

# INTRODUCTION

This Instructor's Manual accompanies the third edition of *International Management: Cross-Cultural Dimensions*.

The textbook argues that the influence of culture is never stable and its effect on behavior can never be precisely predicted. Furthermore, a range of other factors may also intervene. These include the social and business environments, industry and organizational values, and the personalities of the people concerned. The problem for the manager is deciding which have priority in any given situation.

Culture is *sometimes* very significant; on other occasions it is not, and the other factors are more so. The manager needs the skills to recognize *when* culture is significant, to weigh its influence against that of the other factors, and then respond appropriately. This book aims to equip managers with these skills.

The structure used in the previous editions has been simplified, and the material reorganized in three parts for the third edition. Part one consists of an introductory first chapter. In part two, chapters 2–10 focus on cross-cultural management, and examine how far culture influences behavior in the workplace and the internal systems of the company. In part three, chapters 11–18 focus on global and strategic issues in international business and emphasize the importance of non-cultural influences on decision making and implementation. The mix of cultural and non-cultural influences on strategy has implications for international human resource planning, and this discussion concludes the textbook.

The thematic development of the chapters is stepped as follows.

- a. Decision making in the company is influenced by factors in the ENVIRONMENT (chapter 1).
- b. Significant factors in the ENVIRONMENT include national CULTURE (chapters 1–3).
- c. National CULTURE influences the design and use of STRUCTURES AND SYSTEMS used in the company (chapters 4–10).
- d. These STRUCTURES AND SYSTEMS are among the factors that influence how the company formulates and implements its INTERNATIONAL STRATEGY (chapters 11–13).

- e. Implementing an INTERNATIONAL STRATEGY involves making decisions about how to CONTROL INVESTMENTS abroad (chapters 14–15).
- f. One means of CONTROLLING INVESTMENTS abroad is to use STAFFING (chapter 16).
- g. An effective STAFFING policy makes decisions about selecting, training, and supporting expatriate and local staff (chapters 17–18).

Some of the points developed in each chapter are applied in a short case. The cases are grouped at the end of each section, after chapters 1, 10, and 18. An appendix on dissertation writing precedes the bibliography.

## Selecting Chapters For Teaching

The full course of 18 chapters is recommended for MBA students. It can also be adapted to the needs of students with other specialities who do not need all the material. Different combinations of chapters are selected for short-course purposes. The factors that decide which chapters are selected include the following:

- the program;
- students' experiences;
- students' career aspirations;
- time available;
- related courses taught in the management program (e.g. much of the material on motivation in chapter 6 might be omitted if this is being covered in courses in organizational analysis or human resource management).

Chapters 1, 2, and 5 may be essential for all courses. The first two deal with culture as one factor in the environment influencing management decision making, and the analysis of culture. Chapter 5 on communication is pivotal, and is applied in succeeding chapters.

The following table gives suggestions for chapter combinations in a range of short courses. These reflect some of the purposes for which the previous editions have been taught. P indicates a *priority* and S indicates *secondary* importance only.

- a. Essential Cross-Cultural Issues (ECC).
- b. Cross-Cultural Communication (CCC).
- c. International Management (IM).
- d. General Management (GM).
- e. Strategic Issues (SI).
- f. Human Resource Management (HRM).
- g. International Management for English Teachers (IMET).

	a. ECC	b. CCC	c. IM	d. GM	e. SI	f. HRM	g. IMET
PART ONE							
1 IM and culture	P	P	P	P	P	P	P
PART TWO							
2 Comparing cultures	P	P	P	P	P	P	P
3 Shifts in culture		S	S		P		
4 Organizational culture		P		P	P	P	
5 Culture and comm'n	P	P	P	P	P	P	P
6 Motivating		P		P		P	P
7 Disputes		P		P		P	P
8 Formal structures		P		P		P	
9 Informal structures		P				S	S
10 Planning change		S	S	P	P		S
PART THREE							
11 Globalization			P	P	P		
12 Family companies			P				
13 Strategy			P	P	P	P	
14 HQ/subsidiary			P		P	P	
15 IJVs			P		P	P	
16 Control by staffing			P		P	P	
17 Expat. assignments			P	S		P	S
18 Training/support			P	S		P	P

## How This Instructor's Manual Is Organized

This *Instructor's Manual* consists of the following sections:

SECTION ONE: Teaching the material.

SECTION TWO: Assessing student progress.

In addition, there is a separate section on the website containing PowerPoint slides that provide materials in support of the text (address: [www.blackwellpublishing.com/mead](http://www.blackwellpublishing.com/mead)).

## **Acknowledgment**

I am very grateful to Anny Wang for designing the PowerPoint slides.