

The Global Manager
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The Global Manager

Current day organizations are becoming more global in nature. Many organizations require their managers to spend considerable amount of time managing overseas business. These assignments can range from short business trips to lengthy business assignments. Working in a foreign culture poses its own challenges, which these global managers have to face in addition to their business responsibilities. Some of these challenges include managing in a multicultural environment, which involves managing people from diverse backgrounds. Other challenges include linguistic challenges, culture shock, corruption, enabling the family to adjust in the new environment, etc. Managers being sent on assignments overseas need special training and orientation to prepare for these challenges. Companies can offer language courses, courses on cultural differences, and relocation training for the manager and his/her family. Further, global managers need to be assisted to bring about attitudinal adjustments to absorb cultural differences and to interact with colleagues in the new location, as all these factors will have a bearing on his/ her performance. Global managers can therefore be defined as those who operate across cultures. Some of these managers would have worked in as many as 20-30 countries or can have responsibilities spanning a 100 countries. More the number of countries included in one's span of responsibility, more complex is the global manager's work. This book makes a humble attempt to present some of the myriad challenges encountered by global managers in the course of their work. It also includes perspectives of the skills and competencies required of a global manager to be successful. This book will serve as a useful reading reference for business managers, human resource managers, management consultants, business teachers and business students.

Author review

G P Sudhakar has over a decade of experience in IT industry is currently working as Consulting Editor at Icfai Research Center, Icfai University, Hyderabad, India. He worked in USA, UK, Ireland, Finland and India. He has Bachelor of Science, Master of Computer Applications, Master of Technology and Executive MBA.

He is Project Management Institute, USA certified Project Management Professional (PMP). He is currently pursuing his Doctorate in Business Administration from All India Management Association-Aligarh Muslim University. He is member of All India Management Association. He has extensive experience in project management, program management, general management, quality management, business process re-engineering, HRM, and human aspects of project management. He has wide experience in management consulting. He has more than 30 publications in Management. His articles were published in The Hindu, Indian Management, Businessgyan, Business & Management, The Global Educator, Express Computer, Projects and Profits, www.pmhub.net, Computers Today and CSI Communications.

Sumati Reddy holds a Masters Degree in Business Administration from the Royal Melbourne Institute of Technology, Australia. She has eight years of experience in the hospitality and pharma sectors in the functional area of human resource management. At present, she is a senior faculty member at Icfai Books, a division of the Icfai University Press, Hyderabad. She is also an adjunct faculty at the Icfai Business School, Hyderabad, where she teaches Organizational Behavior and Human Resource Management. Her areas of interest include international organizational behavior and international human resource management. She has edited a number of books on relevant subjects, the most recent being Expatriate Management: Perspectives and Challenges and Sweatshops: Perspectives and Cases. She has also written several papers on subjects relating to Human Resource Management and Corporate Social Responsibility, which have been published in various magazines and journals.

Overview

There are thousands of managers working in different industries in the world. The scope of the manager's work is growing day by day. There are general managers, functional managers and project managers in the industry. All these managers should have certain skills in their day-to-day work in this global era. With the advent of Information and communication technologies, the manager's role is becoming more global in nature. The managers in US, UK and other developed countries are managing multicultural global teams. In the Indian industry, they are managing people from different states in the country. Hence, the global manager needs certain skills to enable him to function properly in his job. The global manager can be defined as one who thinks globally, appreciates cultural diversity, fosters teamwork, and exhibits leadership qualities.

This book explains the different skills that the global manager needs to be equipped with in the modern business era. The skills such as communication, negotiation, leadership, decision making and problem solving skills are required for any manager who has to manage people in their jobs. Introducing all these skills with a global perspective is the highlight of this book.

The theme of this book is quite significant in current days, because thousands of managers working in the world need to be trained to work in different countries. In addition to functional skills, they need to be equipped with general management skills and cross-cultural skills. This book can be used as training material for developing management training programs for global managers at middle or senior levels.

“The Global Manager: Ensuring Success in a Global Business

Environment” is a curtain raising article from the editors of the book, *G P Sudhakar and Sumati Reddy*, both of Icfai Research Centre, Hyderabad. This article gives an introduction to global operations, the meaning of operating globally, and how global organizations are different from other types of organizations. The article provides clarity of meaning of a global manager and describes three different types of global managers, such as country heads, functional managers and business managers and also how the nature of work is different for these three kinds of global managers. In this article, the authors describe the skills and attributes required for the global manager to be successful. The article further highlights the importance of orientation to ensure the global manager’s success.

In the next article “**The Making of the Global Manager**” written by *R Gopalakrishnan* of Tata Sons, Mumbai, expresses his views about the making of global managers in current days. The perspectives expressed in the article are influenced by experiences within organizations such as Tata, Unilever, Brooke Bond and Lipton. The author has expressed that a manager must first be an exceptional leader in the domestic context before he or she can go for global leadership. According to this article, global leaders should exhibit adaptability and should possess difficult skills such as ability to operate across borders with confidence, to revel in diversity, to rise above the particularities of regions and cultures, and to operate in spite of high ambiguity and frustration. The author has given the example of Marco Polo from the 13th century, describing how the great explorer traveled across from Turkey to China. Similarly, he highlights the fact, that during earlier days, people were free to move across borders without passports and travel documents. In this article, Jamsetji Tata, the father of Indian industry, is presented as an example of a widely traveled and truly global manager.

“**The Transcultural Manager**” authored by *Karl Moore*, of McGill University, Montreal, Canada, explains the nature of a transcultural manager’s work and how culture has impact on his work. In the author’s view, transcultural executive is a more appropriate term than global manager. According to this article, a transcultural manager is one who has roots in his own home culture, one in which he takes considerable pride and yet, has traveled and lived in other parts of the world. As per the article, transcultural means developing a mindset that reflects a deep respect for other cultures, and willingness to study them and learn what makes them tick. The author of the article has expressed that being transcultural means going beyond just making friends, and digging deeper into the culture, history, music and art of that country. One of the first challenges that a general manager faces is how to grasp the views of other, competing cultures. The author also shares the experiences of some of the real transcultural managers working in the industry in different parts of the world.

According to *Tim Walker* of Training Management Corporation, USA, and author of the next article “**Competing in the Global Market: The Influence of**

Culture", cultural differences still exist and influence business outcomes. He suggests that culturally competent organizations should be responsive, agile, and adaptable and be able to compete globally on several crucial levels such as the individual level, team level, business unit/functional level, and organizational level. According to the author, culture is a shared pattern of ideas, emotions and behaviors. Hence, cultural competence is an increasingly important attribute required of a successful global manager. Global managers should acquire and deploy a cultural skill set as part of their managerial toolkit, and this should consist of cultural due diligence, style switching, cultural dialog, and cultural mentoring. He explains the cultural issues involved in doing business in countries such as India and China. He stresses the fundamental differences in cultural values and mindsets from an Indian and a Chinese perspective and how they impact business interactions.

In the succeeding article "**Managing Across Cultures**", *A V Vedpuriswar* of United Bank of Switzerland, Hyderabad, states that the major challenge, while conducting business internationally, is to adapt effectively to different cultures. It requires an understanding of cultural diversity, perceptions, stereotypes and values. As per the article, it is important to understand the impact of culture on behavior as a crucial success factor in globalization. Culture plays an important role in international management and influences the way managers set priorities and take decisions. It states that culture could affect technology transfer, managerial attitudes, managerial ideology and even business-government relations. Different dimensions of organizational culture such as power distance, uncertainty avoidance, individualism, collectivism, masculinity and femininity are discussed. In addition, the author discusses the dimensions of cultural diversity including centralized versus decentralized decision making, safety versus risk, individual versus group rewards, informal versus formal procedures, high versus low organizational loyalty, cooperation versus competition, short-term versus long-term horizons, and stability versus innovation.

Caleb Rosado of Southern Connecticut State University, in the next article "**What Do We Mean by 'Managing Diversity'?**", defines multiculturalism. Multiculturalism, a new paradigm for the business of the 21st century, is a term that is greatly misused and highly misunderstood. Multiculturalism, is a value-laden concept and has come under fire from diverse segments of the population, who due to their position, view the world differently. The article expresses that the historic colonization of empires like Spain, Portugal, and England, and modern nations like the United States, South Africa, Japan, Germany and the now newly emerged nations with their "ethnic cleansing" efforts, have managed diversity most efficiently and effectively but for the purpose of exclusion, not inclusion. According to the author, managing diversity is an ongoing process that unleashes various talents. Further, he says that managing diversity might well be a part of an ongoing process, which enables executives, managers and the workforce to become world citizens. The key dynamic in diversity management then is to maintain the two dimensions of unity and diversity in balanced tension,

without erring on either side.

The authors, *Mark Mallinger* (Pepperdine University in Malibu, *Gerry Rossy*, (California State University, Northridge) and Diane Singel of the article **“Corruption Across Borders: What are the Challenges for the Global Manager?”**, explain the relationship between national culture and perceptions of corruption within cultures and make recommendations for business practitioners. The culture data that the authors have adopted was obtained from the GLOBE study (Global Leadership and Organizational Behavior Effectiveness). The authors have defined corruption and explained corruption in relation with nine cultural dimensions. The authors observe that, while conducting business across borders, understanding the extent to which national culture influences ethical behavior may be valuable for global managers. Indeed, culture impacts business practices, particularly the acts of corruption. In this article, we can find an explanation for the relationship between culture and corruption and values of the corruption perceptions index (CPI) of different countries.

Andrew Lambert (Corporate Research Forum, London) and *George Yip* (RSM Erasmus University), in their article **“The Global Manager: Challenges and Opportunities for HR”**, express that as organizations evolve their international structure, HR’s role in shaping the management cadres and steering policy shifts according to the needs of different models. The challenge for HR is to develop expertise and knowledge to anticipate changes rather than just react to management decisions. The HR function’s objectives should align and support the needs of business and should avoid having separate functional sub-agendas. The authors have given the example of Smith & Nephew, a leading medical devices company, whose specific policies govern HR practices in eight key areas: Recruitment, Performance Management, Remuneration Policy, Retirement Benefits, Talent Management, Organization Vitality, Open Communication and Compliance. This article stresses that HR has a natural role in guiding organizational design, which is a crucial element of strategy formulation.

In the subsequent article, **“The Seven Challenges of Global Talent Management”**, the author, *Lynne Morton* of Performance Improvement Solutions, USA, describes the seven major challenges of global talent management. The seven challenges of global talent management mentioned in this article are global growth versus regional profitability, performance versus potential, standardization versus localization, organizational culture versus national culture, vertical/visionary versus horizontal/hands-on, business unit versus geography, and technology related challenge known as consistent versus flexible. In addition, the article explains six building blocks of talent management, which include talent mindset, strategic connection, infrastructure, engagement, leadership and metrics. According to this article, the focus of talent management is certainly on employee potential, but it also requires an awareness of strategic or organizational potential. The building blocks model given in this article is

applicable to organizations of any size or from any industry.

The purpose of the next article “**Global Leadership**” written by **David Whitfield**, Integral Leadership, Inc., USA, is to articulate four competencies and four types of specialists necessary for global leadership effectiveness. Leader effectiveness is possible in a global entity through the leaders’ ability to deal with cultural, political, international systems and with the use of technology. Global leaders need to possess certain competencies and be able to lead a variety of specialists to be effective. The four competencies mentioned in the article are political competency, international competency, intercultural competency and competency the use of Information Technology. Leaders, in general, and global leaders, in particular, must be able to synergize the activities of all four specialists: the business manager, country manager, functional manager, and corporate manager. Global leaders must intersperse the foregoing competencies with the roles, skills, and talents of the business manager, country manager, functional manager, and the corporate manager. The authors mention that the supply of global leaders is short because global leaders can’t be developed overnight and because they have not been developed in the past.

The authors of the following article “**Dimensions of an Individual Global Mindset**” Wim den Dekker, Paul G W Jansen and Claartje J Vinkenburg, all three of whom work at Vrije Universiteit of Amsterdam, explain that globalization forces companies and individuals to develop global mindsets. According to them, a global leader is considered to possess a broader perspective of the world, companies and people. The authors of this article conducted an empirical study of fifteen global business leaders to find out the nature of individual global mindset, the underlying dimensions and the influencing factors. The authors explain the global leader’s role in terms of essential qualities and the broad explanation of the global mindset concept in this article. As per this article, a global leader is one, who sets the direction of a global business, communicates a shared vision, inspires and motivates the geographically dispersed multicultural workforce. The essential global leader’s qualities, which include the global perspective has been explained in this article. The study was conducted to examine the concept of global mindset, the personal factors influencing the global mindset and culture and geographical distance dimensions. It was explained in the article that the global leaders have worldwide responsibility and objectives because they operate on global and local markets instead of local markets only. According to this article, the most essential global leader quality is the global mindset. Other qualities include business and organization savvy, cross-cultural competencies, leadership skills and openness.

“**Global Leadership and Managerial Competencies of Indian Managers**”, a paper written by T V Rao of T V Rao Learning Systems Private Limited, Ahmedabad, conducted a 360 degree feedback survey of 762 senior and top level managers from manufacturing, services and pharma sectors in India. He has identified 25 competencies needed for a successful global leader.

Communication, teamwork and hard work came out as strong points of Indian managers surveyed. Short temper, lack of open-mindedness and inability to build juniors came out as areas requiring improvement. According to this article, anyone aspiring to be a global manager has to think like a leader and demonstrate leadership qualities. This research paper includes a lot of literature review on the competencies of global leaders and Indian managers. The results of the survey identify strengths of Indian managers as calm and composed, being a team player, having good inter-personal skills, being trustworthy, flexible, and approachable and having a pleasant personality. The areas of improvement for surveyed Indian managers were identified as decision-making skills (speed and quality), delegation, assertiveness and strategic thinking.

A V Vedpuriswar of United Bank of Switzerland, Hyderabad, India, in his article **“Developing Global Managers”**, states that the major challenge for global corporations is to develop managers who understand and respond to the needs of the international business. Global managers must display considerable amount of cultural adaptability and cultural sensitivity coupled in addition to good technical skills. Global managers have to manage teams consisting of people from different cultures, races, nationalities and religions. The article states seven factors, which we need to take into consideration while selecting people for a global manager’s position. The factors mentioned in the article are technical competence, ability to adapt, ability of spouse and family to adjust, desire to work abroad, previous overseas experience and understanding of the foreign country’s culture and language. Training and orientation for global managers is also discussed in the article. The global manager’s attributes required to be successful in today’s business context are geocentric mindset, sensitivity to different cultures, mental toughness to adjust to new working environment, thorough understanding of the company’s corporate purpose, interpersonal and communication skills, and willingness to travel frequently. In conclusion, it mentions the development of three broad categories of managers – business or product managers, country managers, and functional managers.

In the article **“Managing Diversity in Workforce: Changing Role of Global Managers”**, the author Radha Mohan Chebolu, Icfai Academic Wing, Hyderabad, explains that the major challenge that the global managers face is that of managing diversity. If it is managed properly, it can be a source of competitive advantage. Global managers have to understand the people in the organization who come from different countries and cultures. The author cites the example of IBM as an example for managing a diverse workforce. As per the article, if the organizations have to have a global presence, they need to nurture leaders possessing the qualities required for diversity management. The focus should be on building a more diverse workforce. For this to happen, managers have to be open-minded and adventurous to understand the dynamics of a diverse workforce.

Andrew Lambert (Corporate Research Forum, London) and *George Yip* (RSM

Erasmus University) in their article “**Rewards and Benefits for Global Managers**”, describe some factors to be considered to frame an effective reward policy to motivate global managers. According to this article, reward strategy and reward philosophy need to be considered together with business strategy for alignment purpose. As per this article, the dimensions that need to be considered while linking rewards with performance are use of variable pay, promotion, public recognition of achievement, team rewards and individual rewards. Companies should be clear about what is expected of managers regarding promotions and the authors discuss examples from different regions of the world. Consistent policies for all aspects of the reward system are very important. These include promotion opportunities, recognition, pay and benefits. Recognition schemes that go beyond the standard performance and reward disciplines are very effective motivators and should form part of a well-balanced reward environment.