

Seminar in Organizational Behavior II: Cultural Variations in Organizational Behavior and International Management

Management 8423
Spring 2010

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Office Hours: 3 – 5 PM Tuesdays

Seminar Objectives

In this seminar, our focus will be on understanding:

1. The significance of the construct of culture and cultural variations as one of the important determinants of individual and group behavior in work organizations in different national contexts.
2. Methodological issues in discerning the role of cultural variations in various dependant phenomena of interest in organizational sciences.
3. The nature and determinants of organizational behavior in a cross-cultural perspective.
We will review research on cultural variations in organizational phenomena dealing with

- 1 Human stress, cognition and coping in the workplace
- 2 Individual performance effectiveness in different cultural settings
- 3 Group effectiveness and performance of multi-cultural groups
- 4 Technology transfer and knowledge management
- 5 Developing global mindsets- the role of cultural underpinnings
- 6 Temporal orientation across cultural boundaries
- 7 Cross-cultural issues in human resources management such as turn-over, employee development etc.
- 8 Cross-cultural and international perspectives on developing global mindsets in multi-national and global organizations.

Some of the fundamental theoretical perspectives for understanding cultural variations and their role in organizational behavior will be reviewed. The implications of frameworks advanced by Bhagat and McQuaid (1982), Ronen and Shenkar (1985), Hofstede (2001, 2005), Triandis (1972, 1989, 1995, 1998, etc.), Schwartz (1992, 1997), D. Oyserman (2002) and others will be explored in considerable depth. Also, level of analysis pertaining to the construct of culture will be discussed for rigorous research designs.

I start with the basic assumption that everyone in this seminar has a fundamental understanding of various concepts in organizational sciences concepts and issues. My goal is to broaden your understanding of these issues by examining their relevance and generalizability in a cross-cultural and cross-national perspective.

The topic of organizational culture will be examined in some depth before we move on to examining the relevance of cross-cultural perspective in organizational behavior. Issues of cultural variations have been central to my thinking for the past 25 years and I plan to share my current understanding regarding the role of cultural variations in various organizational phenomena in an increasingly interconnected global economy.

Required Books

1. Hofstede, G., & Hofstede, G. J.. (2005) Cultures and Organizations: Software of the Mind, New York: McGraw Hill Publishing.
2. **Bhagat, R. S.** & Steers, R.M. (2009) Cambridge Handbook of Culture, Organizations, and Work, Cambridge, UK: Cambridge University Press

Seminar Requirements – there are three primary requirement for this seminar

Requirement 1 (25% of Grade)

I have assigned a number of readings for each class excluding the first class on Jan. 25th. I expect you to complete all of the readings and come to class prepared to discuss them, as well as share your insights with the class. From February 1st each seminar topic will be discussed by a doctoral student who might have some special interest or inclination to learn more about the topic. For example, someone interested in understanding the role of cultural variations on how humans around the globe perceive and organize the flow of temporal experiences will be assigned the discussion leader on the day when cultural variations on temporal orientation is discussed. The participants are expected to prepare first rate presentations for these seminars and give a handout for everyone in the class and discuss the thematic contents of the topic that he or she is assigned. I will clarify some complicated concepts only if I perceive that the discussion is getting less rigorous and is beginning to lack focus.

Requirement 2 (75% of Grade)

A research paper focusing on an issue of significant importance in the area of the cross-cultural study of management and organizations. You will be working on a paper that is reflective of your interest, past experience and future interest on the topic. I would like to make sure that the theme of your paper largely reflects the central theme of the seminar on the day in which you will be assigned to act as a discussant leader.

I have scheduled sessions March 15, & March 22 in which you are to present a detailed outline of the paper you are developing during the course of this semester. The outlines that you present should be in such a format that you can integrate the feedback that you get from me and the seminar participants. Perhaps the most important requirement in this seminar is to come prepared to discuss issues from a theoretically rigorous point of view. While issues of application will be alluded to, it is not a seminar where applied concerns are of significant importance. I echo Kurt Lewin: “There is nothing as practical as a good theory.” In this seminar, we focus on advanced issues on the role of cultural variations. This field is vast and has been growing rapidly since the landmark work of Professor Hofstede in 1980. My objective is to cover the fundamental issues dealing with the concept of culture and culture variations in cross-national studies on management and organizations, and international management.

Seminar Outline

January 25: Culture and cultural variations in organizations

The assigned reading of Hofstede (2005) should be completed by Feb. 8th (Monday). Each participant in the class will discuss various parts of this book that provide the foundations of cross-cultural research in management, international management and international business.

February 1: Discussion and Critique of Hofstede's International Study

Hofstede, G., & Hofstede, G. J. (2005) Cultures and Organizations: Software of the Mind, New York: McGraw Hill Publishing.

Each participant will present a summary and critical review of the assigned chapters. I will provide the significance of Hofstede cross-national work involving 50 countries and regions of the world for understanding the significance of cultural variations. Further details of Hofstede work is found in G. Hofstede (2001). Culture's Consequences: Comparing Values, Behaviors, Institutions and Organizations across Nations.

Bhagat, R.S. (2002). Review of Hofstede 2001 book on Culture's Consequences. Academy of Management Review. 460-462. July

Boyacigiller, N., Kleinberg, J., Phillips, M. & Sackman, S. (2003). Conceptualizing culture: Elucidating the streams of research in international cross-cultural management. In Punnett, B.J. & Shenkar, O (Eds.) Handbook for International Management Research, Ann Arbor: The University of Michigan Press. (99-167)

Bhagat, R. S., & McQuaid, S. J. (1982). Role of subjective culture in organizations: A review and directions for future research. Journal of Applied Psychology Monograph, 67 (5): 653-685 (This paper of mine written with a doctoral candidate from 1980-1981 is one of the most highly cited articles in the field in international organizational behavior and international management. Twenty years later, we reviewed the field again and the next article focuses on newer issues that were more relevant from 1980-2002.)

Bhagat, R.S , Kedia, B. L. Perez, L.M & Moustafa, K.S. (2003). The role of subjective culture in organizations: Progress and pitfalls twenty years later. In Punnett, B.J. & Shenkar, O (Eds.) Handbook for International Management Research, Ann Arbor: The University of Michigan Press. (189- 208)

Shenkar, Oded. (2004). Cultural Distance Revisited: Toward a More Rigorous Conceptualization and Measurement of Cultural Differences (p168-188) in Handbook for International Management Research (Second Edition) by B.J. Punnett and Oded Shenkar (eds.) University of Michigan Press.

Leung, K.S., **Bhagat, R.S.**, Buchan, N.R., Erez, M., & Gibson, C.B. (July, 2005). Culture and international business: Recent advances and future directions. Journal of International Business Studies 36: 357-378. (This is the latest overall state of the art review of all of the recent developments in the area of cultural variations that the five of us completed after a

major symposium on this topic at Duke University in March 2003. We will review this a number of times but it should give you an overall feel for the complete map of the field.)

February 8: Mapping the construct of culture: Also role of subjective culture in organizations

Part I from Bhagat and Steers (2009) pages 3 - 70

Aquino, H., & Henle, C. (2003). The search for universals in cross-cultural organizational behavior. In J. Grennberg. (Ed) Organizational Behavior: The State of Science. Mahwah, NJ: LEA Publishing.

Triandis, H.C. (1994). Cross-cultural industrial and organizational psychology. In H.C. Triandis, et.al. (eds.), Handbook of Industrial and Organizational Psychology, 2nd ed. (pp. 103-172). Palo Alto, CA: Consulting Psychologist Press.

Also read from Tjosvold, D., & Leung, Kwok (2003) edited volume on Cross-Cultural Management: Foundations and Future. Burlington, VT: Ashgate Press the following chapters: (I will provide copies of these chapters)

Chapter 1: Forty-five years of researching the culture and behavior link.
H. Triandis (11-28)

Chapter 2: The universal and the specific in the 21st century management.
G. Hofstede (29-42)

Chapter 4: Meeting the challenge of cultural difference
P. Smith (59-72)

Chapter 5: Using emics and ethics in cross-cultural organizational studies: Universal and local, tacit and explicit
M. Peterson & S. Quintanilla (73-102)

Also, selected research papers from Psychological Bulletin (January 2002, Special Issue on individualism and collectivism will be discussed) I will try to have these papers copied for the class. Not the entire set of readings will be used, but the most important ones.

February 15: Overview of various cultural frameworks (Session 1)

Hofstede, G. 2001. Culture's Consequences: Comparing Values, Behaviors, Institutions, and Organizations Across Nations. Sage Publications. Read Chapters 1, 5, 10 and Appendix. (you have already read the 2005 book. In this 2001 book he provides greater details regarding the nature of the various cultural variations involved. I will provide an overall summary based on my **2002 review of this book in the July issue of AMR.**)

Triandis, H.C. (1995). Individualism and Collectivism. Boulder, CO: Westview Press. (I will summarize the major themes of this book in my discussions).

Triandis, H.C. (1990). Cross cultural studies of individualism and collectivism. In J. Berman (Ed.) Cross-Cultural Perspectives: Nebraska Symposium on Motivation, Lincoln Nebraska: University of Nebraska Press. 41-134.

Triandis, H.C. (1989). Self and social behavior in differing cultural contexts. Psychological Review, 96: 269-289. (Read this paper very carefully. This is a classic paper that provides the foundations the most important concepts that we will discuss in this seminar and later in numerous research investigations.)

Triandis, H.C. (1998). Vertical and horizontal individualism and collectivism: Theory and research implications for international comparative management. In J. Cheng & R. Peterson (Eds.), Advances in International Comparative Management, Stanford, CT: JAI Press 12: 7-35.

Kagitcibasi. C. (1997). Individualism and collectivism. In Handbook of Cross-Cultural Psychology, J. Berry, M Segall and C. Kagitcibasi (eds), MA: Allyn and Bacon.

Smith, P. & S. Schwartz. (1997). Values. In Handbook of Cross-Cultural Psychology. J. Berry, M Segall and C. Kagitcibasi (eds), MA: Allyn and Bacon.

February 22: Overview of various cultural frameworks (Session 2) Rethinking Individualism and Collectivism

Early, P. & Gibson, C.B. (1998). Taking stock in our progress on individualism-collectivism: 100 years of solidarity and community. Journal of Management, 24: 265-304.

Erez, M. & Early, P.C. (1993). Culture, self-identity, and work. New York: Oxford University Press. (Chapter 3 and other chapters as discussed in the class)

Realo, A., H. Allik & M. Vadi. (1997). The hierarchical structure of collectivism. Journal of Research in Personality, 31: 93-116.

Realo, A., K. Koido, E. Ceulemans & J. Allik. (2002). Three components of individualism. European Journal of Personality, 16: 163-184.

Bhawuk, D. P. S. (2001). Evolution of culture assimilators: Toward theory based assimilators. International Journal of Intercultural Relations, 25(2): 141-164.

Oyserman, D., H. Coon & M. Kemmelmeier. (2002). Rethinking individualism and collectivism: Evaluation of theoretical assumptions and meta-analyses. Psychological Bulletin, 128: 3-72.

Triandis, H.C. & Bhawuk, D. P.S. (1997). Culture theory and the meaning of relatedness. In Earley & Erez (Eds.) New perspectives on industrial and organizational psychology. San Francisco: Lexington Press

Miller, J.G. (2002). Bringing culture to basic psychology theory – Beyond individualism and collectivism: Comment on Oyserman et. al (2002), Psychological Bulletin, 128 (1): 97-109.

Bhagat R.S., Baliga, R., Moustafa, K.S. & Krishnan, B. (2003). Knowledge in cross-cultural management in the era of globalization: Where do we go from here? D. Tjosvold & K. Leung (Eds.) Cross-Cultural Management: Foundations and Future. Burlington, VT: Ashgate Press (155-176).

This is the final chapter of the cross-cultural management: Foundations and future research volume. In this chapter we provide a integrative framework for innovative research on organizational behavior and processes by utilizing the various constructs of individualism-collectivism and other related constructs that are relevant for studying cross-national differences.

March 1: Overview of various cultural frameworks (Session 3)

Culture Frameworks – Trompenaars

Trompenaars, F. & C. Hampden-Turner. 1997. Riding the Waves of Culture: Understanding Diversity in Global Business. McGraw Hill Professional Publishing. Chapters 3-10, Appendix 2.

Culture Frameworks – Schwartz (one additional paper will assigned)

Schwartz, S., A. Lehmann & S. Roccas. 1999. Multi-method probes of basic human values. In Social Psychology and Culture Context: Essays in Honor of Harry C. Triandis, J. Adamopoulos and Y. Kashima (eds.), Newbury Park, CA: Sage.

Schwartz, S. & A. Bardi. 2001. Value hierarchies across cultures: Taking a similarities perspective. Journal of Cross-Cultural Psychology, 32: 269-290.

Cultural Frameworks – Bond

Chinese Culture Connection. 1987. Chinese values and the search for culture-free dimensions of culture. Journal of Cross-Cultural Psychology, 18: 143-164.

Bond, M. 1988. Finding universal dimensions of individual variation in multicultural studies of values: The Rokeach and Chinese Value Surveys. Journal of Personality and Social Psychology, 55: 1009-1015

Hofstede, G. 2001. Culture's Consequences: Comparing Values, Behaviors, Institutions, and Organizations Across Nations. Sage Publications. Chapter 7.

(Note: During the spring break, you should be able to develop a detailed outlines of the paper that you are writing for this seminar. Three presentations are scheduled on the 13th, 20th and the remaining will be on the 27th)

March 8 - 14: Spring Break

March 15: Presentation of Detailed Outlines of Research Papers (Session 1)

March 22: Presentation of Detailed Outlines of Research Papers (Session 2)

March 29: Research on Cultural Variations in Organization Behavior (Session 1)

Bhagat, R.S., & Steers, R.M., Cambridge Handbook of Culture, Organizations, and Work (2009), Part III, pages 219 - 333

Bhagat, R. S., O'Driscoll, M.P., Babakus, E., & Frey, L.T. 1994. Organizational stress and coping in seven national contexts: A cross-cultural investigation. In G. P Keita and J. J. Hurrell, Jr. (Eds.), *Job Stress in a Changing Workforce*. Washington, D.C., American Psychological Association.

Spector, P.E., Cooper, C.L., et al. 2002. A 24-nation/territory study of work locus of control in relation to well-being at work: How generalizable are Western findings? *Academy of Management Journal*, 45 (2): 453-466.

Bhagat, R.S., Stevenson, P. & Segovis, J. International and Cultural Variations in Employee Assistance Programs: Implications for Managerial Health and Effectiveness. Journal of Management Studies (2007).

Bhagat, R.S., Krishnan, B., Billing, T.K., Nelson, T.A., et al. (2005 - 2010) A series of papers on cultural variations in work stress and coping will be discussed

April 5: Culture and Organizational Behavior (Session 2)

Bhagat, R.S., & Steers, R.M., Cambridge Handbook of Culture, Organizations, and Work (2009), Part III, pages 334 - 490

April 12: Cultural variations on creation, diffusion, absorption and transfer of organizational knowledge

Phatak, A., **Bhagat, R. S.** & Kashlak, R. (2005) Chapter 11 – Managing Technology and Knowledge. From International Management. McGraw Hill Publishers.

Kostova, T., Athanassiou, N., & Berdrow, I. (2004). Managing Knowledge in Global

Organizations. In Lane et al. (2004) (Eds.) Handbook of Global Management. Malden, MA: Blackwell Publishing

Bhagat, R. S., Kedia, B.L., Harveston, P.D. & Triandis, H.C. (2002). Cultural variations in the cross-border transfer of organizational knowledge: An integrative framework. Academy of Management Review. 27: 204-221. (This paper was one of the best papers published in the area of management studies in 2002, as noted by Emerald Business Reviews. This paper has been cited over 85 times by various research scholars throughout the world)

Kedia, B.L., & **Bhagat, R.S.** (1988). Cultural constraints on transfer of technology across nations: Implications for research in international and comparative management. Academy of Management Review, 13: 559-571.

Bhagat, R.S., Englis, P., & Kedia, B.L. (2007). "Creation, Diffusion, and Transfer of Organizational Knowledge In Transnational and Global Organization" in L. Neider and C.A. Schriesheim (eds.) International Perspectives in Management: A Volume in Research in Management. Information Age Publishing, Inc.: Charlotte, NC.

And the chapter on knowledge management by **Bhagat, McDevitt & McDevitt** (2009) Chapter 7

April 19: Future of research and theory on cross-cultural variations on management and organizations.

Hui, H. & H. Triandis. 1985. Measurement in cross-cultural psychology: A review and comparison of strategies. Journal of Cross-Cultural Psychology, 16: 131-152.

Malpass, R. & Y. Poortinga. 1986. Strategies for design and analysis. In Field Methods in Cross-Cultural Research. W.L. Lonner and J.W. Berry, (eds.), Beverly Hills, CA.: Sage Publications.

Van de Vijver, F. & K. Leung. 1997. Methods and data analysis of comparative research. in Handbook of Cross-Cultural Psychology, J. Berry, Y. Poortinga & J. Pandey (eds.) MA: Allyn & Bacon.

Brett, J.M., H. Tinsley, M. Janssens, Z. Barsness, & A.L. Lytle. 1997. New approaches to the study of culture in industrial/organizational psychology. In New Perspectives on International Industrial/Organizational Psychology. P. C. Earley and M. Erez. (eds.), San Francisco: The New Lexington Press.

Tayeb, M. 2001. Conducting research across cultures: Overcoming drawbacks and obstacles. International Journal of Cross Cultural Management, 1: 91-108.

Schaffer, B. & C. Riordan. 2003. A review of cross-cultural methodologies for organizational research: A best-practices approach. Organizational Research Method, 6: 169-215.

Hoppe, M. & **Bhagat, R.S.** (2006, in press). Leadership in the United States of America: The leader as cultural hero. In Robert House (ed.), Cultures, Leadership, and Organizations: A 62

Nation Globe Study. Thousand Oaks, CA. Sage Publications. This is a monograph summarizing the evolution of research on leadership since the early 1950's. This chapter is written for the global project on leadership being conducted by the Wharton School, University of Pennsylvania.

Bhagat, R. S., & McQuaid, S. J. (1982). Role of subjective culture in organizations: A review and directions for future research. Journal of Applied Psychology Monograph, 67 (5): 653-685.

Leung, K.S., **Bhagat, R.S.**, Buchan, N.R., Erez, M., & Gibson, C.B. (July, 2005). Culture and international business: Recent advances and future directions. Journal of International Business Studies 36: 357-378.

Bhagat, R.S., Triandis, H.C., Baliga, B.R., Billings, T.K., & Davis, C.A. On Becoming a Global Manager: A Closer Look at the Opportunities and Constraints in the 21st Century. In Advances in International Management. (Edited by Michael A. Hitt, Richard M. Steers, & Mansour Javidan) Greenwich, Connecticut. JAI Press, Inc. (published in March, 2007).

April 26: Presentation of Research Papers

May 3: Papers due on this day