

Handbook of Research on Cross-culture Business and Management

Edited by

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Series in Business and Finance



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1000 N West Street, Suite 1200
Wilmington, Delaware, 19801
United States

In the rest of the world:
Vernon Press
C/Sancti Espiritu 17,
Malaga, 29006
Spain

Series in Business and Finance

Library of Congress Control Number: 2022950727

ISBN: 978-1-64889-601-9

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Foreword

Prof. Dr. Dileep Kumar M.

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More industries are engaging in business overseas, and the advancement of technology has sped up this development, a workforce with possible assimilation of people from diverse backgrounds, gender, culture, and values, with the right set of knowledge and skills for business growth. Internationalization invites attention from leaders, policymakers, strategists, functional managers, human resource managers, technologists, and business operations specialists to cross-cultural management. Successful managers and leaders in the organization must deal with multiple cultural differences that have become the new global business reality. Simultaneously, human behavior at work is influenced by diverse backgrounds, including gender, culture, beliefs, and values. Modern organizations must understand the reality that multiple cultures exist simultaneously, and they need proper synchronization and synthesis for robust decision-making business development.

This handbook of research on cross-cultural business and management—vol 1 is one of the books that integrates a collection of themes related to cross-cultural business and management and encompasses the perspectives of several writers from various countries. The book shares the cultural influence of various regions; ethnographic differences; utilization of cultural intelligence; cultural impact on buying behavior of customers; cross-boundary businesses; power relations in organizations; diversity and group norms; and cultural impact on business communication in the context of uncertain and complex business processes in the VUCA world. The book argues that globalization and technological advances have thinned topographical borders. Digital tools and mass media are transforming the business ecosystem through which business firms can constantly interact with their customers.

Some of the chapters in the book that have invited my special academic interest and attention are the ones about the role of theories, specifically fundamental ones like *Scientific Management Theory*, *System Management Theory*, *Theory X and Y*, and *Contingency Management* in handling cross-cultural issues and effective decision-making. From an academic point of

view, these chapters have given a wider opportunity for teachers and research scholars to have effective deliberations in the context of changing work culture as well as cross-cultural communications. With respect to the current dynamic world, modern organizations must look at various cultural theories to explore and exploit the resources and capabilities to move with fidelity and accuracy. The books pay due attention to the fact that understanding human behavior at work requires special attention to the integrity of cross-cultural impact.

The book, at some point, discusses the role of cultural intelligence, relating to varied demographic diversity, experiential and cognitive diversity, and cultural capabilities in handling group dynamics in organisations. The authors, like James Phelan of the *US Department of Veterans Affairs, USA*, suggest that managing diversity by breaking the barriers of borders needs not only emotional intelligence but also more cultural intelligence. Cultural considerations are an exceptionally delicate subject that creates a multitude of prospects and consequences. Managers must devote time to discovering and developing cultural intelligence to create a thriving business environment. The authors have provided ample evidence to support their argument, and they back it up by informing managers and leaders in the organization about the future consequences of a lack of cultural intelligence.

Although the book is specially tailored for managers and leaders, the scope of the book is not just limited to them. The scope of the book breaks the borders of one country by integrating the perspectives of authors from several countries related to relevant topics, and I observed that this highly valuable book would help people from all continents understand the significance of cross-cultural impact. I would recommend this book to people from all continents and people going to live and work in another culture for a better understanding and practice of cross-cultural aspects in organizational management as well as day-to-day life.

Preface

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Culture is *a cumulative custom of beliefs, values, rituals, and sanctions practiced by a group of people, province or country*. It is a more sensitive dimension of internationalization of any business and making it perform in a culturally diverse environment. Sometimes, nations/states lose their normative significance in a cross-cultural setting (e.g., India). It is because they undermined their earlier philosophies of norms, values, and beliefs or neglected the cultural significance of other nations. At present, culture introduces significant changes in the core assumptions of business practices and skill expectations. This paradigm shift has forced business executives and managers to know how cultural differences affect inter-organizational as well as intra-organizational functioning. It has made gaining cross-cultural compatibility a serious concern for the business as well as scholarly society around the world.

A shift in business paradigms is a complex process because an educational change of any significance involves changes in organizational structures, communications, resource allocation, practices, beliefs, and attitudes. Organizations experienced that selecting any strategic option is significantly influenced by the country/region-specific cultural factors that demand competence to identify the socio-cultural diversities to develop an inclusive cross-cultural business environment. Successful sustenance in cross-cultural business settings needs individuals with strong knowledge, skills, and perspectives matching the working styles of context and will be –

- Able to foster relationships that create respect for all,
- Able to employ cultural sensitivity and diplomacy,
- Able to solve cultural problems synergistically,
- Able to balance conflicting demands of global integration and local responsiveness,

- Able to manage and/or work with people from diverse racial and ethical backgrounds,
- Able to maintain flexibility in strategy and tactics,
- Able to create and sustain business teams in a global setting and the like.

This volume of the *Handbook of Research on Cross-Cultural Business and Management* facilitates cross-culture business and management practices by developing practitioners and academicians with cross-cultural business and management competencies. The way to improve these skills is to fill the gaps between practical implication and theoretical consideration; the focus should be on learning so that they will get more chances to enhance their knowledge, skills, and attitudes relevant to achieve business objectives.

Chapter 1, by the editors of this book, introduces cross-cultural business and management and explores how culture influences an organization's operations and, ultimately, performance. This chapter explores culture-driven opportunities and challenges of business and management practices involving individual, national and international perspectives. Authors have attempted to discover the paradigm shift due to globalization that considerably encouraged cross-cultural interaction and promoted multicultural societies and organizations.

Chapter 2, by Jeremy Kwok, exposes how to manage in Chinese culture from an institutional economic perspective. As the author claimed, the main contribution of this chapter is providing a strong case with rigorous analysis. The chapter focuses on the complexity of managing in Chinese cultural settings.

Chapter 3, by Yvonne Kamegne, discusses managing cultural differences, particularly regarding Cameroon from an ethnographic perspective. The chapter provides a better understanding of the relationship between culture, business, and technology and a perspective on cross-cultural approaches in user interface design. It would help stakeholders to understand, manage, and interact with diverse cultures.

Chapter 4, by James Phelan, describes practical ideas and measures that can be used to improve the performance of business executives/expatriates in a cross-cultural work environment. This chapter equips stakeholders to practice CQ. They learn about various measures they can utilize to gauge their practice of CQ and work towards sharpening and improving their skills.

Chapter 5, by Rupa Rathee and Madhvi Lamba, concentrates on cultural intelligence. This chapter emphasizes the importance of cultural intelligence, sources and precursors of cultural intelligence, formal education and training

to enhance cross-cultural adjustments and the role mindfulness can play in cultural intelligence.

Chapter 6, by Tarika Nandedkar and Amit Kumar, explains *Scientific Management Theory, System Management Theory, Theory X and Y, and Contingency Management theory* concerning the current business environment and discusses its relevance in the cross-cultural world. With the help of these theories, the handling of cross-cultural issues, planning resources, and decision-making have been discussed.

Chapter 7, by Rachna Bajaj, Gaurav Gupta, and Rachna Bansal, deals with online group buying behavior. It presents a comparative picture of the USA, China and Indian markets. The chapter's primary focus is on social-demographic and psychographic features of online group-buying users, as well as likenesses and variances in their shopping habits, attitudes and motivations. It reveals that Chinese consumers are more inclined to purchase from group-buying websites than their US counterparts.

Chapter 8, by Rauno Rusko, advocates cross-cultural effects of the joint global features such as the greenhouse effect and global warming. This chapter exhibits the convergence of attitudes and rhetoric in cross-cultural business ethics due to the greenhouse effect.

Chapter 9, by Deepti Sinha and Sachin Sinha, discusses cultural cosmopolitanism. This chapter is aimed at understanding the idea of culture, multiculturalism, glocalization and the concept of the cosmopolitan consumer. The authors intend to highlight the intermingling of cultures and blurring the differentiating lines of culture.

Chapter 10, by Xiaodan Zhang, discusses paternalism in Chinese business settings. The chapter addresses mainly how managers in DPEs adopted many labor-controlling strategies and methods that the state-owned enterprises used under the socialist system before the reforms. This chapter exhibits managerial isomorphism from a neo-institutionalist point of view. The chapter argues that the persistent paternalist ideology that influences the formation of power relations in DPEs is reproduced in the interactional process.

Chapter 11, by Arti Sharma and Sushant Bhargava, discusses cross-cultural diversity in global virtual teams. In this chapter, the authors have presented a brief literature review on GVTs, emphasizing the dearth of research in a cross-cultural context. They have presented the framework to describe the dimensions of diversity across different levels of implementation in GVTs.

Chapter 12, by Chandra Sekhar Patro, discusses cross-cultural communication in digital business settings. The chapter evaluates the influence of globalization on cross-cultural communication, the adoption of various communication

strategies in cross-cultural business, and cross-cultural negotiation. The chapter also discusses the issues faced by global managers in cross-cultural business communication and dealing with barriers to cultural adaptation.

Chapter 13, by Rifat Kamasak, Mustafa F. Özbilgin, Kurt April, Meltem Yavuz Sercekman and Joana Vassilopoulou, is about managing diversity in multinational organizations. The chapter focuses on the problematic lack of effective regulation of diversity in global organizations. In this chapter, the authors have proposed the GVC approach to regulate global organizations, which could effectively ensure adequate and equitable global management of diversity in the organizations.

Chapter 14, by José G. Vargas-Hernández and Ernesto Guerra García, discusses entrepreneurial socio-interculturality. This chapter concludes that socio-intercultural entrepreneurship presents a methodological frame that significantly allows entrepreneurs to perceive global and local realities.

Acknowledgements

In the Name of God, Most Gracious, Most Merciful

This first volume of *Handbook of Research on Cross-Cultural Business and Management* is made with the contribution of authors and researchers from different nations and cultural backgrounds. We thank all the authors, reviewers, and academic alliances for their sincere efforts to make this book possible.

We are highly thankful to Prof. Deelip Kumar M, Deputy Vice Chancellor (DVC), Nile University of Nigeria for sparing his valuable time and writing the foreword for the book. His generous words for this book have given us inspiration to keep moving forward with such efforts.

We would like to pay our sincere gratitude to Prof. Vaishali Mahajan, Symbiosis Centre for Management & Human Resource Development (SCMHRD), Pune, India, for serving as an external reviewer to provide independent review for the book.

Special thanks to all the reviewers who gave their precious time and made sincere efforts in reviewing all the manuscripts. Their honest suggestions and advice helped us enrich the quality of all the chapters of the book.

We are grateful to all the researchers and authors who have contributed their work to the *Handbook of Research on Cross-Cultural Business and Management*. Also, we thank the people who permitted our researchers and authors to carry out research and develop it through their state-of-the-art descriptions of situations of all times to make this book a significant contribution in the field.

We are immensely thankful to our family members, friends and colleagues for encouraging us to publish this book. Their love, sacrifice and support helped us focus and continue in this direction. Their confidence in us helped us rise above the times of self-doubt and uncertainty throughout the journey.

In the end, we wish to pray to the Almighty for his kindness and eternal grace on us at all times to help us accomplish our goals.

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