FRED LUTHANS

JONATHAN P. DOH

Cross-Cultural
Communication and
Management

跨文化沟通
与管理

第 9 版
Ninth Edition

〔美〕弗雷德·卢森斯　乔纳森·多　著

跨文化沟通与管理

第9版

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Cross-Cultural Communication and Management

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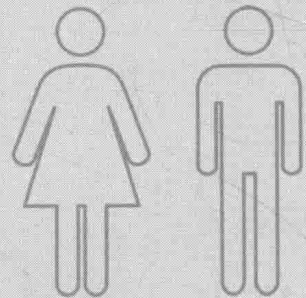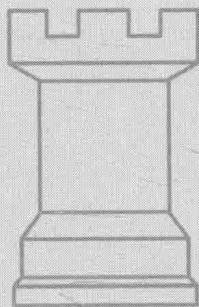University of Nebraska–Lincoln

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内容提要

本书选自弗雷德·卢森斯的 *International Management: Culture, Strategy, and Behavior* 2015年的第9版。在全球化背景下，跨文化管理是所有跨国组织以及跨国管理者的重要议题。本书作者关注并尊重文化差异，同时又融入当代最新的跨文化管理的研究成果和实践经验。

全书共分为四章：文化的意义和维度；跨文化管理；组织文化与组织多样性；跨文化沟通与谈判。全文论述深入浅出，可读性、实践性强。对所有标题加了中文注释后，让读者可以迅速阅读并抓住主旨。

本书可作为工商管理、商务英语等专业的"跨文化沟通与管理"双语课程适用教材，也适合跨国企业管理者、跨国企业研究者以及从事国际贸易的广大读者参考阅读。

About the Authors

作者简介

FRED LUTHANS is University and the George Holmes Distinguished Professor of Management at the University of Nebraska–Lincoln. He is also Chair of the Master Research Council for HUMANeX, Inc. He received his BA, MBA, and PhD from the University of Iowa, where he received the Distinguished Alumni Award in 2002. While serving as an officer in the U.S. Army from 1965–1967, he taught leadership at the U.S. Military Academy at West Point. He has been a visiting scholar at a number of colleges and universities and has lectured in most European and Pacific Rim countries. He has taught international management as a visiting faculty member at the universities of Bangkok, Hawaii, Henley in England, Norwegian Management School, Monash in Australia, Macao SAR, Chemnitz in the former East Germany, and Tirana in Albania. A past president of the Academy of Management, in 1997 he received the Academy's Distinguished Educator Award. In 2000 he became an inaugural member of the Academy's Hall of Fame for being one of the "Top Five" all-time published authors in the prestigious Academy journals. Currently, he is co-editor-in-chief of the *Journal of World Business,* editor of *Organizational Dynamics,* co-editor of *Journal of Leadership and Organization Studies,* and the author of numerous books. His book *Organizational Behavior* (Irwin/McGraw-Hill) is now in its 12th edition and the groundbreaking book *Psychological Capital* (Oxford University Press) with Carolyn Youssef and Bruce Avolio will be out in its second edition in 2014. He is one of very few management scholars who is a Fellow of the Academy of Management, the Decision Sciences Institute, and the Pan Pacific Business Association, and he has been a member of the Executive Committee for the Pan Pacific Conference since its beginning 30 years ago. This committee helps to organize the annual meeting held in Pacific Rim countries. He has been involved with some of the first empirical studies on motivation and behavioral management techniques and the analysis of managerial activities in Russia; these articles have been published in the *Academy of Management Journal, Journal of International Business Studies, Journal of World Business,* and *European Management Journal.* Since the very beginning of the transition to market economies after the evolution of communism in Eastern Europe, he has been actively involved in management education programs sponsored by the U.S. Agency for International Development in Albania and Macedonia, and in U.S. Information Agency programs involving the Central Asian countries of Kazakhstan, Kyrgyzstan, and Tajikistan. For example, Professor Luthans' recent international research involves his construct of positive psychological capital (PsyCap). He and colleagues have published their research demonstrating the impact of Chinese workers' PsyCap on their performance in the *International Journal of Human Resource Management* and *Management and Organization Review.* He is applying his positive approach to positive organizational behavior (POB), PsyCap, and authentic leadership to effective global management and has recently been the keynote at programs in China (several times), Malaysia, Korea, Indonesia, England, Norway, Finland, South Africa, and soon Italy.
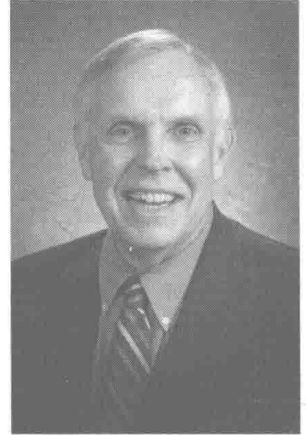
JONATHAN P. DOH is the Herbert G. Rammrath Chair in International Business, founding Director of the Center for Global Leadership, and Professor of Management at the Villanova School of Business. Jonathan teaches, does research, and serves as an executive instructor and consultant in the areas of international strategy and corporate responsibility and serves as an occasional executive educator for the Aresty Institute of Executive Education at the Wharton Business School. Previously, he was on the faculty of American and Georgetown Universities and a senior trade official with the U.S. government. Jonathan is author or co-author of more than 75 refereed articles published in the top international
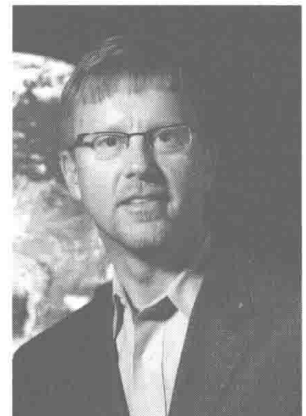
business and management journals, 30 chapters in scholarly edited volumes, and more than 75 conference papers. Recent articles have appeared in journals such as *Academy of Management Review, California Management Review, Journal of International Business Studies, Journal of World Business, Organization Science, Sloan Management Review,* and *Strategic Management Journal.* He is co-editor and contributing author of *Globalization and NGOs* (Praeger, 2003) and Handbook on Responsible Leadership and *Governance in Global Business* (Elgar, 2005) and co-author of the previous edition of *International Management: Culture, Strategy, and Behavior* (8th ed., McGraw-Hill/Irwin, 2012), the best-selling international management text. His current research focus is on strategy for emerging markets, global corporate responsibility, and offshore outsourcing of services. His most recent scholarly books are *Multinationals and Development* (with Alan Rugman, Yale University Press, 2008), *NGOs and Corporations: Conflict and Collaboration* (with Michael Yaziji, Cambridge University Press, 2009) and *Aligning for Advantage: Competitive Strategy for the Social and Political Arenas* (with Tom Lawton and Tazeeb Rajwani, Oxford University Press, 2014). He is co-Editor-in-Chief of *MRN International Environment of Global Business* (SSRN Journal), Senior Editor of *Journal of World Business,* Associate Editor of *Business & Society,* and *Consulting Editor of Long Range Planning.* Beginning in January of 2015 he will assume the position of Editor-in-Chief of *Journal of World Business.* Jonathan has also developed more than a dozen original cases and simulations published in books, journals, and case databases and used at many leading global universities. He has been a consultant or executive instructor for ABB, Anglo American, Bodycote, Bosch, China Minsheng Bank, Hana Financial, HSBC, Ingersoll Rand, Medtronic, Shanghai Municipal Government, Siam Cement, the World Economic Forum, and Deloitte Touche, where he served as senior external adviser to the Global Energy Resource Group. Jonathan is part of the Executive Committee of the Academy of Management Organizations and Natural Environment Division with increasing responsibilities culminating in the chair of the division in 2016. He was ranked among the top 15 most prolific international business scholars in the world for the period 2001–2009 (Lahiri and Kumar, 2012). He holds a PhD in strategic and international management from George Washington University.

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Chapter 1

文化的意义和维度
THE MEANINGS AND DIMENSIONS OF CULTURE

A major challenge of doing business internationally is to respond and adapt effectively to different cultures. Such adaptation requires an understanding of cultural diversity, perceptions, stereotypes, and values. In recent years, a great deal of research has been conducted on cultural dimensions and attitudes, and the findings have proved useful in providing integrative profiles of international cultures. However, a word of caution must be given when discussing these country profiles. It must be remembered that stereotypes and overgeneralizations should be avoided; there are always individual differences and even subcultures within every country.

This chapter examines the meaning of culture as it applies to international management, reviews some of the value differences and similarities of various national groups, studies important dimensions of culture and their impact on behavior, and examines country clusters. The specific objectives of this chapter are:

1. DEFINE the term *culture,* and discuss some of the comparative ways of differentiating cultures.

2. DESCRIBE the concept of cultural values, and relate some of the international differences, similarities, and changes occurring in terms of both work and managerial values.

3. IDENTIFY the major dimensions of culture relevant to work settings, and discuss their effects on behavior in an international environment.

4. DISCUSS the value of country cluster analysis and relational orientations in developing effective international management practices.

国际化管理的世界
The World of *International Management*

丰田质量危机的文化根源
The Cultural Roots of Toyota's Quality Crisis

Worldwide, the Toyota brand name has been a symbol of quality. Toyota's focus on Kaizen (the Japanese term meaning "continuous improvement") helped Toyota become the number one seller of automobiles in the world.

In light of Toyota's commitment to quality, it was shocking when Toyota announced multiple massive recalls of many of its vehicles between 2010 and 2013. In early 2010, Toyota stated that it would recall approximately 2.3 million vehicles to correct sticking accelerator pedals, and, on top of that, approximately 5.2 million vehicles would have an ongoing recall for a floor mat pedal entrapment issue. Later that year, another 1.5 million vehicles were recalled over concerns of leaking brake fluid and electrical problems. In October 2012, 7.4 million vehicles were recalled to repair faulty power window switches, and in early 2013, another 1 million automobiles were recalled due to airbag issues.[1]

In addition to a $1.1 billion class-action settlement, Jeff Kingston of Temple University Japan estimated that the 2010 recall cost Toyota $2 billion.[2] Moreover, the way Toyota managed the crises has been even worse than the financial consequences. The president of the company, Akio Toyoda, the grandson of Toyota's founder, did not appear publicly for two weeks after the 2010 recall announcement. When he did appear, Toyoda took the path of minimizing the problem, citing a software issue, rather than a defect, as the source of the pedal problems. Toyota also failed to disclose the malfunctions to the Department of Transportation within the legal 5-day window, resulting in fines of $48.8 million in 2010 and $17.35 million in 2012.[3] Some uncertainty remains as to whether the problems originated in Toyota plants in America or whether the problems can be traced to designers in Japan. Kingston asserted that Toyota's failure to be forthcoming on critical safety issues has put "the trust of its customers worldwide" in jeopardy.

Where did Toyota go wrong? How did the symbol of quality become tarnished? Some contend that cultural factors contributed to Toyota's current crisis.

日本文化如何影响丰田

How Japanese Culture Influenced Toyota

In his *Wall Street Journal* article, Kingston explained the cultural roots of Toyota's woes. He indicated that "a culture of deference" in Japanese firms "makes it hard for those lower in the hierarchy to question their superiors or inform them about problems." In addition, the Japanese tend to focus on the consensus, which can make it difficult "to challenge what has been decided or designed." In Japan, Kingston noted, "employees' identities are closely tied to their company's image and loyalty to the firm overrides concerns about consumers."[4]

One can deduce how Toyota's problems arose in this cultural environment. If subordinates noticed a problem in vehicular accelerators, they would likely be hesitant to

- Report the problem to their superiors (culture of deference)
- Criticize their team members who designed the accelerators (focus on consensus)
- Request the firm spend extra money to redesign the accelerators for greater consumer safety (loyalty to the firm over concern for consumers)

Moreover, Kingston noted that Japanese corporations have a poor record when responding to consumer safety issues. He described the typical Japanese corporation's response in the following way:

- Minimization of the problem
- Reluctance to recall the product
- Poor communication with the public about the problem
- Too little compassion and concern for customers adversely affected by the product[5]

Toyota has not been the only high-profile Japanese company to face scrutiny based on its corporate culture. When the earthquake and resulting tsunami caused a meltdown at the Fukushima nuclear power plant in 2011, outsiders questioned the delayed response by both the Tokyo Electric Power Company and the government. In 2012, an independent report, drafted by a Japanese commission, found that the meltdown was likely preventable.

Communication broke down on multiple levels, and employees failed to question authority. The cultural tendency to favor the collective group delayed the implementation of emergency measures, according to the report. In the case of Fukushima, this led to disastrous consequences.[6,7]

Why do Japanese firms usually respond this way to consumer safety issues? Kingston gave three reasons. First, "compensation for product liability claims is mostly derisory or nonexistent" in Japan. In other words, Japanese corporations have little to lose by their minimal response. Second, Kingston describes Japan as "a nation obsessed with craftsmanship and quality." In such an environment, there is significant "shame and embarrassment of owning up to product defects." Corporations may seek to deny their products have safety concerns in order to "save face," i.e., to protect their companies' reputations. Third, Kingston told CNN that "Japanese companies are oddly disconnected with their consumers."[8] In an article printed in *The Wall Street Journal,* Toyota President Akio Toyada wrote: "[I]t is clear to me that in recent years we didn't listen as carefully as we should—or respond as quickly as we must—to our customers' concerns."[9]

Cultural factors can explain another aspect of Toyota's problems—public relations. Toyota has received much less negative attention in the Japanese media as compared with the American media. Professors Johnson, Lim, and Padmanabhan of St. Mary's University offer insight on why this may be: "The American culture demands transparency and action, whereas the Japanese culture assumes that taking ownership of problems and apologies will suffice."[10] Akio Toyada publicly apologized at press conferences for the inconvenience caused by the Toyota recall and took personal responsibility for the consumer safety issues. For the Japanese media, that was enough. But not for the American media.

Johnson, Lim, and Padmanabhan explained that, while American corporations are expected to be transparent about their problems, Japanese firms have adopted the business practice of keeping problems "in-house." Americans have interpreted Toyota's reticent attitude to mean that Toyota is trying to cover up its problems. Johnson, Lim, and Padmanabhan pointed out, "Since Toyota is firmly established in the U.S., it needs to be meticulously transparent."[11]

丰田的全球战略挑战

Toyota's Global Strategy Challenge

In contrast to the cultural explanation of Toyota's issues, Bill Fischer on Management Issues.com offered a different

perspective, suggesting that Toyota's obsession with growth was the cause of the problems. In his view, companies "can expand by either opening new markets or offering new competencies, but not by doing both at the same time!" Fischer emphasized that companies lack a "head-start" based on using their existing "know-how" by "moving into new product areas, in new geographic markets with new factory settings." Transmitting "know-how" requires personal interaction which is difficult over long distances. Fischer concluded that "successful globalization is much too difficult a journey without the assurance of having some knowledge that gives your organization a basis for advantage. . . . To do otherwise is to risk following on the wrong Toyota path to success."[12] In other words, Toyota made a strategic error in its global expansion.

Johnson, Lim, and Padmanabhan offered further explanation on this idea: "When Toyota focused on the Kaizen culture, it was able to maintain closer links with its suppliers, and ensure the quality of its components primarily because they were located in close proximity to Toyota's plants. However, when their expansion and growth strategies required them to build production facilities overseas, and given intense competition in the auto industry, Toyota

had to resort to a strategy where they forced suppliers to compete on price. Since it is difficult to pursue Kaizen because of geographic distance, Toyota may have inadvertently sacrificed quality for cost considerations. Mr. Toyoda admitted as much himself when he recently told Congress that his company's focus on growth replaced its traditional priorities of improvements in safety and quality."[13]

未来
Going Forward

With an understanding of what caused Toyota's crisis, what steps should Toyota take going forward? Kingston recommended that Toyota become more focused on the customer and improve corporate governance by appointing independent outside directors. Johnson, Lim, and Padmanabhan suggest that Toyota use this crisis as an opportunity "to adapt its management style to become more decentralized and responsive." Toyota managers need to keep their key cultural strength (Kaizen) while mitigating the negative aspects of their culture which have contributed to the company's present problems. With good managerial oversight, Toyota may once again regain its status as a worldwide symbol of quality.

Our opening discussion in The World of International Management about Toyota shows how culture can have a great impact on business practices. National cultural characteristics can strengthen, empower, and enrich management effectiveness and success. Some cultural qualities, however, may interfere with or constrain managerial decision making and efficacy. Japan's culture has often been credited with creating high-quality products that are the envy of the world. Canon, SONY, Toyota, and others are cited as exemplars in their respective industries, partly because they have leveraged some of the most productive aspects of Japanese culture. At the same time, these same cultural characteristics may retard communication and openness, which may be critical in times of crisis. MNCs that are aware of the potential positives and negatives of different cultural characteristics will be better equipped to manage under both smooth and trying times and environments.

文化的特性
■ The Nature of Culture

culture
Acquired knowledge that people use to interpret experience and generate social behavior. This knowledge forms values, creates attitudes, and influences behavior.

The word *culture* comes from the Latin *cultura*, which is related to cult or worship. In its broadest sense, the term refers to the result of human interaction.[14] For the purposes of the study of international management, **culture** is acquired knowledge that people use to interpret experience and generate social behavior.[15] This knowledge forms values, creates attitudes, and influences behavior. Most scholars of culture would agree on the following characteristics of culture:

1. *Learned.* Culture is not inherited or biologically based; it is acquired by learning and experience.
2. *Shared.* People as members of a group, organization, or society share culture; it is not specific to single individuals.
3. *Transgenerational.* Culture is cumulative, passed down from one generation to the next.
4. *Symbolic.* Culture is based on the human capacity to symbolize or use one thing to represent another.
5. *Patterned.* Culture has structure and is integrated; a change in one part will bring changes in another.
6. *Adaptive.* Culture is based on the human capacity to change or adapt, as opposed to the more genetically driven adaptive process of animals.[16]

Because different cultures exist in the world, an understanding of the impact of culture on behavior is critical to the study of international management.[17] If international managers do not know something about the cultures of the countries they deal with, the results can be quite disastrous. For example, a partner in one of New York's leading private banking firms tells the following story:

I traveled nine thousand miles to meet a client and arrived with my foot in my mouth. Determined to do things right, I'd memorized the names of the key men I was to see in Singapore. No easy job, inasmuch as the names all came in threes. So, of course, I couldn't resist showing off that I'd done my homework. I began by addressing top man Lo Win Hao with plenty of well-placed Mr. Hao's—sprinkled the rest of my remarks with a Mr. Chee this and a Mr. Woon that. Great show. Until a note was passed to me from one man I'd met before, in New York. Bad news. "Too friendly too soon, Mr. Long," it said. Where diffidence is next to godliness, there I was, calling a room of VIPs, in effect, Mr. Ed and Mr. Charlie. I'd remembered everybody's name—but forgot that in Chinese the surname comes first and the given name last.[18]

文化多样性

■ Cultural Diversity

There are many ways of examining cultural differences and their impact on international management. Culture can affect technology transfer, managerial attitudes, managerial ideology, and even business-government relations. Perhaps most important, culture affects how people think and behave. Table 1–1, for example, compares the most important cultural values of the United States, Japan, and Arab countries. A close look at this table shows a great deal of difference among these three cultures. Culture affects a host of business-related activities, even including the common handshake. Here are some contrasting examples:

Culture	Type of Handshake
United States	Firm
Asian	Gentle (shaking hands is unfamiliar and uncomfortable for some; the exception is the Korean, who usually has a firm handshake)
British	Soft
French	Light and quick (not offered to superiors); repeated on arrival and departure
German	Brusque and firm; repeated on arrival and departure
Latin American	Moderate grasp; repeated frequently
Middle Eastern	Gentle; repeated frequently
South Africa	Light/soft; long and involved[19]

Table 1–1
Priorities of Cultural Values: United States, Japan, and Arab Countries

United States	Japan	Arab Countries
1. Freedom	1. Belonging	1. Family security
2. Independence	2. Group harmony	2. Family harmony
3. Self-reliance	3. Collectiveness	3. Parental guidance
4. Equality	4. Age/seniority	4. Age
5. Individualism	5. Group consensus	5. Authority
6. Competition	6. Cooperation	6. Compromise
7. Efficiency	7. Quality	7. Devotion
8. Time	8. Patience	8. Patience
9. Directness	9. Indirectness	9. Indirectness
10. Openness	10. Go-between	10. Hospitality

Note: "1" represents the most important cultural value. "10" the least.

Source: Adapted from information found in F. Elashmawi and Philip R. Harris, *Multicultural Management* (Houston: Gulf Publishing, 1993), p. 63.