
Contents

List of Figures	viii
Notes on the Contributors	x
Preface	xix
PART I INTRODUCTION: UNDERSTANDING PEOPLE AND CONTEXT 1	
1 Globalization: Hercules Meets Buddha 3	
HENRY W. LANE, MARTHA L. MAZNEVSKI, AND MARK E. MENDENHALL	
2 People in Global Organizations: Culture, Personality, and Social Dynamics 26	
MARY YOKO BRANNEN, CAROLINA GÓMEZ, MARK F. PETERSON, LAURENCE ROMANI, LILACH SAGIV, AND PEI-CHUAN WU	
PART II GLOBAL COMPETENCIES 55	
3 Global Competencies: An Introduction 57	
ALLAN BIRD AND JOYCE S. OSLAND	
4 The Crucial Yet Illusive Global Mindset 81	
NAKIYE BOYACIGILLER, SCHON BEECHLER, SULLY TAYLOR, AND ORLY LEVY	
5 Mindful Communication 94	
DAVID C. THOMAS AND JOYCE S. OSLAND	
6 Creating and Building Trust 109	
ELLEN WHITENER AND GÜNTER K. STAHL	

7 Boundary Spanning	121
SCHON BEECHLER, MIKAEL SØNDERGAARD, EDWIN L. MILLER, AND ALLAN BIRD	
8 Building Community through Change	134
JOYCE S. OSLAND	
9 Making Ethical Decisions	152
JEANNE MCNETT AND MIKAEL SØNDERGAARD	
PART III LEADING AND TEAMING	171
Introduction	
10 Leading in a Global Context: Vision in Complexity	175
DEANNE N. DEN HARTOG	
11 Designing and Forming Global Teams	199
JULIA C. GLUESING AND CRISTINA B. GIBSON	
12 Effective Team Processes for Global Teams	227
SUE CANNEY DAVISON AND BJØRN Z. EKELUND	
13 Performance Management in Global Teams	250
BRADLEY L. KIRKMAN AND DEANNE N. DEN HARTOG	
PART IV EXECUTING STRATEGIC INITIATIVES GLOBALLY	273
14 Managing Knowledge in Global Organizations	275
TATIANA KOSTOVA, NICHOLAS ATHANASSIOU, AND IRIS BERDROW	
15 External Sourcing of Knowledge in the International Firm	289
JULIAN BIRKINSHAW	
16 Seeking Global Advantage with Information Management and Information Technology Capabilities	300
DONALD A. MARCHAND	
17 Global Account Management: New Structures, New Tasks	322
JULIAN BIRKINSHAW AND JOSEPH J. DiSTEFANO	

18 Barriers and Bonds to Knowledge Transfer in Global Alliances and Mergers	342
HENRY W. LANE, DANNA GREENBERG, AND IRIS BERDROW	
19 Managing Complexity in the Global Innovation Process: A Networks and Social Capital Solution	362
EDWARD F. McDONOUGH III, FRANCIS C. SPITAL, AND NICHOLAS ATHANASSIOU	
PART V SPECIAL ISSUES IN DEVELOPING AND TRANSITIONING ECONOMIES	379
Introduction	381
JOYCE S. OSLAND AND SUE CANNEY DAVISON	
20 The Developing World: Toward a Managerial Understanding	387
BETTY JANE PUNNETT	
21 Leadership and Teamwork in the Developing Country Context	406
ZEYNEP AYCAN	
22 Gaining Legitimacy: Management's Challenge in Developing and Transitioning Economies	423
DANIEL J. McCARTHY AND SHEILA M. PUFFER	
23 Management in Action in Developing Countries	442
TERENCE JACKSON	
Index	461