Contents

About the Editors ix

List of Contributors xi

INTRODUCTION
Cary L. Cooper, Sue Cartwright and P. Christopher Earley xiii

SECTION I **CONCEPTUAL ISSUES AND PERSPECTIVES**
Edited by P. Christopher Earley

Chapter 1 Organizational Culture: a Sociological Perspective
Robert Goffee and Gareth Jones 03

Chapter 2 Time Flies Like an Arrow: Tracing Antecedents and Consequences of Temporal Elements of Organizational Culture
Mary E. Zellmer-Bruhn, Cristina B. Gibson and Ramon J. Aldag 21

Chapter 3 Multinational Groups and the Structuration of Organizational Culture: a Sociological Perspective
Christina L. Butler and P. Christopher Earley 53

SECTION II **ASSESSMENT AND RESEARCH METHODS**
Edited by Paul R. Sparrow

Chapter 4 Developing Diagnostics for High Performance Organization Cultures
Paul R. Sparrow 85

Chapter 5 A Three Dimensional Framework for Analyzing and Assessing Culture/Climate and its Relevance to Culturale Change
Roy L. Payne 107

Chapter 6 Recent Approaches to the Qualitative Analysis of Organizational Culture
Kate Mackenzie Davey and Gillian Symon 123

Chapter 7 Cultural Complexity in Organizations: the Value and Limitations of Qualitative Methodology and Approaches
Sonja Sackmann 143

Chapter 8 Assessment of Cultures: a Way to Problem Solving or a Way to Problematic Solutions?
Iva Smit 165

SECTION III CULTURE AND ITS IMPLICATIONS FOR INDIVIDUALS AND ORGANIZATIONS
Edited by Jennifer A. Chatman

Chapter 9 Modeling Organizational Culture: Demography and Influence Networks
J. Richard Harrison and Glenn R. Carroll 185

Chapter 10 Economics and Corporate Culture
Benjamin E. Hermalin 217

Chapter 11 Strong Cultures and Innovation: Oxymoron or Opportunity?
Francis J. Flynn and Jennifer A. Chatman 263

Chapter 12 Does Culture Always Flow Downstream? Linking Group Consensus and Organizational Culture
Elizabeth A. Mannix, Sherry Thatcher and Karen A. Jehn 289

SECTION IV CULTURE AND CHANGE
Edited by Tom Cummings

Chapter 13 Culture Change in the Strategic Enterprise: Lessons from the Field
David A. Nadler, Peter K. Thies and Mark B. Nadler 309

Chapter 14 Working with Cultures: Social Rules Perspective
Craig C. Lundberg 325

Chapter 15 Organizational Culture: can it be a Key Lever for Driving Organizational Change?
Daniel Denison 347

SECTION V CULTURE: THE INTERNATIONAL DIMENSION
Edited by Nigel J. Holden

Chapter 16 The modes of Social Relation in Japanese Management Practice
Charles T. Tackney 377

Chapter 17	Stereotyping in International Business *Anna Zarkada-Fraser*	391
Chapter 18	Management Change in Central and Eastern Europe *Kate Gilbert*	407
Chapter 19	Managing Globalization: Constructivist Perspective *Nigel J. Holden and Dorte Salskov-Iversen*	429
Chapter 20	Direct/Indirect and Formal/Informal Communication: a Re-assessment *Marie-Thérèse Claes*	449
Chapter 21	Intercultural Issues in Management and Business: The Interdisciplinary Challenge *Gerhard Fink and Wolfgang Mayrhofer*	471
Chapter 22	Towards an Innovation Culture: What are its National, Corporate, Marketing and Engineering Aspects, Some Experimental Evidence *Jan Ulijn and M. Weggeman*	487
SECTION VI	**THE FUTURE OF ORGANIZATIONAL CULTURES** *Edited by William H. Starbuck*	
Chapter 23	Where are Organizational Cultures Going? *Philippe Baumard and William H. Starbuck*	521
Chapter 24	Collaborative Insight or Privacy Invasion? Trust Climate as a Lens for Understanding Acceptance of Awareness Systems *D. Harrison McKnight and Jane Webster*	533
Chapter 25	In Diversity is There Strength? Ruminations on Changing Faces in Business *Narayan Pant and Kulwant Singh*	557
Chapter 26	Culture in-the-Making in Telework Settings *Roger Dunbar and Raghu Garud*	573
Chapter 27	Organizational Culture and Imaginary Organizations *Bo Hedberg and Christian Maravelias*	587
Author Index		601
Subject Index		608