

## Cross-Cultural and International Management Research

### 1. Objectives and Overview

Cross-cultural and international management (IM) researchers face numerous challenges that reach beyond those inherent in domestic studies. In this regard, the elective course consists of 5 double sessions that deal with the main conceptual and methodological issues in cross-cultural and IM research. The first two sessions will provide an overview of different cultural frameworks, research paradigms and their applications in cross-cultural and IM research. The second part of the course will be devoted to both quantitative and qualitative approaches to cross-cultural and IM research and discuss the key issues in both methodologies. The further readings cover aspects related to collaborative research, ethics and publication. Please note that the topics covered in this course are applicable to any cross-cultural and IM study, not just the domain of organizational behavior.

### 2. Contents

The specific topics that will be discussed are presented in the table below.

Week	Topics	Assignments Due
1	Cultural frameworks	
2	Research paradigms and major challenges	Research question
3	Quantitative survey research	
4	Cross-cultural organizational behavior	Assignment
5	Interviews and qualitative case studies	

### 3. Methodology

The course consists of 5 sessions of 2.5 hours each (plus a 15-minute break in between) with a combination of lecture and seminar discussion. You are expected to present papers in Sessions 1, 4, and 5, for which I will circulate further details ahead of time. All students are expected to (a) have read all assigned readings before meeting each week, and (b) actively participate in the discussion of the readings for the week. I will provide you with further optional reading at the end of each session.

### 4. Grading

Grading will be based on active class participation (50%), one assignment (10%) and a written research paper (40%).

#### 4.1 Class participation: 50%

Your primary assignment in this course is to be actively engaged in class discussions and to immerse yourself into the field of cross-cultural research. Thus, vigorous seminar participation, including presentations on topics and constructively critical contributions to the work of others in the seminar, will be a central requirement of the course.

#### 4.2 Assignment: 10%

An assignment on quantitative research methodology will be handed out at the end of Session 3.

#### 4.3 Research paper: 40%

You should bring to the class a research question of your interest in the context of cross-cultural research. The research question is due at the beginning of Session 2 in printed form.

The full research paper is due on **December 4**. Please email me your paper in **Word** format following APA style. What I would like you to do is to (1) outline and characterize the research question in terms of its cross-cultural nature and scope, and (2) discuss a research methodology of your choice that lends itself to studying the question and phenomenon of interest. The paper should be no longer than **10 pages**, excluding references.

*Late work will NOT be accepted. Students should not ask for an extension except in cases of extreme hardship. Acceptable excuses for lateness include such things as a nuclear war (in which you are directly involved), earthquake (magnitude 6.5 or greater with the epicenter within 1k of your work area), and incarceration (your own, for a period of 30 days or more).*

### **5. Competences**

By taking the course, students will develop the following competences:

- Profound understanding of the challenges inherent in designing and conducting research across national borders;
- Ability to critically analyze, evaluate and synthesize the state-of-the-art of cross-cultural research and international management research more broadly;
- Knowledge of key concepts and research areas in the field of cross-cultural and international management research;
- Ability to make an informed choice about the specific research paradigm and data methodological approaches underlying one's research;
- Profound understanding of the challenges in collaboration and ethics in conducting cross-cultural/international management research;
- Develop a scientific report with the objective to develop and justify an appropriate methodology for testing a research design in a cross-cultural/international setting and inform the scientific community on the contribution of the research conducted.

### **6. Office Hours**

I am open to meeting with you whenever you would like. Please send an email to make an appointment in advance to facilitate availability.

## 7. Course Outline

### **Session 1: Cultural frameworks**

1. Hofstede, G. 1983. The cultural relativity of organizational practices and theories. *Journal of International Business Studies*, 14(2): 75-89.
2. McSweeney, B. 2002. Hofstede's model of national cultural differences and their consequences: A triumph of faith - a failure of analysis. *Human Relations*, 55(1): 89-118.
3. Schwartz, S. H. 1999. A theory of cultural values and some implications for work. *Applied Psychology: An International Review*, 48(1): 23-47.
4. Shenkar, O. 2001. Cultural distance revisited: Towards a more rigorous conceptualization and measurement of cultural differences. *Journal of International Business Studies*, 32(3): 519-535. (Winner of the 2011 JIBS Decade Award)

#### *Further readings (optional after class):*

1. House, R. J. & Javidan, M. 2004. Overview of GLOBE. In House, R. J., Hanges, P. J., Javidan, M., Dorfman, P. W. & Gupta, V. (eds). *Culture, leadership, and organizations: The GLOBE study of 62 societies* (pp. 9-28). Thousand Oaks, CA: Sage.
2. Kirkman, B. L., Lowe, K. B., & Gibson, C. B. 2006. A quarter century of Culture's Consequences: A review of empirical research incorporating Hofstede's cultural value framework. *Journal of International Business Studies*, 37(3), 285-320. (Winner of the 2016 JIBS Decade Award)
3. Shenkar, O., Luo, Y., Yeheskel, O. 2008. From "distance" to "friction": Substituting metaphors and redirecting intercultural research. *Academy of Management Review*, 33, 905-923.

### **Session 2: Research paradigms and major challenges**

1. Adler, N. J. 1983. A typology of management studies involving culture. *Journal of International Business Studies*, 14(2): 29-47.
2. Berry, J. (1989). Imposed etics--emics--derived etics: The operationalization of a compelling idea. *International Journal of Psychology*, 24, 721-735.
3. Peterson, M. F. & Barreto, T. S. 2014. The like it or not proposition: Implications of societal characteristics for the cultural expertise and personal values of organization members. *Journal of Organizational Behavior*, 35, 1134-1152.
4. Liao, Y., Sun, J.-M., & Thomas, D. C. 2013. Cross-cultural research. In K. Sanders, J. Cagin, & H. T. J. Bainbridge (Eds.), *Research Methods for Human Resource Management* (pp. 115-135). New York: Routledge.

#### *Further readings (optional after class):*

1. Tsui, A. S., Nifadkar, S. S., & Ou, A. Y. 2007. Cross-national, cross-cultural organizational behavior research: Advances, gaps, and recommendations. *Journal of Management*, 33(3): 426-478.

### **Session 3: Quantitative survey research**

1. Harzing, A.-W. 2006. Response styles in cross-national survey research: A 26-country study. *International Journal of Cross-Cultural Management*, 6(2): 243-266.
2. Harzing, A.-W., Reiche, B. S., & Pudelko, M. 2013. Challenges in international survey research: A review with illustrations and suggested solutions for best practice. *European Journal of International Management*, 7(1): 112-134.
3. Hult, G. T. M., Ketchen, D. J., Griffith, D. A., Finnegan, C. A., Gonzalez-Padron, T., Harmancioglu, N., Huang, Y., Talay, M. B., & Cavugil, S. T. 2008. Data equivalence in cross-cultural international business research: assessment and guidelines. *Journal of International Business Studies*, 39: 1027-1044.

4. Schaffer, B. S., & Riordan, C. M. 2003. A review of cross-cultural methodologies for organizational research: A best-practices approach. *Organizational Research Methods*, 6(2): 169-215.

#### **Session 4: Cross-Cultural Organizational Behavior**

1. Brockner, J. 2005. Unpacking country effects: On the need to operationalize the psychological determinants of cross-national differences. In B. Staw and R. Kramer (Eds.), *Research in Organizational Behavior*, 25, 333-367.
2. Leung, K. & Morris, M. W. 2015. Values, schemas, and norms in the culture– behavior nexus: A situated dynamics framework. *Journal of International Business Studies*, 46: 1028-1050.
3. Kirkman, B. L. Chen, G., Farh, J., Chen, Z. X., & Lowe, K. B. 2009 Individual power distance orientation and follower reactions to transformational leaders: A cross-level, cross-cultural examination. *Academy of Management Journal*, 52, 744-764.
4. Shao, R. & Scarlicki, D. P. 2014. Service employees' reactions to mistreatment by customers: A comparison of North America and East Asia. *Personnel Psychology*, 67, 23-59.

#### *Further readings (optional after class):*

1. Gelfand, M. J., Erez, M., & Aycan, Z. (2007). Cross-cultural organizational behavior. *Annual Review of Psychology*, 58, 479-514.
2. Gunia, B. C., Brett, J. M., Nandkeolyar, A. K., & Kamdar, D. 2011. Paying a price: Culture, trust, and negotiation consequences. *Journal of Applied Psychology*, 96, 774-789.

#### **Session 5: Interviews and qualitative case studies**

1. Goodall, K., Roberts, J. 2003. Only connect: Teamwork in the multinational. *Journal of World Business*, 38(1): 150-164.
2. Pauwels, P., & Matthyssens, P. 2004. The architecture of multiple case study research in international business. In R. Marschan-Piekkari, & C. Welch (Eds.), *Handbook of qualitative research methods for international business* (pp. 125-143). Cheltenham: Edward Elgar.
3. Piekkari, R., Welch, C., & Paavilainen, E. (2009). The case study as disciplinary convention: Evidence from international business journals. *Organizational Research Methods*, 12(3): 567-589.
4. Reiche, B. S. 2006. The inpatriate experience in multinational corporations: An exploratory case study in Germany. *International Journal of Human Resource Management*, 17(9): 1572-1590.
5. Welch, C., & Piekkari, R. 2006. Crossing language boundaries: Qualitative interviewing in international business. *Management International Review*, 46(4): 417-437.

#### *Further readings (optional after class):*

#### **International, cross-cultural collaborative research, ethics and publishing**

1. Easterby-Smith, M., & Malina, D. 1999. Cross-cultural collaborative research: Toward reflexivity. *Academy of Management Review*, 42(1): 76-86.
2. Peterson, M. F. 2001. International collaboration in organizational behavior research. *Journal of Organizational Behavior*, 22(1): 59-81.
3. Stening, B. W., & Skubik, D. W. 2007. Do international management researchers need a code of ethics? *Management International Review*, 47(1): 103-126.
4. Harzing, A.-W. 2002. Are our referencing errors undermining our scholarship and credibility? The case of expatriate failure rates. *Journal of Organizational Behavior*, 23(1): 127-148.

## 8. Professor's Biography

Yuan (Echo) Liao is an Assistant Professor in the Department of Managing People in Organizations at IESE. She holds a PhD in International Business from Beedie School of Business, Simon Fraser University and an MPhil in Psychology from the Chinese University of Hong Kong. Prior to joining IESE, Prof. Liao was a postdoctoral research fellow in the School of Management at University of New South Wales, Australia. She has taught at Simon Fraser University and Justice Institute of British Columbia in Canada. At IESE, Prof. Liao teaches courses on leadership and cross-cultural management in MBA, Global Executive MBA, and Leadership Development Programs.

Prof. Liao's research interests lie in cross-cultural management, cultural intelligence, and multiculturalism. Her research aims to understand the underlying mechanisms through which culture influences attitudes and behavior and to improve the way people work with others in culturally diversified workplaces. Her academic work has appeared in journals such as the *Journal of International Business Studies*, *Management International Review*, *Journal of Business Ethics*, among others.