Academy of International Business

Insights

Volume 2, No. 4, 2002

Comments from the Editor

This issue of *Insights* begins with two articles on managing research projects that rely largely on virtual teams:

"**Developing a Global Research Project to Study Successful Women Worldwide: Challenges and Insights**" by Jo Ann Duffy and Miguel Lujan, and

"**Learning from Loosely-Coupled Research Coordination: The ION Network**" by Martha Maznevski.

Betty Jane (BJ) Punnett, Editor

A particularly interesting aspect of these two articles is the different approaches taken by these two projects. As more and more colleagues decide to participate in global virtual teams, it is vital that we understand how such teams function. These two articles provide helpful insights about the effectiveness of virtual research teams.

Steve Weiss provides insights on teaching cross-cultural negotiation in an article titled "**Teaching Cross-cultural Business Negotiations: Resources for Non-experiential Methods**". Many of us think of teaching negotiations primarily through experiential exercises, but there are times when these exercises are inappropriate, and this article is a good source for identifying alternatives.

Ans Kolk provides a short follow-up to his article in the last *Insights* – in response to comments from readers. This piece focuses on policy frameworks, and current efforts to deal with corporate social accountability for multinationals.

Thanks to all the contributors, and the *Insights* Advisory Board.

Comments and suggestions should be sent to the Editor

Please send articles and classroom material to the Editor for consideration for upcoming Insights - consider reprints of speeches you have made

Readers are encouraged to submit comments, for possible inclusion in future Insights

Submission Information

• Submissions to Insights can be sent at any time to the Editor.

• Submissions may be electronic, by fax, or by mail. *Electronic submissions are preferred.*

• Submissions will be reviewed by the Editor to ensure material is appropriate for Insights, then the advisory board will comment on submissions.

• For consideration for specific editions, submissions must reach the editor by the following dates:

1st Quarter:	December 15
2nd Quarter:	March 15
3rd Quarter:	June 15
4th Quarter:	September 15

• Articles should be approximately 2-3 printed pages.

• Exercises, simulations, and other material should include all the information needed for use in the classroom. Material submitted should not contravene any copyrights.

• Blunders should be based on real-world events and should be new - i.e., not previously published, or disseminated in other media.

We look forward to your comments and submissions.

\- BJ

Insights *provides an outlet for short, topical, stimulating, and provocative articles. Please submit materials for consideration to the editor - Betty Jane Punnett at eureka@caribsurf.com. Submissions are reviewed by the Advisory Board*

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Developing a Global Research Project to Study Successful Women Worldwide: Challenges and Insights

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The Successful Women Worldwide Research Project (SWW) consists of a team of international researchers studying the similarities and differences of successful women in various parts of the world. The project is presently finishing the collection and analysis of data from the Americas. This article contains some of the research team's challenges and "insights". As the research project has evolved structure and process issues emerged:

1. A means of fast, easy communication was identified as a prerequisite to success. Our solution to this need took the shape of an email distribution list which was hosted on the Internet, to take advantage of conversation tracking services, and the ability to post documents such as instrument measures and works-in-process on line.
2. From our first meeting it was also apparent that someone was needed to coordinate team members living in different countries and that certain tasks needed to be addressed, such as collecting data, keeping track of changes in measurement instruments, and communicating in a formal, 'official' way with research partners around the world. In response to this need we created an administrative coordinator role and data coordinator role. The former coordinates all meetings and decision making while the latter is responsible for data compilation and analysis and provides a common coding format and central data collection and analysis site.
3. There needed to be a protocol or 'contract' to guide researchers. After extensive research into what other international, multiple-member research teams have used to structure their arrangement, a SWW protocol was developed. Vast online deliberations were followed by three members of the team, who worked face-to-face during the Academy of International Business meeting in Phoenix, to compose a 'contract' that could serve as a guideline to make explicit the intentions, procedures, expected minimal contributions and rewards for all participants. Our original attempt to emulate a "turn-key" operation to which researchers could join without much additional negotiation has proven a less-important objective than

Panel Presentation by Members of Successful Women Research Team enriching the project through the diversity of opinions and the valuable suggestions of members that have made suggestions and comments to integrate the different facets into a much more coherent whole.

4. As other researchers expressed interest in joining the SWW project, it became important to define the procedure to expand the core research team to include researchers who expressed interest in joining the SWW project during the data collection phase. An additional "Partners" electronic group was established online, to allow for procedural discussions in parallel with content-oriented discussions in rather separate forums. This disengagement of discussions between the more and the less involved researchers in the project seems to have served as a way to speed up the development of concepts and strategies for the research, while more basic questions are dealt with and answered in the latter group.

5. Another procedural issue that emerged was how to allow multiple researchers to operate within the same country. Within our 'contract', we addressed this issue by encouraging members that faced this potentially conflictive situation to establish direct communication among them, and use our global framework as a template to iron out differences before they sign up on a more formal basis. So far, partners from the larger nations (Canada and the US) appear to be pooling their efforts and are ahead in the data-collection process of researchers working alone. Of course, the need for translation and back-translations can take partial responsibility for the faster start of English speaking projects.

Other challenges and insights relate to the social nature of the project. Face-to-face meetings could not be eliminated, in spite of our well-organized attempts to meet frequently in cyberspace. Important decisions always seemed to need a face-to-face meeting. Researchers came to the project with a wealth of information and preconceived ideas of "what should be investigated" To meld a "doable" research project required an iterative process which took a great deal of time and patience but was a fascinating learning adventure for the research team. The original group who participated in the 1999 Academy of Management PDW did not prescribe a particular topic to investigate. The idea of studying successful women in different contexts emerged as interesting, based on discussions among group members. Following the initial workshop, there was some individual concern about commitment to the project, because some members of the core group felt the topic was outside their main research agenda. On-line discussions served to help participants converge on the importance and interests of the project. The open and on-going discussion among the core group has been critical to developing group cohesion.

Development of the details of the research program was long and cumbersome and carried out almost entirely by e-mail. However, a meeting of the core group at the 2000 AOM conference proved invaluable in "jelling" the final research design; this meeting highlighted the importance of some face-to-face meeting in expediting group decision-making. Each of the core researchers initially had her or his ideas of how to describe "successful women" as well as the characteristics that should be investigated in successful women. "Ideally", the researchers wanted a survey instrument that included all possible interesting variables, taking several hours to complete, and an interview that would consume many hours. The core group recognized that this was not feasible, and focused on developing an acceptable definition of success and identifying a limited number of characteristics to investigate. The give and take among participants was especially important. The core group had decided at the initial meeting on the importance of cross-cultural reliability and validity and these criteria guided the evaluation of potential measures. Following the 2000 meeting, a pilot study was conducted by one of the researchers; the results from this pilot enhanced the work of the other researchers.

Perhaps the overarching challenge—and insight—gained from the project is the need to "be committed for the long term" to a global research project. The process is time consuming. Decisions are not made instantaneously but are the result of many different threads of communication and involve many iterations. While the experience is frustrating at times, we have found it very rewarding for it is an ongoing learning experience for each researcher….

Note: The original SWW research group consists of Betty Jane Punnett, Jo Ann Duffy, Miguel R. Olivas-Lujan, Suzy Fox, Ann Gregory, Terri Lutchi, and Neusa Santos. Later Hun-Joon Park, Catherine Mossop, and Gaston J. Labadie joined the group as partners in the SWW project. At the time of writing this article, ten representatives from seven countries and two continents have expressed their long-term commitment to the project.

Learning From Loosely-Coupled Research Coordination: The ION Network*

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There is no question that coordinated research moves a field of research forward faster. As illustrated by Duffy & Olivas-Luján's Insights essay, we are beginning to develop experience and comfort with what can be described as a tightly-coupled model of coordinated research. In this essay, I would like to outline the characteristics, benefits, and challenges of a complementary approach, a loosely-coupled model of coordinated research.

Ten years ago, leading researchers called loudly and clearly for well-coordinated multi-researcher multi-national projects (e.g., Boyacigiller & Adler, 1991). The calls cited two important benefits of such studies. They would allow us to explore the answers to international management questions which require conducting research in multiple contexts at more or less the same time. They would also counter the cultural biases we all bring to our thinking and turn those biases into synergies. In the past decade several well-coordinated multi-researcher projects have been or are being conducted, and we are seeing the fruits of their labors. Some early examples include the GLOBE study on leadership (House et al., 2002) and the event management study on decision-making (Smith et al., 2002). The language study (Harzing et al.) and the Successful Women Worldwide project are important examples in earlier stages of research.

These projects take our learning through leaps and bounds rather than snail crawls, and represent a very important movement in international management research. It helps us all the more that we are learning how to conduct such research, not just learning from the findings themselves. For example, Duffy & Olivas-Luján's reflections on interaction in face-to-face mode and over technology, on the structure of a core and partner group of researchers, and on various coordination mechanisms to ensure validity in the study all provide critical guidance for others.

Another group of researchers has been experimenting for the last few years with an alternative model of coordinated research – a loosely-coupled research network. ION (International Organizations Network) was formed with a mission to increase the quality and impact of research on people and their effectiveness in international organizations. The network's vision is to be a catalyst for the creation and application of knowledge and understanding that powerfully impacts how international organizations are managed.

As a loosely-coupled network, ION's purpose is emphatically not to conduct specific research projects. Instead, it supports the research community itself. No primary research project has ever been initiated by ION as a group. ION has, however, helped match up researchers conducting similar studies, facilitating them as they work together to create a more powerful single study. Through the ION network, scholars have helped each other find appropriate literature in other cultures, tackle methodological issues, and explore implications of unpredicted results. Some ION members work closely with others in the network, while some work almost exclusively with people outside the network.

How ION Works

The core of the ION network consists of about forty international management scholars who study various aspects of how people work in international settings. In terms of traditional disciplines, most members of the core are trained in and teach organizational behavior/ occupational psychology or organizational theory. Some are in the strategy field, and emphasize execution and implementation as much as the theory of the firm. Interestingly, almost all members cross traditional discipline boundaries regularly both in their research and in their teaching, and in fact this "lack of academic home" was one characteristic that brought the network together.

The ION core meets annually at its own three-day meeting. The first two meetings were sponsored by the University of Virginia in 1999 and

* Core ION members are: Nick Athanassiou, Zeynep Aycan, Schon Beechler, Iris Berdrow, Allan Bird, Julian Birkinshaw, Nakiye Boyacigiller, Mary Yoko Brannen, Sue Canney Davison, Deanne den Hartog, Joe DiStefano, Bjørn Ekelund, Efrat Elron, Colette Frayne, Cristina Gibson, Julia Gluesing, Carolina Gomez, Mary Jo Hatch, Terry Jackson, Brad Kirkman, Tatania Kostova, Harry Lane, Martha Maznevski, Ed McDonough, Jeanne McNett, Mark Mendenhall, Ed Miller, Steve Nason, Joyce Osland, Mark Peterson, Sheila Puffer, B.J. Punnett, Laurence Romani, Lilach Sagiv, Peter Smith, Mikael Søndergaard, Guenter Stahl, Dave Thomas, Todd Weber, Ellen Whitener, Lena Zander, Mary Zellmer-Bruhn.

2000. The meeting is conducted as a workshop, and research-in-progress is shared and discussed. Research in its earliest stages benefits from brainstorming, implications of preliminary results are shared and discussed, and paper drafts are critiqued before submission for publication. Members of the network also get together whenever possible at academic meetings around the world, "drop in" on each other when traveling, and submit joint symposia or conduct professional workshops on topics of importance to international management. Core members initiate professional and social events – which are attended by an ever-broadening group of colleagues – at various academic conferences.

"A key to creating an effective loosely-coupled coordinated research network seems to have been creating a tightly-coupled social system"

A key to creating an effective loosely-coupled coordinated research network seems to have been creating a tightly-coupled social system. New, important knowledge about social systems is best created with the help of a deep, close social system. When people in such networks connect in multiple ways, beyond narrow definitions of work, they understand each others' backgrounds and contexts and create shared experiences from which the knowledge is generated. ION annual workshops, no matter what the topic or setting, are always structured to facilitate deep conversation and dialogue around the thorniest issues of the field. Parts of the workshop take place in settings that help members learn together about the local history and perspectives, linking together to create insights about the field of international management.

ION's accomplishments are mostly intangible, or are indirectly related to tangible outcomes. For example, through dialogue members develop a better perspective on how their research fits into the field, and then articulate its contribution more clearly to reviewers and students. In workshops, members question the received wisdom of the field and share tacit insights about the messiness of data analysis, developing a platform for more solid theory development and empirical rigor. Since all members cross traditional academic disciplines, a wide scope of knowledge is shared. But some accomplishments are more tangible. ION was a key player in the launching of the International Journal of Cross-Cultural Management. It has supported candidates for positions in various academic associations, including AIB. It has provided a strong network for appointment, promotion, and tenure recommendations and reviews. It has generated several joint research projects and co-authorships, and presented joint papers and symposia. Next year, it will publish a book (more below). At the recent conference "Identifying Culture," sponsored by Stockholm School of Economics, ION was cited as the most effective effort to influence a field systematically in management academics.

The Challenges of Loosely-Coupled Coordination

While our experiment with a loosely-coupled research network has so far generated positive and interesting results, there remain some particularly difficult challenges. The approach with which the ION network addresses these challenges will help all of us learn better how loosely-coupled collaboration can contribute to the advancement of a field.

One category of challenges is related to group-generated projects. We have found that in order to maintain and strengthen the social system around the advancement of the field, the group must create something meaningful together. However, the "something" cannot be a single research project, since that would run counter to the network's objectives.

The current response to the challenge is a book project: a Handbook of Global Managing (Blackwell Publishers). The network members agreed to accept the contract for writing this book jointly, and took on the ambitious goal of writing a coherent manual that translates the very leading edge of international management thought and practice into a single statement on managing global complexity. The theme and flow of the book were "negotiated" through several iterations of small group and large group interactions at an ION workshop (Northeastern University in 2001), intense periods of writing and feedback, and writing consolidation during an annual workshop (IMD in 2002) and a supplementary workshop (South Carolina in 2002). In its current almost-finished form, the book certainly articulates the most important findings from our field together with their implications, in a relatively seamless way, with contributions from 40+ authors. It will be an extraordinary accomplishment. However, the writing process has been far from easy – remember, it is not quite finished – and the "book challenge" question remains: Can a loosely-coupled network create a tightly-linked statement of the field and still want to work together afterwards?

The future challenge for the group is to continue to find projects to work on together. These projects will need to connect the network meaningfully, without coupling our research approaches or topics too tightly. They will have to be important enough to motivate members to contribute and search for synergies, but not so challenging that they pull the network apart. Will the next project shift the network in a constructive way?

The second category of challenges is related to the network's organization. ION has stubbornly resisted bureaucracy or formalization of membership, procedures, or, in fact, anything. This has raised two dilemmas, in particular, which refuse to go away. The first we call the "Core Size Challenge": How can we have both a tightly-linked social system and a network that covers the field? The tightly-linked social system is clearly important to the network – without it, members would not share and co-develop knowledge as effectively. However, the larger the network the more difficult it is to retain the tightly-linked structure. And it is clear that a small network cannot hope to incorporate enough breadth of perspectives to address the scope of important international management ideas. The core-periphery structure is the network's current response to this challenge, along with continued dialogue encouraging different perspectives. But it remains to be seen whether this structure can prevent itself from becoming too internally-focused or stagnant.

The second organizational challenge we call the "Institutionalization Challenge": Can such a network continue to progress without some kind of formalization? When does it become an institution rather than a network, and how can we accomplish that transition without losing the free-flowing dialogue that is so critical to the network's vision? For example, ION members currently exchange information electronically almost exclusively using email, relying on simple shared-posting webpages on an ad hoc basis. There is a real need for a webpage with a membership directory and database of expertise, links to other important sites, postings and announcements, shared project pages, information for people new to the field, bibliographies, etc. However, someone must host such a website, and someone must maintain it. Both these activities require funding, and therefore a proposal and measurement of progress towards objectives. And once information is on the website it is somehow "official" rather than casual. When a group creates something even as simple as a website, they necessarily create at least the beginnings of a bureaucracy and permanent structure. ION needs a website, but we do not want to take the step towards institutionalization. Is this a symptom of a transition we cannot make?

Conclusion

International management and international business are far too complex to progress without coordinated research. The problems that are important to people who engage in international business are multi-faceted and broadly distributed, and cannot be sculpted into a traditional business-academic framework without losing their nature. Coordinated research, though, comes with many challenges in addition to the already difficult issues of theory development and empirical investigation.

Tightly-coupled research coordination can help us provide good answers to specific research questions. The tight coupling is necessary to ensure that the research is valid and reliable. As discussed by Duffy & Olivas-Luján, the more we share best practices in how to manage the tight coupling the more effective these projects will be.

Loosely-coupled research coordination provides a general context in which a field can progress. Of course there have been informal and unsystematic networks for loosely-coupled coordination for a long time (e.g., networks of alumni and colleagues), and the academic associations themselves are formal and systematic networks for loosely-coupled coordination. The ION network is a case study in informal but systematic loosely-coupled research coordination. Its lessons provide insights for the field of international management, and its challenges articulate important dilemmas for academic progress.

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House, R., Javidan, M., Hanges, P., Dorfman, P. 2002. Understanding cultures and implicit leadership theories across the globe: an introduction to project GLOBE. *Journal of World Business*, 37(1): 3-10.

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Teaching Cross-cultural Business Negotiation: Resources for Non-experiential Methods

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If you have thought about teaching cross-cultural negotiation, you have probably pictured students huddled in role-playing clusters spread throughout a classroom. Experiential teaching methods are commonly used, often effectively,[1] but they are not always feasible or appropriate. For these situations—and others where you do not want to use only an experiential approach--consider non-experiential methods. There is a broad, deepening variety of resources of these. This article provides a brief guide to these materials for non-experiential teaching.

Black and Mendenhall (1989) divided non-experiential methods into two types: factual, and analytical. Factual methods include area briefings, lectures, and books, whereas analytical methods include films and case studies. The material described below is organized according to these categories. (They can also provide direction for sourcing additional material.)

Factual methods. Lecture material and reading assignments may be drawn from a sizeable literature on cross-cultural business negotiation. There are thousands of relevant articles in journals (Cai & Drake, 1998; Weiss, forthcoming-a) and magazines (e.g., Walmsley, 1995). Generally, these documents vary on several dimensions:

- *Style/audience*: scholarly (including empirical), reflective practitioner, or "how to"
- *Cultural focus*: culture-general, one-culture specific, comparative, or intercultural
- *Author perspectives*: insider/native, or outsider
- *Prescriptive model*: adapt to the host culture, or respond contingently

Instructors should consider which of these viewpoints they wish to emphasize in their teaching. They may want to introduce different factors at different times during a course.

Among books written in English, scholarly works include *Chinese Negotiating Style* (Pye, 1992), comparative studies such as Fisher's (1980) *International Negotiation* (on the French, Japanese, and Mexicans), and *International Business Negotiations* (Ghauri & Usunier, 1996), an edited volume with diverse cultural foci. Reflective practitioner books include *Bargaining Across Borders* (Foster, 1992) and *Making Global Deals* (Salacuse, 1991), both of which are culture-general. There are also research-based books written for a broad audience (e.g., Brett, 2001) How-to books vary substantially in scope and quality. For example, *The Global Negotiator* (Griffin & Daggatt, 1990) eschews culture-specific information; the culture-comparative Doing Business Abroad (Kennedy, 1985) aims to show "how not to be a foreigner"; and the sweeping *How to Negotiate Anything with Anyone Anywhere Around the World* (Acuff, 1993), while essentially cultural-general, also offers briefings on selected countries for American negotiators.

For more ideas and experiences, instructors can go beyond books wholly dedicated to cross-cultural business negotiation. The broader business literature includes various books on cultural aspects of business in general (e.g., Copeland & Griggs, 1985; Morrison, Conaway & Borden, 1994; Schneider & Barsoux, 1997) as well as culture-specific and comparative studies (Gannon, 1994;

Hofstede & Usunier, 1996; Stewart & Bennett, 1991; Trompenaars & Hampden-Turner, 1998). Outside business, in fields such as international relations, anthropology, and sociolinguistics, one can find a number of scholarly volumes on culture and negotiation (e.g., Cohen, 1997; Faure & Rubin, 1993) and on particular intercultural relationships (Hall & Hall, 1990; Yamada, 1997). I draw this kind of material into lectures and assignments by relating it to existing frameworks for international business negotiations (Weiss, forthcoming-a).[2] (For highly recommended books, see Table 1.)

Analytical methods. Relevant films, videotapes and CDs are increasingly available, but they vary markedly in how much they depict negotiating behavior and model effective conduct. Like "how-to" books, they also differ considerably in quality. Some are taped lectures (e.g., "Negotiating in Today's World" - Big World, 1992). Other films that do show intercultural negotiations usually entail rather stilted behavior ("Working with China" - Meridian Resources, 1994).[3] I have yet to find what I think would be the ideal training film - a documentary of a real, intercultural negotiation covering plenary sessions and both sides' caucuses, interspersed with in-process explanations by the negotiators. In the meantime, there are a few documentary films of cross-cultural negotiations (e.g., "The Siege of Bethelehem" – October Films, 2002, "Final Offer" - National Film Board of Canada, 1985) and one-way and interactive CDs of growing sophistication (e.g., "McGill Negotiation Simulator" - Roston, 1992). See Table 1 for more recommendations.

Case studies of negotiations are distributed by the Program on Negotiation (PON) at Harvard Law School, Northwestern's Dispute Resolution Resource Center, and

TABLE 1: Recommended Factual and Analytical Materials on Cross-Cultural Negotiation (with a focus on France and Japan)

Books	General	Cohen, R. *Negotiating across cultures: International communication in an interdependent world.* 2nd ed. Washington, DC: U.S. Institute of Peace Press, 1997.
		Ghauri, P. & Usunier, J.-C. (Eds.) *International business negotiations*. Oxford: Pergamon, 1996.
		Salacuse, J.W. *Making global deals.* Boston: Houghton Mifflin, 1991.
	France	Dupont, C. *La negociation: conduite, theorie, applications*. 3rd ed. Paris: Dalloz, 1990.
		Hall, E.T. & Hall, M.R. *Understanding cultural differences: Germans, French and Americans*. Yarmouth, ME: Intercultural Press, 1990.
		Sheppard, P. & Lapeyre, B. *Negotiate in French and English; Negocier en Anglais comme en Francais*. London: Nicholas Brealey Publishing, 1993.
	Japan	Graham, J.L. & Sano, Y. *Smart bargaining: Doing business with the Japanese*. Rev. Ed. New York: Harper & Row, 1989.
		Yamada, H. *Different games, different rules: Why Americans and Japanese misunderstand each other*. NY: Oxford University Press, 1997
Films (Videos, CDs)	General	"Going International," Tape 2 [first 7 minutes containing 5 scripted American-host interactions]. San Francisco: Copeland & Griggs, 1983.
	France	"French Business Culture." Aiken, SC: Edge Productions (with French Embassy in the US), 1993.
		"La francilienne." Paris: ESSEC Business School, 1998.
		"Negociation" (1ere partie, 2eme partie). Paris: Distrimage, 1987.
	Japan	"Japan," Global Country Series. New York: AcrossFrontiers International, 1999.
		"Working with Japan [3A,3B]." San Francisco: Meridian Resources Associates, 1992.
Cases	General	"Meridian Magnesium." Ivey Case Services, 9B01M006.
	France	"Disneyland Paris." European Case Clearinghouse, 396-051-1
	Japan	"Renault-Nissan: A Marriage of Reason." ECCH (INSEAD), 301-050-1.

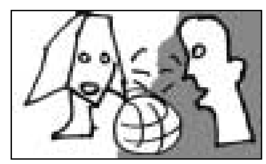
Georgetown's Institute for the Study of Diplomacy (Pew Foundation). The European Case Clearinghouse (ECCH) currently lists over 150 cases under the keyword "international negotiation," most of which will have cultural aspects. ECCH and PON distribute "cases", which are situational accounts for class discussion, not intended to be complete factual records, as well as "case studies", which are factual and analytically oriented (e.g., Abramson & Ai, 1997 cf. Tucker, 1996).

Although Black and Mendenhall did not include it, good fiction also supports analytical teaching. Well-developed novels and films offer vivid illustrations of the dynamics of human relationships. Students can thereby sharpen their powers of observation and attentiveness to action-reaction sequences. Representative books include culture-specific depictions by outsiders (e.g., Clavell, 1975; Golden, 1997) and by leading indigenous authors (e.g., Achebe, 1959; Mistry, 1995), and interculturally oriented work (e.g., de Bourbon Busset, 1963; Crichton, 1992; Oxnam, 1989). Among US-made films, I have shown segments of "Black Rain," "French Kiss," and "Maverick" as a point of entry (Gardner, 1999:188) or light interlude in a lecture. (For more on this approach, see Bird, 2001; Puffer, 1996; Sullivan & Tu, 1995:475).

In sum, with the exception of real negotiation films and coverage of certain target cultures, there is a lot of material for factual and analytical methods of teaching cross-cultural negotiation. The material is not all high quality, or suitable for every instructor and occasion. As part of the "sourcing" process, you should evaluate material relative to your own purposes (e.g., comparative or intercultural, descriptive or prescriptive). This article is intended only as help towards the first step in the locating appropriate material.

Cross-Cultural Insights:

Difficulties of Negotiating in a Foreign Language



"The difficulties of negotiating with people from other cultures are often compounded by language differences, particularly when communications are not in your native tongue. It is important to be sensitive to the tone of the other language especially the implications of certain nuances. An example occurred when I was negotiating the purchase of artisans' work from Mexico. My Spanish is fairly good, so the negotiations took place in Spanish. I realized that when things were going well, and the seller was pleased with progress, the Spanish was more direct and often quite informal. If the seller was displeased the Spanish becomes more formal (often using the third person form) and if the seller felt in a weakened position, the Spanish becomes extremely polite, with a lot of elaborate expressions (as if to avoid any appearance of giving offense). Sensitivity to these language changes provides many cues to facilitate the negotiating process, and helps lead to a successful conclusion of the negotiations."

--- Christina Brewster

End Notes (from previous page)

[1] For a discussion of various experiential methods for teaching cultural aspects of negotiation, see Weiss (forthcoming-b).

[2] Clearly, the instructor need not be the only lecturer in a course. The most effective guest speakers in my experience have provided detailed narratives of their intercultural negotiations combined with analysis and general recommendations for negotiators. For an excellent example, see the transcript of a speech by General Motors' David Chen at the 199x FDIB workshop held by Duke University's CIBER.

[3] Some actors and scripts are better than others. For example, in 1987, Grenada Television in London produced a re-enactment of the 1986 arms control negotiations between Ronald Reagan and Mikhail Gorbachev entitled "Breakthrough at Reykjavik." The script is based on interviews with the actual negotiators and on their negotiation notes.

REFERENCES FOR APPENDIX (excluding listings in Table 1)

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MULTINATIONALS AND CORPORATE SOCIAL ACCOUNTABILITY

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In the previous issue of AIB Insights, I analyzed the situation with regard to the accountability initiatives undertaken by multinationals, especially codes of conduct and sustainability reporting. This short follow-up piece will discuss the policy framework, and different stakeholders' view on current efforts and the road ahead.

The debate on the proper role of business re-emerges at every international meeting on social and environmental issues, most recently at the World Summit on Sustainable Development (WSSD) last August in Johannesburg. On one side of the spectrum, there is the 'doing business in Johannesburg' approach, which emphasizes the inability of governments to reach and implement agreements, and the disadvantages and costs of regulation. At the other side is the view that voluntary corporate initiatives will only be taken by a limited number of proactive, highly visible companies, and that this only lasts as long as public pressure continues. In this range from self-regulation to regulation, many activities can be seen.

At the self-regulatory end are corporate codes of conduct and sustainability reports, and the formation of business associations such as the World Business Council for Sustainable Development, and sector initiatives such as Responsible Care. There is a wide variety of efforts in cooperation with NGOs, international organizations and other stakeholders to exchange information, create voluntary standards for reporting and performance measurement (Global Reporting Initiative) and business conduct (Global Compact), and concrete small-scale projects to promote sustainable development. At the WSSD, Business Action for Sustainable Development showcased these so-called 'partnerships' which aim at actual local improvements in developing countries, partly to contrast with the laborious and tardy progress on the part of governments, ten years after the promises made at the Rio Conference.

This does not mean that no developments can be observed from the regulatory side, although the majority has focused on promoting voluntary initiatives in the areas of corporate reporting and accountability. Most notable has been the OECD's 1997 anti-bribery convention which outlawed bribery of foreign public officials. The WHO is currently finalizing its work on a tobacco treaty to curb advertising, promotions and sales, and smuggling of tobacco products. And the 'Kimberley process' has recently resulted in an agreement by diamond-producing and trading countries to implement measures to stop trade in diamonds from conflict zones. In the area of reporting, France adopted legislation in 2002 to oblige publicly-quoted companies to report on environmental and social issues and the Enron affair has ensured that new rules are developed to try to guarantee corporate accountability and ethical behavior.

The clear lesson from more than a decade of activity in the area of corporate social accountability is that we need both regulation and self-regulation. Corporate initiatives show that progress really can be achieved; in that sense, multinationals seem to have outperformed governments. In addition, it seems more appropriate that companies use tailor-made reporting formats rather than tight rules. Government action is still needed when voluntary initiatives are insufficient – for example, when they are too small to have an impact, merely window dressing, or attempts to block harsher measures, as in the tobacco industry's marketing code. In addition, multinationals themselves are asking, as they did at the WSSD, for clear rules on environmental and social issues, to level the playing-field. The multinationals stress that governments should not try to offload their own social responsibility to corporate shoulders.

To keep the current momentum, implementation is a key issue. An example is the anti-bribery convention. Recent surveys show that strict monitoring and enforcement are still lacking, that there have been no convictions so far, and that even in countries such as the UK, Germany and the Netherlands, many companies lack familiarity with the convention. Forty percent thought that competitors had won their business by paying bribes. Lack of knowledge about the convention is even worse in emerging market economies. While NGOs keep up the pressure, governments and companies (with a clear role for business associations) must take steps to improve matters. With regard to corporate accountability, companies can be expected to develop a selected set of environmental, social and ethical indicators, the ones that they perceive to be most relevant to them, and to start monitoring and reporting on compliance and achievements. There are guidelines available, particularly from the GRI, and there is ample knowledge on how to collect and report concerning a considerable number of topics. It is time to move beyond rather vague policy announcements.

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