Part One	Environmental Foundation	1
	1 Globalization and International Linkages	2
	The World of International Management:	
	An Interconnected World	2
	Introduction	4
	Globalization and Internationalization	6
	Globalization, Antiglobalization, and Global Pressures	6
	Global and Regional Integration The Shifting Balance of Economic Power in the	9
	Global Economy	12
	Global Economic Systems	17
	Market Economy	17
	Command Economy	18
	Mixed Economy	18
	Economic Performance and Issues of Major Regions	18
	Established Economies	18
	Emerging Economies	21
	Developing Economies on the Verge	24
	The World of International Management—Revisited	28
	Summary of Key Points	30
	Key Terms	30
	Review and Discussion Questions	30
	Answers to the In-Chapter Quiz	31
	Internet Exercise: Franchise Opportunities at McDonald's	31
	In the International Spotlight: India	32
	You Be the International Management Consultant:	
	Here Comes the Competition	33
	2 The Political, Legal, and Technological Environmen	t 34
	The World of International Management:	
	Google's China Gamble	34
	Ideologies	36
	Individualism	36
	Collectivism	37
	Socialism	38
	Political Environment	39
	Political Systems	40

	Legal and Regulatory Environment	41
	Basic Principles of International Law	42
	Examples of Legal and Regulatory Issues	43
	Regulation of Trade and Investment	46
	Technological Environment and Global Shifts in Production	49
	Trends in Technology, Communication, and Innovation	49
	Biotechnology	51
	E-Business	52
	Telecommunications	53
	Technological Advancements, Outsourcing, and Offshoring	54
	The World of International Management—Revisited	56
	Summary of Key Points	56
	Key Terms	57
	Review and Discussion Questions	57
	Internet Exercise: Hitachi Goes Worldwide	57
	In the International Spotlight: Vietnam	58
	You Be the International Management Consultant: A Chinese Venture	59
3	Ethics and Social Responsibility	60
	The World of International Management:	
	GE's Imagination: Strategic CSR	60
	Ethics and Social Responsibility	63
	Ethics and Social Responsibility in International Management	63
	Ethics Theories and Philosophy	63
	Human Rights	64
	Labor, Employment, and Business Practices	66
	Environmental Protection and Development	67
	Globalization and Ethical Obligations of MNCs	69
	Reconciling Ethical Differences across Cultures	71
	Corporate Social Responsibility and Sustainability	71
	Corporate Governance	75
	Corruption	76
	International Assistance	78
	The World of International Management—Revisited	79
	Summary of Key Points	80
	Key Terms	80
	Review and Discussion Questions	80
	Internet Exercise: Social Responsibility at Johnson & Johnson and HP	81
	In the International Spotlight: Saudi Arabia	82
	You Be the International Management Consultant:	
	It Sounds a Little Fishy	83
	Brief Integrative Case 1.1: Colgate's Distasteful Toothpaste	84
	Brief Integrative Case 1.2: Advertising or Free Speech?	
	The Case of Nike and Human Rights	87

		In-Depth Integrative Case 1.1: Student Advocacy and	00
		"Sweatshop" Labor: The Case of Russell Athletic	89
		In-Depth Integrative Case 1.2: Pharmaceutical Companies, Intellectual Property, and the Global AIDS Epidemic	94
Part Two	Th	e Role of Culture	105
	4	The Meanings and Dimensions of Culture	106
		The World of International Management: The Cultural Roots of Toyota's Quality Crisis The Nature of Culture Cultural Diversity	106 108 109
		Values in Culture	113
		Value Differences and Similarities across Cultures	113
		Values in Transition	114
		Hofstede's Cultural Dimensions	116
		Trompenaars's Cultural Dimensions	122
		Integrating Culture and Management: The GLOBE Project	130
		Culture and Management	131
		GLOBE's Cultural Dimensions	131
		GLOBE Country Analysis	132
		The World of International Management—Revisited	134
		Summary of Key Points	134
		Key Terms	135
		Review and Discussion Questions	135
		Internet Exercise: Renault-Nissan in South Africa	135
		In the International Spotlight: South Africa	136
		You Be the International Management Consultant: A Jumping-Off Place	137
	5	Managing Across Cultures	138
		The World of International Management: Car Culture: Changing Global Trends in the Automotive Industry	138
		The Strategy for Managing across Cultures	<b>140</b> <i>141</i>
		Strategic Predispositions  Meeting the Challenge	141
		Cross-Cultural Differences and Similarities	145
		Parochialism and Simplification	146
		Similarities across Cultures	148
		Many Differences across Cultures	148
		Cultural Differences in Selected Countries and Regions	152
		Doing Business in China	153
		Doing Business in Russia	155
		Doing Business in India	157
		Doing Business in France	158
		Doing Business in Brazil	159
		Doing Business in Arab Countries	160

	The World of International Management—Revisited	162
	Summary of Key Points	162
	Key Terms	163
	Review and Discussion Questions	163
	Internet Exercise: Sony's Approach	163
	In the International Spotlight: Mexico	164
	You Be the International Management Consultant:	
	Beijing, Here We Come!	165
6	Organizational Cultures and Diversity	166
	The World of International Management: Managing Culture and	
	Diversity in Global Teams	166
	The Nature of Organizational Culture	168
	Definition and Characteristics	169
	Interaction between National and Organizational Cultures Organizational Cultures in MNCs	170 174
	Family Culture	176
	Eiffel Tower Culture	176
	Guided Missile Culture	177
	Incubator Culture	178
	Managing Multiculturalism and Diversity	180
	Phases of Multicultural Development	180
	Types of Multiculturalism	182
	Potential Problems Associated with Diversity	183
	Advantages of Diversity	185
	Building Multicultural Team Effectiveness	185
	A Successful Multicultural Workforce	187
	The World of International Management—Revisited	188
	Summary of Key Points	188
	Key Terms	189
	Review and Discussion Questions	189
	Internet Exercise: Hewlett-Packard's International Focus	189
	In the International Spotlight: Japan	190
	You Be the International Management Consultant:	
	A Good-Faith Effort Is Needed	191
7	Cross-Cultural Communication and Negotiation	192
	The World of International Management:	
	Offshoring Culture and Communication	192
	The Overall Communication Process	195
	Verbal Communication Styles	195
	Interpretation of Communications	198
	Communication Flows	199
	Downward Communication	199
	Upward Communication	201

		Communication Barriers	202
		Language Barriers	202
		Perceptual Barriers	205
		The Impact of Culture	207
		Nonverbal Communication	209
		Achieving Communication Effectiveness	212
		Improve Feedback Systems	212
		Provide Language Training	212
		Provide Cultural Training	213
		Increase Flexibility and Cooperation	213
		Managing Cross-Cultural Negotiations	215
		Types of Negotiation	215
		The Negotiation Process	216
		Cultural Differences Affecting Negotiations	217
		Negotiation Tactics	220
		Negotiating for Mutual Benefit	221
		Bargaining Behaviors	223
		The World of International Management—Revisited	226
		Summary of Key Points	227
		Key Terms	227
		Review and Discussion Questions	228
		Internet Exercise: Working Effectively at Toyota	228
		In the International Spotlight: China	230
		You Be the International Management Consultant: Foreign or Domestic?	231
		Brief Integrative Case 2.1: Coca-Cola in India	232
		Brief Integrative Case 2.2: Danone's Wrangle with Wahaha	238
		In-Depth Integrative Case 2.1a: Euro Disneyland	244
		,	
		In-Depth Integrative Case 2.1b: Beyond Tokyo: Disney's Expansion in Asia In-Depth Integrative Case 2.2: Walmart's Global Strategies	254 258
Part Three	Int	ernational Strategic Management	267
	8	Strategy Formulation and Implementation	268
		The World of International Management:	
		Big Pharma Goes Global	268
		Strategic Management	271
		The Growing Need for Strategic Management	272
		Benefits of Strategic Planning	273
		Approaches to Formulating and Implementing Strategy	273
		Global and Regional Strategies	277
		The Basic Steps in Formulating Strategy	280
		Environmental Scanning	281
		Internal Resource Analysis	282
		Goal Setting for Strategy Formulation	283
		5 5,	

	Strategy Implementation	284
	Location Considerations for Implementation	285
	Combining Country and Firm-Specific Factors in International Strategy	286
	The Role of the Functional Areas in Implementation	288
	Specialized Strategies	289
	Strategies for Emerging Markets	290
	Entrepreneurial Strategy and New Ventures	295
	Entropreneural ethology and New Ventures	200
	The World of International Management—Revisited	297
	Summary of Key Points	298
	Key Terms	298
	Review and Discussion Questions	298
	Internet Exercise: Finding Out What Makes Fujitsu Tick	299
	In the International Spotlight: Poland	300
	You Be the International Management Consultant: Go East,	
	Young People, Go East	301
9	Entry Strategies and Organizational Structures	302
	The World of International Management: From Matrix	
	to Customer-Centric Management at ABB	302
	Entry Strategies and Ownership Structures	305
	Export/Import	305
	Wholly Owned Subsidiary	305
	Mergers/Acquisitions	306
	Alliances and Joint Ventures	310
	Licensing	312
	Franchising	313
	The Organization Challenge	315
	Basic Organizational Structures	316
	Initial Division Structure	316
	International Division Structure	317 318
	Global Structural Arrangements  Transnational Network Structures	322
	Nontraditional Organizational Arrangements	324
	Organizational Arrangements from Mergers, Acquisitions,	324
	Joint Ventures, and Alliances	324
	The Emergence of the Electronic Network Form of Organization	326
	Organizing for Product Integration	327
	Organizational Characteristics of MNCs	328
	Formalization	328
	Specialization	329
	Centralization	330
	Putting Organizational Characteristics in Perspective	331

xxii

	The World of International Management—Revisited	332
	Summary of Key Points	332
	Key Terms	333
	Review and Discussion Questions	333
	Internet Exercise: Organizing for Effectiveness	333
	In the International Spotlight: Australia	334
	You Be the International Management Consultant:	
	Getting In on the Ground Floor	335
10	Managing Political Risk, Government Relations,	
10	and Alliances	336
	The World of International Management:	
	IKEA's Russian Roulette	336
	The Nature and Analysis of Political Risk	338
	Macro and Micro Analysis of Political Risk	339
	Terrorism and Its Overseas Expansion	343
	Analyzing the Expropriation Risk	344
	Managing Political Risk and Government Relations	344
	Developing a Comprehensive Framework or Quantitative Analysis	344
	Techniques for Responding to Political Risk	348
	Managing Alliances	351
	The Alliance Challenge	352
	The Role of Host Governments in Alliances	353
	Examples of Challenges and Opportunities in Alliance Management	354
	The World of International Management—Revisited	355
	Summary of Key Points	356
	Key Terms	356
	Review and Discussion Questions	356
	Internet Exercise: Nokia in China	357
	In the International Spotlight: Brazil	358
	You Be the International Management Consultant: Rushing into Russia	359
11	Management Decision and Control	360
	The World of International Management:	
	Global Online Retail: Amazon and Beyond	360
	Decision-Making Process and Challenges	363
	Factors Affecting Decision-Making Authority	364
	Cultural Differences and Comparative Examples of Decision Making	366
	Total Quality Management Decisions	368
	Decisions for Attacking the Competition	370
	Decision and Control Linkages	371
	The Controlling Process	372
	Types of Control	374
	Approaches to Control	375

377

Performance Evaluation as a Mechanism of Control

Financial Performance	377
Quality Performance	378
Personnel Performance	381
The World of International Management—Revisited	383
Summary of Key Points	384
Key Terms	384
Review and Discussion Questions	384
Internet Exercise: Looking at the Best	385
In the International Spotlight: Denmark	386
You Be the International Management Consultant: Expansion Pla	ans 387
Brief Integrative Case 3.1: Microsoft Opens the Gates: Patent, Piracy, and Political Challenges in China	388
Brief Integrative Case 3.2: Can Sony Regain Its Innovative Edge?	
The OLED Project	393
In-Depth Integrative Case 3.1: Tata "Nano": The People's Car	399
In-Depth Integrative Case 3.2: The Ascendance of AirAsia: Build	ling a
Successful Budget Airline in Asia	408
ganizational Behavior and man Resource Management	<u>Part Four</u> 419
man Resource Management  Motivation Across Cultures  The World of International Management: Motivating Er	419 420 mployees
man Resource Management  Motivation Across Cultures  The World of International Management: Motivating Er in a Multicultural Context: Insights from the Emerging I	419 420 mployees Markets 420
man Resource Management  Motivation Across Cultures  The World of International Management: Motivating Er in a Multicultural Context: Insights from the Emerging I The Nature of Motivation	419 420 mployees Markets 420 422
Motivation Across Cultures  The World of International Management: Motivating Er in a Multicultural Context: Insights from the Emerging I The Nature of Motivation  The Universalist Assumption	419 420 mployees Markets 420 422 423
Motivation Across Cultures  The World of International Management: Motivating Er in a Multicultural Context: Insights from the Emerging I The Nature of Motivation  The Universalist Assumption The Assumption of Content and Process	419 420 mployees Markets 420 422 423 424
Motivation Across Cultures  The World of International Management: Motivating Er in a Multicultural Context: Insights from the Emerging I The Nature of Motivation  The Universalist Assumption The Assumption of Content and Process  The Hierarchy-of-Needs Theory	419 420 mployees Markets 420 422 423 424 425
Motivation Across Cultures  The World of International Management: Motivating Er in a Multicultural Context: Insights from the Emerging I The Nature of Motivation  The Universalist Assumption The Assumption of Content and Process  The Hierarchy-of-Needs Theory The Maslow Theory	419  420  mployees Markets 420  422  423  424  425  425
Motivation Across Cultures  The World of International Management: Motivating Er in a Multicultural Context: Insights from the Emerging I The Nature of Motivation  The Universalist Assumption The Assumption of Content and Process  The Hierarchy-of-Needs Theory International Findings on Maslow's Theory	419 420 mployees Markets 420 422 423 424 425 425
Motivation Across Cultures  The World of International Management: Motivating Er in a Multicultural Context: Insights from the Emerging I The Nature of Motivation  The Universalist Assumption  The Assumption of Content and Process  The Hierarchy-of-Needs Theory  The Maslow Theory  International Findings on Maslow's Theory  The Two-Factor Theory of Motivation	419  420  mployees Markets 420  422  423  424  425  425
Motivation Across Cultures  The World of International Management: Motivating Erin a Multicultural Context: Insights from the Emerging In a Multicultural Context: Insights from the Emerging Internation of Motivation  The Universalist Assumption  The Assumption of Content and Process  The Hierarchy-of-Needs Theory  The Maslow Theory  International Findings on Maslow's Theory  The Two-Factor Theory of Motivation  The Herzberg Theory	419  420  mployees Markets 420  422  423  424  425  425  425  429
Motivation Across Cultures  The World of International Management: Motivating Er in a Multicultural Context: Insights from the Emerging I The Nature of Motivation  The Universalist Assumption  The Assumption of Content and Process  The Hierarchy-of-Needs Theory  The Maslow Theory  International Findings on Maslow's Theory  The Two-Factor Theory of Motivation  The Herzberg Theory  International Findings on Herzberg's Theory	419  420  mployees Markets 420  422  423  424  425  425  425  429
Motivation Across Cultures  The World of International Management: Motivating Erin a Multicultural Context: Insights from the Emerging In a Multicultural Context: Insights from the Emerging Internation of Motivation  The Universalist Assumption  The Assumption of Content and Process  The Hierarchy-of-Needs Theory  The Maslow Theory  International Findings on Maslow's Theory  The Two-Factor Theory of Motivation  The Herzberg Theory	419  420  mployees Markets  420  422  423  424  425  425  425  425  429  431
Motivation Across Cultures  The World of International Management: Motivating Erin a Multicultural Context: Insights from the Emerging International Management: Motivating Erin a Multicultural Context: Insights from the Emerging International Assumption  The Nature of Motivation  The Universalist Assumption  The Assumption of Content and Process  The Hierarchy-of-Needs Theory  The Maslow Theory  International Findings on Maslow's Theory  The Two-Factor Theory of Motivation  The Herzberg Theory  International Findings on Herzberg's Theory  Achievement Motivation Theory	419  420  mployees Markets  420  422  423  424  425  425  425  425  429  431  435  435
Motivation Across Cultures  The World of International Management: Motivating Erin a Multicultural Context: Insights from the Emerging In a Multicultural Context: Insights from the Emerging International Findings on Maslow's Theory  The Hierarchy-of-Needs Theory  International Findings on Maslow's Theory  The Two-Factor Theory of Motivation  The Herzberg Theory  International Findings on Herzberg's Theory  Achievement Motivation Theory  The Background of Achievement Motivation Theory	419  420  mployees Markets  420  422  423  424  425  425  425  425  429  431  435  435
Motivation Across Cultures  The World of International Management: Motivating Erin a Multicultural Context: Insights from the Emerging I The Nature of Motivation  The Universalist Assumption  The Assumption of Content and Process  The Hierarchy-of-Needs Theory  The Maslow Theory  International Findings on Maslow's Theory  The Two-Factor Theory of Motivation  The Herzberg Theory  International Findings on Herzberg's Theory  Achievement Motivation Theory  The Background of Achievement Motivation Theory  International Findings on Achievement Motivation Theory	419  420  mployees Markets  420  422  423  424  425  425  425  429  431  435  435  436
Motivation Across Cultures  The World of International Management: Motivating Erin a Multicultural Context: Insights from the Emerging In a Multicultural Context: Insights from the Emerging In the Nature of Motivation  The Universalist Assumption  The Assumption of Content and Process  The Hierarchy-of-Needs Theory  The Maslow Theory  International Findings on Maslow's Theory  The Two-Factor Theory of Motivation  The Herzberg Theory  International Findings on Herzberg's Theory  Achievement Motivation Theory  The Background of Achievement Motivation Theory  International Findings on Achievement Motivation Theory  International Findings on Achievement Motivation Theory  International Findings on Achievement Motivation Theory  Select Process Theories	419  420  mployees Markets  420  422  423  424  425  425  425  425  429  431  435  435  437
Motivation Across Cultures  The World of International Management: Motivating Erin a Multicultural Context: Insights from the Emerging In a Multicultural Context: Insights from the Emerging In the Nature of Motivation  The Universalist Assumption  The Assumption of Content and Process  The Hierarchy-of-Needs Theory  The Maslow Theory  International Findings on Maslow's Theory  The Two-Factor Theory of Motivation  The Herzberg Theory  International Findings on Herzberg's Theory  Achievement Motivation Theory  The Background of Achievement Motivation Theory  International Findings on Achievement Motivation Theory  Select Process Theories  Equity Theory	419  420  mployees Markets  420  422  423  424  425  425  425  429  431  435  435  437  437
Motivation Across Cultures  The World of International Management: Motivating Erin a Multicultural Context: Insights from the Emerging I The Nature of Motivation  The Universalist Assumption  The Assumption of Content and Process  The Hierarchy-of-Needs Theory  The Maslow Theory  International Findings on Maslow's Theory  The Two-Factor Theory of Motivation  The Herzberg Theory  International Findings on Herzberg's Theory  Achievement Motivation Theory  The Background of Achievement Motivation Theory  International Findings on Achievement Motivation Theory  Select Process Theories  Equity Theory  Goal-Setting Theory	419  420  mployees Markets  420  422  423  424  425  425  425  425  429  431  435  435  437  437  439  439  439
Motivation Across Cultures  The World of International Management: Motivating Erin a Multicultural Context: Insights from the Emerging I The Nature of Motivation  The Universalist Assumption  The Assumption of Content and Process  The Hierarchy-of-Needs Theory  The Maslow Theory  International Findings on Maslow's Theory  The Two-Factor Theory of Motivation  The Herzberg Theory  International Findings on Herzberg's Theory  Achievement Motivation Theory  The Background of Achievement Motivation Theory  International Findings on Achievement Motivation Theory  Select Process Theories  Equity Theory  Goal-Setting Theory  Expectancy Theory	419  420  mployees Markets  420  422  423  424  425  425  425  425  429  431  435  435  437  437  439  439  439
Motivation Across Cultures  The World of International Management: Motivating Erin a Multicultural Context: Insights from the Emerging I The Nature of Motivation  The Universalist Assumption  The Assumption of Content and Process  The Hierarchy-of-Needs Theory  The Maslow Theory  International Findings on Maslow's Theory  The Two-Factor Theory of Motivation  The Herzberg Theory  International Findings on Herzberg's Theory  Achievement Motivation Theory  The Background of Achievement Motivation Theory  International Findings on Achievement Motivation Theo  Select Process Theories  Equity Theory  Goal-Setting Theory  Expectancy Theory  Motivation Applied: Job Design, Work Centrality, and Recognition Applied: Process Theories	419  420  mployees Markets  420  422  423  424  425  425  425  429  431  435  435  477  436  437  437  439  439  439  440

**XXIV** Table of Contents

	Work Centrality	442
	Reward Systems	446
	Incentives and Culture	447
	The World of International Management—Revisited	448
	Summary of Key Points	449
	Key Terms	450
	Review and Discussion Questions	450
	Internet Exercise: Motivating Potential Employees	451
	In the International Spotlight: Singapore	452
	You Be the International Management Consultant: Motivation Is the Key	452
13	Leadership Across Cultures	454
	The World of International Management: Global Leadership	
	Development: An Emerging Need	454
	Foundation for Leadership	456
	The Manager-Leader Paradigm	456 458
	Philosophical Background: Theories X, Y, and Z  Leadership Behaviors and Styles	458 461
	The Managerial Grid Performance: A Japanese Perspective	461
	Leadership in the International Context	465
	Attitudes of European Managers toward Leadership Practices	465
	Japanese Leadership Approaches	467
	Differences between Japanese and U.S. Leadership Styles	468
	Leadership in China	470
	Leadership in the Middle East	471
	Leadership Approaches in India	471
	Leadership Approaches in Latin America	472
	Recent Findings and Insights about Leadership	473
	Transformational, Transactional, and Charismatic Leadership	473
	Qualities for Successful Leaders	475
	Culture Clusters and Leader Effectiveness	477
	Leader Behavior, Leader Effectiveness, and Leading Teams	478
	Cross-Cultural Leadership: Insights from the GLOBE Study	478
	Positive Organizational Scholarship and Leadership	481
	Authentic Leadership	482
	Ethical, Responsible, and Servant Leadership	483
	Entrepreneurial Leadership and Mindset	486
	The World of International Management—Revisited	487
	Summary of Key Points	487
	Key Terms	488
	Review and Discussion Questions	488
	Internet Exercise: Taking a Closer Look	489
	In the International Spotlight: Germany	490
	You Be the International Management Consultant: An Offer from Down Under	491
	All Oller Holli Dowll Olliner	4J I

14	Human Resource Selection and Development Across Cultures	492
	The World of International Management: The Challenge	
	of Talent Retention in India	492
	The Importance of International Human Resources	495
	Getting the Employee Perspective	495
	Employees as Critical Resources	496
	Investing in International Assignments	496
	Economic Pressures	496
	Sources of Human Resources	498
	Home-Country Nationals	498
	Host-Country Nationals	498
	Third-Country Nationals	499
	Subcontracting and Outsourcing	500
	Selection Criteria for International Assignments	503
	General Criteria	503
	Adaptability to Cultural Change	504
	Physical and Emotional Health	505
	Age, Experience, and Education	505
	Language Training	506
	Motivation for a Foreign Assignment	506
	Spouses and Dependents or Work-Family Issues	506
	Leadership Ability	507
	Other Considerations	507
	Economic Pressures and Trends in Expat Assignments International Human Resource Selection Procedures	509 510
	Testing and Interviewing Procedures	510
	The Adjustment Process	510
	Compensation	512
	Common Elements of Compensation Packages	513
	Tailoring the Package	515
	Individual and Host-Country Viewpoints	516
	Candidate Motivations	516
	Host-Country Desires	517
	Repatriation of Expatriates	518
	Reasons for Returning	518
	Readjustment Problems	518
	Transition Strategies	519
	Training in International Management	520
	The Impact of Overall Management Philosophy on Training	522
	The Impact of Different Learning Styles on Training and Development	523
	Reasons for Training	524
	Types of Training Programs	526
	Standardized vs. Tailor-Made	526
	Cultural Assimilators	529
	Positive Organizational Behavior	530

**XXVI** Table of Contents

Future Trends	531
The World of International Management—Revisited	531
Summary of Key Points	533
Key Terms	534
Review and Discussion Questions	534
Internet Exercise: Going International with Coke	535
In the International Spotlight: Russia	536
You Be the International Management Consultant: A Selection Decision	537
Brief Integrative Case 4.1: A Copy Shop Goes Global	538
Brief Integrative Case 4.2: The Road to Hell	541
In-Depth Integrative Case 4.1: HSBC in China	544
In-Depth Integrative Case 4.2: Chiquita's Global Turnaround	560
Skill-Building and Experiential Exercises	569
Personal Skill-Building Exercises	<b>569</b>
1. The Culture Quiz	570
2. Using Gung Ho to Understand Cultural Differences	575
3. "When in Bogotá"	577
4. The International Cola Alliances	580
5. Whom to Hire?	584
In-Class Simulations (available on the Online Learning Center at www.mhhe.com/luthans8e)	
<ol> <li>"Frankenfoods" or Rice Bowl for the World: The U.SEU Dispute over Trade in Genetically Modified Organisms</li> </ol>	
2. Cross-Cultural Conflicts in the Corning-Vitro Joint Venture	
References	587
Endnotes	593
Glossary	623
Name and Organization Index	629
Subject Index	638