7, 45, 68, 216, 292
cross-cultural interaction 13, 48
cross-cultural psychology 14, 19-20, 38, 41, 45, 54-55, 161, 291
cultural distance 10, 15, 20, 165, 167-170, 173, 177-178, 181, 290, 321
cultural intelligence (CQ) 24, 322-323, 331
Cultural Latin America 210
cultural sociology 280
culture 2
culture analysis 280
culture in the Middle East 198
Index

Culture Theories
Hall’s classic patterns 280
Hampden-Turner and Trompennars’ cultural dilemmas 280
Hofstede’s cultural dimensions 18, 280, 282
Schwartz value inventory 280, 283
Cytokines 235, 242

D
daburu 46
data 4-6, 8-9, 11-14, 20, 24, 27-30, 34, 37, 66, 81, 84, 95, 106, 108-109, 112, 114-115, 147, 171-172, 184, 188, 220, 239, 249, 252, 255, 266-267, 281, 283, 291, 293, 308-309, 320, 331
decolonization 103
defederation 103
Denison’s model of organizational culture 56, 62-63, 65
Development Directions International (DDI) 323
diagonal alliance 74
Discrete Knowledge-Based Resources (DKBR) 108
Discrete Property-Based Resources (DPBR) 108
disruptive technologies 245-246, 257, 261
dynamic management 328

E
Economic Value-Added (EVA) 223
efficiency 77
Egalitarianism 6, 130, 284
embeddedness culture 284
Emergency Response Law 187
Emerging Leaders 330-331
emic approach 2
Employment Contract Law 187
Enterprise Performance Management (EPM) 231
Entrepreneurship 245, 251
entrepreneurship theory 113, 178, 250, 252, 255, 258
entry mode 113, 165-171, 173-175, 177-181, 310, 313, 318-321
Eroding Goals archetype 333
Escalation archetype 333
etic approach 2
European Union (EU) 73, 78, 197, 207, 214
Europe, Middle East, and Africa (EMA) 67
experience host country 173
external adaptation 289
externally oriented-internally oriented 123

F
Fixes that Fail archetype 333
Foreign Direct Investment (FDI) 67, 94, 103, 170, 183, 210, 309
foreign entry 172, 177-178, 180-181, 307-310, 315, 317-318
free-riding 75
Free Trade Agreement of the Americas (FTAA) 215

G
global citizenship 326
global economy 91, 116, 258, 322-323, 325-326, 334
Global Human Resource Management (GHRM) 322
Globalization 197, 245, 249, 257, 293
Globalized Latin America 209
Global managers 37, 292
GLOBE project 3, 6, 8, 22, 284, 296
GLOBE study 1, 6-9, 12-13, 17, 21, 70, 291
Globus Family of Brands (GFB) 263, 273
goal-seeking open systems 232
Go/No-Go decision 308
guanxi 2, 305, 320

H
hafu 46, 55
half-way house 91, 94
Harmonious society 182-186, 190-191, 193, 195
high commitment 173, 175, 177
high-context communication 3
high control mode 174
High-Potential Employees 225, 330
horizontal collectivists 5
horizontal individualists 5
human nature 3
Human Resource Management (HRM) 323

I
IE models 107
immigrant effect 170, 180, 307-310, 315-316, 318
indirect export 167
Individualism 283
individualism/collectivism (IDV) 19, 59, 80, 282, 291
individualism-communitarianism 123
Inglehart-Welzel Cultural Map of the World 5
in-group collectivism 6, 12
Inner direction 283
intellectual autonomy 6, 283
intercultural competence 14, 23-27, 34-37, 39
inter-cultural management 299
inter-firm cooperation 73-76, 78-84
inter-firm relationship 278, 286, 289
internal integration 289
International Grocers Alliance (IGA) 67
Internet City 201, 205
interpreter 52, 215
involvement 64
involvement/participation hypothesis 285
isomorphic immigrant effect 180, 316

J
Japanese-style management 182, 188-189
Jeitinho 131-133, 137, 152-155, 157-159
Joint Venture (JV) 110, 165-167

K
knowing-in-practice 23-27, 29-30, 35-37
knowledgeabilities 27
Knowledge Workers 323-324
konketsuji 46

L
Lean Manufacturing 225, 227
legitimacy 77
local partners 166, 168-171, 173, 175, 180, 268, 314-315, 320
long-term orientation/ short-term orientation (LTO) 60
long vs. short-term orientation (LTO) 282
low-context communication 3

M
machismo 2
Management By Objectives (MBO) 222
management style 48, 141, 145, 299
Manufacturing Resource Planning (MRP) 285
masculinity/feminity (MAS) 59
masculinity vs. feminity (MAS) 282
Mercosur membership 214
Mergers and Acquisitions (M&As) 278
mission 64
mission hypothesis 285
mode of activity 3
monochronic cultures 3
monochronic time concept 281
multilatinas 209

MNCs 53, 57
MNEs 90-91, 166, 183, 262

N
nationality 46, 118, 208, 218
necessity 77
Net Present Value (NPV) 254
neutral-affective 123
neutral culture 283
new business strategy 92, 101

O
organizational culture 60
Organizational Culture Assessment Instrument (OCAI) 62
Original Equipment Manufacturer (OEM) 191
Outer direction 283

P
particularism 282
performance management (PM) systems 219
polychronic cultures 3
Portuguese matrix 126
power distance 4
power distance dimension (PDI) 59
power distance (PDI) 282
proxemics 3, 12
pyramid of people 4

Q
qualifier 106

R
rebuttal 106
reciprocity 77
regio-centric 90
Regional Trading Blocs (RTBs) 91, 96
Resource-Based View (RBV) 107, 246
return on assets (ROA) 64
roguery 159
S
sales abroad 172
Schwartz Value Inventory (SVT) 283
sequential time 283
Shared Service Center (SSC) 334
Shifting the Burden archetype 333
Six Sigma 225
Small and Medium Enterprises (SMEs) 103
small developing countries 102
SME internationalization framework 106
social baggage 119
social capital concept 263, 273
social networks 309
societal collectivism 6, 12
Society of Human Resource Management (SHRM) 329
specific-diffuse 123
stability 77
status achieved-status attributed 123
Stovetop (ST) 109
Strategic Entrepreneurship 245-247, 252-253, 256-259
strategic management 245, 247
Subject Matter Experts (SME’s) 328
Success to the Successful archetype 333
synchronic time-sequential time 123
synchronous time 283
Systemic Knowledge-Based Resources (SKBR) 108
Systemic Property-Based Resources (SPBR) 108
Systems Theory 231-232, 242
Systems Thinking 332
T
talent acquisition 322-325, 334
time orientation 289
Total Quality Management (TQM) 225, 285
Tragedy of the commons archetype 333
translator 52
U
U Model 104, 107
uncertainty avoidance 2, 4, 6, 8-9, 59, 105, 208, 210, 282, 285, 289, 296
uncertainty avoidance (UAI) 282
Universalism 282
universalism-particularism 123
V
vertical collectivists 5
vertical individualists 5
Viable System Model 232, 243
warrant 106
wholly owned enterprise (WOE) 165
workplace conflict 292-295, 297-298, 303
World Trade Organization (WTO) 184, 201, 212