The cultural dimension of international business

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Abstract

International business endeavors require people to communicate across cultural and national boundaries. For the past 20 years scholars have explored the ways in which culture influences work habits and values, communication styles, and business practices. Along with the trend toward a global economy, there is today a greater recognition among specialists that cultural differences affect all facets of international business. Because of this, librarians serving practitioners and scholars of international business are challenged to provide information aimed at making the business professional more productive in culturally diverse environments. Provides a brief overview of the topic of cultural diversity in business literature. Follows this with an extensive bibliography of current English-language works offering theoretical and applied approaches to this theme. Includes an annotated list of organizations involved in the cultural aspects of international business.

As commerce becomes more global, greater numbers of people are conducting business across national and cultural boundaries. Culture-clash will continue to vex all aspects of international business as a result of this phenomenon. Culture colors people's sense of identity and their perceptions of others. Differences in management style and organizational behavior can often be traced back to cultural influences. Cultural miscommunication is costly. Such communication can be intimate, such as the interaction between two coworkers, or can take place in a more public arena, such as in an advertising campaign. With the increased recognition that culture affects all facets of international industry comes the challenge for librarians to provide information that will enable business professionals to operate successfully in culturally-diverse environments.

Cultural diversity in business literature

Examples abound in college textbooks of cultural mistakes made in business. Even the brand-name giant Coca-Cola, now recognized throughout the world, was marketed incorrectly in the 1920s when the Chinese characters that sounded like the word Coke translated as "bite the wax tadpole" (Terpstra, 1991). While social scientists have been examining the relationship between culture and behavior for almost a century, business researchers have been exploring the complexities of cultural diversity as they relate to business for the past 20 years. A wealth of marketing and management literature now exists which addresses the concept of cultural diversity in the workplace and much of it can be traced to the globalization of business.

Influential authors such as Geert Hofstede in his book *Cultures Consequences: International Differences in Work-related Values,* published in 1980, recognizes culture as the defining force in understanding work habits. Today, researchers have taken the lead from authors like Hofstede and have constructed theoretical models for examining cultural differences between diverse groups. In recent years, some, like the diversity expert Fons Trompenaars, have criticized the bulk of this literature as written from a narrow viewpoint (Hall, 1995). Trompenaars questions what he views as the trend of management to enforce a type of Anglo-Saxon culture in

international business practices. He stresses the importance of meshing the best qualities of teamwork-focused collective cultures with creativity-based individualistic societies to utilize the skills of a diverse workforce (Trompenaars, 1994).

Adding to the large body of theoretical writings on multiculturalism, are case studies examining real-life situations, affording the professional practical advice. Many companies are presently exploring creative ways of managing across cultural boundaries and are sharing their experiences. One study of Japanese employees stationed in Germany found that the Japanese reluctance to say "no" directly, due to cultural rules of politeness, translates as evasiveness for the German coworkers. Conversely, the German tendency for precision is often perceived as bluntness and rudeness by the Japanese (Lincoln, 1995). The same study questions the practice of placing Japanese workers and their families stationed in Germany in a self-contained community where Japanese is spoken, stores and restaurants offer Japanese cuisine, and the school provides the traditional Japanese education:

> Insulated from real exposure to German society beyond their encounters in the firm, the average expatriate Japanese learns far less from his German tour of duty than he otherwise might, even though the benefits of a globalizing experience were probably a factor in the parent company's decision to despatch him abroad in the first place (Lincoln, 1995).

Another theme throughout the literature is the tendency of Americans to be monolingual. In a world where most well-educated professionals are conversant in at least two languages, this tendency is perceived by non-English speaking peoples as an air of superiority. Until recently the majority of Americans doing business with diverse cultures have not been motivated to learn a second language because English was widely considered the language of business. But in the modern global marketplace, English is losing dominance. Many diversity experts are warning English-speaking business professionals to learn languages. These warnings are often accompanied with successful examples of programs that have aided professionals in bridging cultural gaps. The US-based 3M, which earns $7 billion in annual sales overseas, has been at

the forefront of language instruction by sponsoring an in-house Language Society that provides linguistic and cultural support for 3M employees. The program has proven so successful that the French firm Bull has used the 3M model to introduce foreign language activities to prepare employees to compete in the global marketplace (Freivalds, 1995).

The need for more cultural awareness

The prevalence of writings on cultural themes from the business perspective is in response to the great demand among professionals for information that will assist them in conducting business successfully in diverse environments. As the move toward the globalization of business continues, companies are establishing operations in overseas countries and markets. Such practices are challenging employees who find themselves suddenly transferred to countries where they are ignorant of the language and culture. Relocation is but one challenge testing US managers. Video conferencing and the Internet make communication, and the opportunity for miscommunication, easier. Employees who are sensitive to cultural differences in business practices are essential to the success of firms involved in international commerce. Flexibility is key. Trainers working for a large US electronics firm were charged with facilitating at 500 separate team meetings in 41 countries. Originally the company's plan was to have all meetings conducted in English. But the trainers working with the French teams quickly observed:

> From the French team's point of view, this program easily could have been perceived as a Yank assault on their French-ness, and it was imperative to do everything possible to avoid that impression. We quickly realized that the *instruct in English* [author's emphasis] guidelines had to be more than stretched. We decided that presenting the training in French was crucial to the program's credibility (Hatch, 1995).

These trainers' sensitivity to the French team's point of view, and their willingness to change, are qualities essential to any multicultural business undertaking. In spite of the fact that many Americans write about the cultural dimension of international business, the USA lags behind other countries in terms of cultural awareness.

About 68 percent of US companies doing business abroad have no multicultural training programs (Petrick and Russell-Robles, 1992). Subsequently there is a failure rate of 30 percent for US expatriate managers. This compares with the 10 percent failure rate among their Japanese counterparts, many of whom have had some type of cultural training (Petrick and Russell-Robles, 1992). Clearly there is a need for a more aggressive response on the part of US businesses to address the problems associated with a cross-culturally naïve workforce.

Bibliography

This bibliography consists of select books on multicultural themes related to business. It is primarily intended for readers serving the information needs of researchers and practitioners in international business. Because many items listed apply to cultural diversity in the workplace, this bibliography can also be used to locate sources for business professionals needing cultural information on the domestic scene. Those interested in learning about other cultures or who need to travel extensively can also benefit from some of the sources cited. The list is divided into categories to make targeting specific resources easier. The section entitled "Bibliographies" lists extensive works on the cultural aspects of business. Since none of these bibliographies was published later than 1993, they can assist the reader in locating older books and material beyond the scope of this present work. The sections "Multiculturalism" and "Communication" contain sources dealing with broad issues such as language, culture, and society. Books related to specific fields of study are cited in the "Marketing," "Management," and "Human resource management" sections. The "Training" segment lists guides and workbooks for the professional involved in educating the diverse workforce. The "Etiquette" and "Relocation" portions include books that will assist the business traveler, and those stationed abroad. Works describing the national characteristics of peoples around the world are in the "Areas studies" section which is divided into five subcategories. Also provided is a list of bilingual and polyglot business dictionaries.

The selection criteria used are:
(1) in-print English-language items published in the USA or available through US distributors,
(2) works dealing with broad concepts of cultural diversity in business,
(3) materials exploring multicultural business themes relating to specific fields of study,
(4) books explaining the culture, customs, and business practices of specific cultures, and
(5) materials published after 1990, with the exception of select core sources.

Journal citations are excluded from this bibliography. Multicultural issues associated with international business are topics prevalent in the journal literature, and are readily accessible through searching basic business online indices such as ABI Inform, PTS Prompt, and Infomat International Business which are all available on Knight-Ridder's DIALOG. Also excluded are books explaining the business practices of other countries and regions where it was felt that such practices had no bearing on cultural themes. Books on cultural themes in business are being published continuously. One publisher to monitor is the Intercultural Press in Maine. Intercultural Press publishes material on cultural diversity in business and can assist in keeping a collection of multicultural material up-to-date. Advice on publishers and other resources can often be obtained from research institutions and professional associations. Directories such as *The Encyclopedia of Associations* can help in finding such special interest groups. A select list of such organizations is included in this bibliography.

References

Freivalds, J. (1995), "Learning languages", *Communication World*, December, pp. 24-7.

Hall, K. (1995), "Worldwide vision in the workplace", *People Management*, May 18, pp. 20-5.

Hatch, E. (1995), "Cross cultural team building and training", *Journal of Quality and Participation*, March, pp. 44-9.

Lincoln, J. (1995), "Japanese companies in Germany: a case study in cross-cultural management", *Industrial Relations*, July, pp. 417-40.

Petrick, A. and Russell-Robles, L. (1992), "Challenges in the education of the contemporary United States international manager", *The International Executive*, May, pp. 251-61.

Terpstra, V. (1991), *The Cultural Environment of International Business*, Southwestern Publishing Co., Cincinnati, OH.

Trompenaars, F. (1994), *Riding the Waves of Culture: Understanding Cultural Diversity in Business*, Irwin Publishing, Burr Ridge, IL.

Recommended books

Bibliographies

Most bibliographies on international business touch either lightly, or not at all, on concepts related to culture. Listed below are sources focusing on the social and cultural aspects of conducting business in culturally-diverse environments:

Alston, J. (1992), *The Social Dimension of International Business: An Annotated Bibliography*, Bibliographies and Indexes in Economics and Economic History Series, No. 12, Greenwood Publishing Group Inc., Westport, CT.

Miller, D. (1993), *Multicultural Communications: A Bibliography*, PRSA Foundation, New York, NY.

United Nations (1992), *Transnational Corporations: A Selective Bibliography*, New York, NY.

Zeigler, L. (1992), *Film and Video Resources for International Educational Exchange*, NAFSA, Washington, DC.

Multiculturalism

The study of culture as it relates to business has emerged as a distinct study. Listed below are books written by systems, communications, and managerial experts on multiculturalism in the business world:

Brake, T., Walker, D.M. and Walker, T. (1995), *Doing Business Internationally: A Guide to Cross-cultural Success*, Irwin Professional Publishing, Burr Ridge, IL.

Brooks, K. (1995), *Cultural Diversity without Prejudice: A Guide for Critical Thinking in the 21st Century*, Amper Publishing Co., Vallejo, CA.

Corporate & International Perspectives Staff (1994), *The Culture Factor*, State Mutual Book & Periodical Service Ltd, New York, NY.

English, L. and Lynn, S. (1995), *Business across Cultures*, Addison-Wesley Publishing Company Inc., Reading, MA.

Ferrero, G. (1993), *The Cultural Dimension of International Business*, 2nd ed., Prentice-Hall, Englewood Cliffs, NJ.

Guy, V. and Mattock, J. (1994), *The International Business Book: All the Tools, Tactics, and Tips You Need for Doing Business across Cultures*, NTC Business Books, Lincolnwood, IL.

Hofstede, G. (1980), *Culture's Consequences: International Differences in Work-related Values*, Cross-cultural Research and Methodology Series, Vol. 5, Sage Publications Inc., Thousand Oaks, CA

Hofstede, G. (1992), *Cultures and Organizations: Software of the Mind, Intercultural Cooperation and Its Importance for Survival*, McGraw-Hill, New York, NY.

Lehman, C. and Moore, R. (Eds) (1992), *Multinational Culture: Social Impacts of a Global Economy, Contributions in Economics and Economic History Series*, No. 122, Greenwood Press, Westport, CT.

Maddox, R. (1993), *Cross-cultural Problems in International Business: The Role of the Cultural Integration Function*, Quorum Books, Westport, CT.

Moran, R., Braaten, D. and Walsh, J. (1994), *International Business Case Studies for the Multicultural Marketplace*, Gulf Publishing Co., Houston, TX.

O'Hara-Devereaux, M. and Johansen, R. (1994), *Globalwork: Bridging Distance, Culture and Time*, Business Management Series, Jossey-Bass, San Francisco, CA.

Storti, C. (1990), *The Art of Crossing Cultures*, Intercultural Press, Yarmouth, ME.

Terpstara, V. and David, K. (1991), *The Cultural Environment of International Business*, 3rd ed. Southwestern Publishing Co., Cincinnati, OH.

Trompenaars, F. (1994), *Riding the Waves of Culture: Understanding Diversity in Business*, Irwin Professional, Burr Ridge, IL.

Walker, D. and Forman, L. (Eds) (1995), *Doing Business Internationally: The Resource Book for Cross-cultural Success*, 2nd ed., Princeton Training Press, Princeton, NJ.

Waters, M. (1995), *Globalization*, Key Idea Series, Routledge, New York, NY.

Communication

Communication is transmitted through the spoken and written word, by electronic means, and through body language. Language and culture are inseparable. Cited below are books dealing with the interaction of peoples of diverse cultures, with particular emphasis on business:

Asante, M., Gudykunst, W. and Newmark, E. (Eds) (1989), *Handbook of International and Intercultural Communication*, Sage Publications Inc., Newbury Park, CA.

Blommaert, J. and Verschueren, J. (Eds) (1991), *The Pragmatics of Intercultural and International Communication*, 3 vols, John Benjamin North America Inc., Philadelphia, PA.

Brown, H.D. (1991), *Breaking the Language Barrier*, Forword by Paul Simon, Intercultural Press, Yarmouth, ME.

Chan-Herur, K.C. (1994), *Communicating with Customers around the World: A Quick Guide to Effective Cross-cultural Business Communication*, Customer Service Global Business Series, AuMonde International Publishing Co., San Francisco, CA.

Chaney, L. and Martin, J. (1994), *Intercultural Business Communication*, Prentice-Hall, Englewood Cliffs, NJ.

Fisher, G. (1980), *International Negotiation: A Cross-Cultural Perspective*, Intercultural Press, Yarmouth, ME.

Fisher, G. (1988), *Mindset: the Role of Culture and Perception in International Relations*, Intercultural Press, Yarmouth, ME.

Fishman, J. (Ed.) (1977), *The Spread of English: The Sociology of English as an Additional Language*, Books on Demand, Ann Arbor, MI.

Gudykunst, W. (1985), in Gudykunst, W., Stewart, L. and Ting-Toomey, S. (Eds), *Communication, Culture, and Organizational Process*, International and Intercultural Communication Series, Vol. 19. Sage, Beverly Hills, CA.

Gudykunst, W., Ting-Toomey, S. and Chua, E. (1988), *Culture and Interpersonal Communication*, Series in Interpersonal Communication, Vol. 8, Sage, Newbury Park, CA.

Handbook for Multilingual Business Writing: German, English, Spanish, French, and Italian, (1994), 2nd ed., NTC Publishing Group, Lincolnwood, IL.

Kim, Y. and Gudykunst, W. (Eds) (1988), *Theories in Intercultural Communication*, International and Intercultural Communication Series, Vol. 12, Sage, Newbury Park, CA.

Kim, Y.Y. (1988), *Communication and Cross-cultural Adaptation: An Interdisciplinary Theory*, Intercommunication Series, No. 1, Taylor & Francis, Bristol, PA.

Kuga, L. (1995), *Communicating in a Diverse Workplace: A Practical Guide to Successful Workplace Communication Techniques*, Workplace Diversity Series, Richard Chang, Irvine, CA.

Luce, L. and Smith, E. (Eds) (1986), *Toward Internationalism: Readings in Cross-cultural Communication*, 2nd ed., Heinle & Heinle Publishers Inc., Boston, MA.

Myers, S. and Filner, B. (1994), *Mediation across Cultures: A Handbook about Cultures and Conflict*, Amherst Educational Publishing, Amherst, MA.

Payne, J. and Kolmel, R. (Eds) (1990), *Babel: The Cultural and Linguistic Barriers between Nations*, Prentice-Hall, Englewood Cliffs, NJ.

Pennycook, A. (1994), *The Cultural Politics of English as an International Language*, Longman, White Plains, NY.

Richard, V. (1993), *Developing Intercultural Communication Skills*, Professional Practices in Adult Education and Human Resources Development Series, Krieger Publishing Co., Malabar, FL.

Samovar, L. and Mills, J. (1994), *Oral Communication: Speaking across Cultures*, 9th ed., Brown and Benchmarch, Madison, WI.

Samovar, L. and Porter, R. (1995), *Communication between Cultures*, 2nd ed., Wadsworth Publishing Co., Belmont, CA.

Storti, C. (1994), *Cross-cultural Dialogues: Seventy-four Brief Encounters with Cultural Differences*, Intercultural Press, Yarmouth, ME.

Ting-Toomey, S. (Ed.) (1994), *The Challenge of Facework: Cross-cultural and Interpersonal Issues*, State University of New York Press, Albany, NY.

Ting-Toomey, S. and Korzenny, F. (Eds) (1989), *Language, Communication, and Culture: Current Directions*, International and Intercultural Communication Series, Vol. 13, Sage, Newbury Park, CA.

Ting-Toomey, S. and Korzenny, F. (Eds) (1991), *Cross-cultural Interpersonal Communication*, International and Intercultural Communication Series, Vol. 15, Sage, Newbury Park, CA.

Tyler, V.L. (1987), *Intercultural Interacting*, David M. Kennedy Center for International Studies, Brigham Young University, Provo, UT.

Varenr, I. and Beamer, L. (1994), *Intercultural Communication in the Global Workplace*, Richard D. Irwin, Chicago, IL.

Weaver, G. (Ed.), *Culture, Communication and Conflict: Readings in Intercultural Relations*, Ginn Press, Needham Heights, MA.

Wiseman, R. (Ed.) (1995), *Intercultural Communication Theory*, Sage, Newbury Park, CA.

Wiseman, R. and Shuter, R. (Eds) (1994), *Communication in the Multinational Organization*, International and Intercultural Communication Series, Vol. 18, Sage, Thousand Oaks, CA.

Dictionaries

Listed below are bilingual and polyglot business dictionaries:

De Mente, B. (1991), *Japanese Business Dictionary*, C.E. Tuttle, Boston, MA.

French Dictionary of Business, Commerce, and Finance (1995), Bilingual Specialist Dictionary Series, Routledge, New York, NY.

Ghali, W. (1994), *Dictionary of Business Terms: English-Arabic*, International Book Centre Inc., Troy, MI.

Harrap's Multilingual Dictionary of Business: German-English-Spanish-French-Italian (1992), French & European Publications Inc., New York, NY.

Hartman, S. and Capela, J. (1996), *Dictionary of International Business Terms*, Barron's Educational Series Inc., Hauppauge, NY.

How to Say "Help!" in Japanese: And Other Essential Words and Phrases for Business and Everyday Life (1993), Intercultural Press Inc., Yarmouth, ME.

Hughes, A.D. (1982), *Bilingual Commercial, Accounting, and Legal Dictionary: Diccionario Bilingue, Comercial, Contable, y Legal*, French & European Publications Inc., New York, NY.

Irueste, J. (1991), *Bilingual Spanish-English, English-Spanish Economics and Business Dictionary*, French & European Publications Inc., New York, NY.

Isaacs, A. (1997), *Multilingual Commercial Dictionary*, Books on Demand, Ann Arbor, MI.

Intercultural Group Staff (1992), *Pictorial English-Japanese Dictionary*, Intercultural Group, New York, NY.

International Monetary Fund (1992), *IMF Glossary: English-French-Spanish*, UNIPUB, Washington, DC.

Mc Neir, L. (1993), *Cassell Multilingual Dictionary of Local Government and Business*, Cassell Academic, Herndon, VA. (This work covers English, French, and German.)

Presner, L. (1991), *The International Business Dictionary and Reference*, Wiley, New York, NY.

Marketing

Marketing includes product research, consumer/customer research, advertising, and public relations. The works cited below address cultural issues of marketing in the global environment:

Banks, S. (1995), *Multicultural Public Relations: A Social-Interpretive Approach*, Communicating Effectively in Multicultural Contexts Series, Vol. 4, Sage, Thousand Oaks, IL.

Caywood, C. (1995), *International Handbook of Public Relations and Corporate Communication*, Irwin Professional, Burr Ridge, IL.

Costa, J. and Bomossy, G. (Eds) (1995), *Marketing in a Multicultural World: Ethnicity, Nationalism and Cultural Identity*, Sage, Thousand Oaks, CA.

Culbertson, H. and Chen, N. (Eds) (1996), *International Public Relations: A Comparative Analysis*, LEA Communication Series, Lawrence Erlbaum Associates Inc., Mahwah, NJ.

De Mooij, M. and Keegan, W. (1994), *Advertising Worldwide: Concepts, Theories, and Practice of International, Multinational, and Global Advertising*, 2nd ed. Prentice-Hall, New York, NY.

Kunczik, M. (1996), *Images of Nations and International Public Relations*, LEA Communication Series, Lawrence Erlbaum Associates Inc., Mahwah, NJ.

Manrai, L. and Manrai, A. (1995), *Global Perspectives in Cross-cultural and Cross-national Consumer Research*, Journal of International Consumer Marketing, Vol. 8 No. 3, Haworth Press, Binghamton, NY.

Mattelart, A. (1991), *Advertising International: The Globalisation of Consumer Culture*, translated by Michael Chanan, Routledge, New York, NY.

Terpstra, V. (1993), *International Dimensions of Marketing*, 3rd ed., Southwestern Publishing Co., Cincinnati, OH.

Usunier, J.-C. (1993), *International Marketing: A Cultural Approach*, Prentice-Hall, Englewood Cliffs, NJ.

Management

Books dealing with broad concepts related to conducting business across culture are listed in this bibliography under the headings of "Multiculturalism" and "Communication." Works offering practical advice on the supervision of the culturally diverse workforce are cited below:

Adler, N. (1997), *International Dimensions of Organizational Behavior*, 3rd ed., Organizational Behavior Series, Southwestern Publishing Co., Cincinnati, OH.

Aguilar, L. and Stokes, L. (1995), *Multicultural Customer Service: Providing Outstanding Service across Cultures*, Business Skills Express Series, Irwin Professional, Burr Ridge, IL.

Black, J.S., Gregersen, H. and Mendenhall, M. (1997), *Global Assignments: Successfully Expatriating and Repatriating International Managers*, Jossey-Bass, San Francisco, CA.

Choi, C.J. and Kelemen, M. (1995), *Generic Cultural Competencies: Co-operative Approaches to International Business Strategy*, Ashgate Publishing Co., Brookfield, VT.

Elashmawi, F. and Harris, P. (1993), *Multicultural Management: New Skills for Global Success*, Managing Cultural Differences Series, Gulf Publishing, Houston, TX.

Fatehi, K. (1995), *International Management: A Cross-cultural and Functional Perspective*, Prentice-Hall, Upper Saddle River, NJ.

Ghoshal, S. and Westney, E. (Eds) (1993), *Organizational Theory and the Multinational Corporation*, St Martin's Press Inc., New York, NY.

Goodman, M. (1995), *Working in a Global Environment: Understanding, Communicating and Managing Transnationally*, Engineer's Guide to Business Series, Vol. 8., Institute of Electrical and Electronics Engineers Inc., Piscataway, NJ.

Griggs, L. and Louw, L.-L. (1994), *Valuing Diversity: New Tools for a New Reality*, McGraw-Hill, New York, NY.

Harris, P. and Moran, R. (1996), *Managing Cultural Differences*, 4th ed., Gulf Publishing, Houston, TX.

Hoecklin, L. (1995), *Managing Cultural Differences: Strategies for Competitive Advantages*, The EIU Series, Addison-Wesley, Reading, MA.

Jackson, T. (1993), *Organizational Behavior in International Management*, Contemporary Business Series, Butterworth-Heinemann, Newton, MA.

Lane, H. and DiStefano, J. (1992), *International Management Behavior: From Policy to Practice*, 2nd ed., Southwestern Publishing Co., Cincinnati, OH.

Lewis, R. (1996), *When Cultures Collide: Managing Successfully across Cultures*, Atrium Publishers Group, Santa Rosa, CA.

Mead, R. (1994), *International Management: Cross-cultural Dimensions*, Blackwell Publishers, Cambridge, MA.

Moran, R. and Reisenberger, J. (1995), *The Global Challenge: Building the New Worldwide Enterprise*, McGraw-Hill, New York, NY.

Myers, S. (1995), *Team-building for Diverse Work Groups: A Practical Guide to High-performance and Diverse Teams*, Workplace Diversity Series, Richard Chang Associates Inc., Irvine, CA.

Phatak, A. (1995), *International Dimensions of Management*, 4th ed., Southwestern Publishing Co., Cincinnati, OH.

Pucik, V., Tichy, N. and Barnett, C. (Eds) (1992), *Globalizing Management: Creating & Leading the Competitive Organization*, Wiley, New York, NY.

Rodrigues, C. (1996), *International Management: A Cultural Approach*, West Publishing Co., St Paul, MN.

Seelye, H.N. and Seelye-James, A. (1994), in Knudsen, A. (Ed.), *Culture Clash: Managing in a Multicultural World*, NTC Business Books, Lincolnwood, IL.

Simons, G., Vazques, C. and Harris, P. (1993), *Transcultural Leadership: Empowering the Diverse Workforce*, Managing Cultural Differences Series, Gulf Publishing, Houston, TX.

Whiteley, A. (Ed.) (1996), *The Teaching of Organizational Behavior across Disciplines and National Boundaries: A Role for Information Technology*, Haworth Press, Binghamton, NY.

Young, S. and Nie, W. (1996), *Managing Global Operations: Cultural & Technical Success Factors*, Greenwood Publishing, Westport, CT.

Human resource management

This section contains references to books dealing with personnel issues in international business. Some case studies are listed, along with practical guides:

Ahmed, E. (Ed.) (1993), *Economic Growth and Human Resource Development in an Islamic Perspective: Proceedings of the Fourth International Islamic Economic Seminar, 1992*, Islamization of Knowledge Series, No. 15, International Institute of Islamic Thought, Herndon, VA.

Brewster, C. and Hegewisch, A. (Eds) (1994), *Policy and Practice in European Human Resource Management: The Price Waterhouse Cranfield Survey*, Routledge, New York, NY.

Brewster, C. and Tyson, S. (1991), *International Comparisons in Human Resource Management*, Trans-Atlantic Publications Inc., Philadelphia, PA.

Brewster, C. *et al.* (1992), *The European Human Resource Management Guide*, Academic Press Inc., San Diego, CA.

Briscoe, D. (1995), *International Human Resource Management*, Prentice-Hall, Englewood Cliffs, NJ.

Cyr, D. (1995), *The Human Resource Challenge of International Joint Ventures*, Quorum Books, Westport, CT.

Dowling, P. (1997), *International Dimensions of Human Resource Management*, 3rd ed., Human Resource Management Series, Southwestern Publishing Co., Cincinnati, OH.

Eaton, J. (1996), *Globalization in Action: Human Resource Management in the International Airline Industry*, Ashgate Publishing, Brookfield, VT.

Flamholtz, E. and Das, T.K. (Eds) (1985), *Human Resource Management and Productivity, State of the Art and Future Prospects: International Perspectives*, Monograph and Research Series, University of California Institute of Industrial Relations, Los Angeles, CA.

Harzing, A.-W. and van Ruysseveldt, J. (Eds) (1995), *International Human Resource Management: An Integrated Approach*, Sage, Thousand Oaks, CA.

Hendry, C. (1993), *Human Resource Strategies for International Growth*, Analytical Management Series, Routledge, New York, NY.

Hollinshead, G. and Leat, M. (1995), *Human Resource Management: An International and Comparative Perspective*, Trans-Atlantic Publications, Philadelphia, PA.

Marquardt, M. and Engel, D. (1992), *Global Human Resource Development*, Human Resource Development Series, Prentice-Hall, Englewood Cliffs, NJ.

Mendenhall, M. and Oddou, G. (Eds) (1995), *Readings and Cases in International Human Resource Management*, 2nd ed., Southwestern Publishing Co., Cincinnnati, OH.

Moran, R., Harris, P. and Stripp, W. (1993), *Developing the Global Organization Strategies for Human Resource Professionals*, Gulf Publishing, Houston, TX.

Pieper, R. (Ed.) (1990), *Human Resource Management: An International Comparison*, Studies in Organization Series, No. 26, Walter De Gruyter, Hawthorne, NY.

Shenkar, O. (Ed.) (1994), *Global Perspectives of Human Resource Management: Collected Readings*, Prentice-Hall, Englewood Cliffs, NJ.

Torbiorn, I. (1982), *Living Abroad: Personal Adjustment and Personnel Policy in the Overseas Setting*, Wiley Series on Studies in Occupational Stress, Books on Demand, Ann Arbor, MI.

Torrington, D. (1994), *International Human Resource Management: Think Globally, Act Locally*, Prentice-Hall, Englewood Cliffs, NJ.

Training

Trainers of culturally diverse groups need lesson plans, classroom techniques, and workbooks on cross-cultural communication, and cultural sensitivity and awareness. Listed below are multicultural guides for trainers:

Banks, G. (1994), *The Human Diversity Workshop*, 2 vols, Human Resource Development Press, Amherst, MA.

Brake, T. and Walker, D. (1994), in Piispanen-Krabbe, T. (Ed.), *Doing Business Internationally: The Workbook to Cross-cultural Success*, Princeton Training Press, Princeton, NJ.

Brislin, R. and Yoshida, T. (1994), *Intercultural Communication Training: An Introduction*, Communicating Effectively in Multicultural Contexts Series, Vol. 2, Sage, Thousand Oaks, CA.

Fowler, S. and Mumford, M. (Eds) (1995), *Intercultural Sourcebook: Cross-cultural Training Methods*, 2nd ed., Intercultural Press, Yarmouth, ME.

Goghenour, T. (Ed.) (1993), *Beyond Experience: The Experimental Approach to Cross-cultural Education*, 2nd ed., Intercultural Press, Yarmouth, ME.

Hess, J.D. (1994), *The Whole World Guide to Culture Learning*, Intercultural Press, Yarmouth, ME.

Kohls, L.R. and Brussow, H. (1995), *Training Know-how for Cross-cultural and Diversity Trainers*, Adult Learning Systems, Dallas, TX.

Kohls, L.R. and Knight, J. (1994), *Developing Intercultural Awareness: A Cross-cultural Training Handbook*, 2nd ed., Intercultural Press, Yarmouth, ME.

Landis, D. and Bhagat, R. (Eds) (1996), *Handbook of Intercultural Training*, 2nd ed., Sage, Thousand Oaks, CA.

Marshall, T. (1990), *The Whole World Guide to Language Learning*, Intercultural Press, Yarmouth, ME.

Myers, S. and Lambert, J. (1994), *Activities for Diversity Training*, Amherst Educational Publishing, Amherst, MA.

Myers, S. and Lambert, J. (1994), *Diversity Icebreakers: A Guide for Diversity Training*, Amherst Educational Publishing, Amherst, MA.

Myers, S. and Lambert, J. (1995), *Customer Relations and the Diversity Challenge: A Trainer's Guide*, Amherst Educational Publishing, Amherst, MA.

Paige, M. (Ed.) (1993), *Education for the Intercultural Experience*, Intercultural Press, Yarmouth, ME.

Seelye, H.N. (Ed.) (1996), *Experimental Activities for Intercultural Learning*, Intercultural Press, Yarmouth, ME.

Training Management Corporation Staff (1996), *Doing Business Internationally: The Resource Book to Cross-cultural Success*, Princeton Training Press, Princeton, NJ.

Weeks, W., Pedersen, P. and Brislin, R. (1985), *A Manual of Structured Experiences for Cross-cultural Learning*, Intercultural Press, Yarmouth, ME.

Etiquette

Listed here are sources dealing exclusively with the etiquette of different countries and cultures. Books on etiquette that are specific to countries or regions are listed under "Area studies" below:

Axtell, R. (1990), *The Do's and Taboos of Hosting International Visitors*, John Wiley, New York, NY.

Axtell, R. (1991), *Gestures: The Do's and Taboos of Body Language around the World*, John Wiley, New York, NY.

Axtell, R. (Ed.) (1993), *Do's and Taboos around the World*, John Wiley, New York, NY.

Axtell, R. (1995), *Do's and Taboos of Using English around the World*, John Wiley, New York, NY.

Foster, D.A. (1995), *Bargaining across Borders: How to Conduct Business Successfully Anywhere in the World*, McGraw-Hill, New York, NY.

Morrison, T., Borden, G. and Conaway, W. (1994), *Kiss, Bow, or Shake Hands: How to Do Business in Sixty Countries*, B. Adams Publishing, Holbrook, MA.

Snowdon, S. (1996), *Snowdon's Official International Protocols: The Definitive Guide to Business and Social Customs of the World*, Irwin Professional, Burr Ridge, IL.

Relocation

Listed here are relocation guides and travel guides for the business traveler. Vacation guides are excluded. For additional information on business travel in specific counties or regions refer to "Area studies" below:

Albright, S., Chu, A. and Austin, L. (1992), *Moving and Living Abroad*, Hippocrene Books, New York, NY.

Buckley, P. and Mucchielli, J.-L. (Eds) (1996), *Multinational Firms and International Relocation*, New Horizons in International Business Series, Ashgate Publishing, Brookfield, VT.

Craighead's International Business Travel and Relocation Guide to Eighty-one Countries, 1994-1995, 7th ed., 2 vols (1995), International Business Travel Relocation Series, Gale Research Inc., Detroit, MI.

Coyle, W. and Shortland, S. (1992), *International Relocation*, Butterworth-Heinemann, Newton, MA.

De Kieffer, D. (1992), *The International Business Traveler's Companion*, Intercultural Press, Yarmouth, ME.

Kalb, R. and Welch, P. (1992), *Moving Your Family Overseas*, Intercultural Press, Yarmouth, ME.

Kohls, L.R. (1996), *Survival Kit for Overseas Living for Americans Planning to Live and Work Abroad*, 3rd ed., Intercultural Press, Yarmouth, ME.

Lanier, A. and Gay, C. (1996), *Living in the USA*, 5th ed., Intercultural Press, Yarmouth, ME.

Munton, A. *et al.* (1993), *Job Relocation: Managing People on the Move*, John Wiley, New York, NY.

Osland, J. (1995), *The Adventure of Working Abroad: Hero Tales from the Global Frontier*, Management Series, Jossey-Bass, San Francisco, CA.

Piet-Pelon, N. and Hornby, B. (1992), *Women's Guide to Overseas Living*, 2nd ed., Intercultural Press, Yarmouth, ME.

Roman, B. (1992), in Brisco, P. (Ed.), *Moving minus Mishaps: A Practical Guide for Successful Family Relocation Including Foreign and Domestic Moves*, Anchor Publishing, Hellertown, PA.

Roman, B. (1993), in Lawson, C. (Ed.), *When in Rome: Living and Working in a Foreign Country*, Personal and Professional Management Series, Anchor Publishing, Hellertown, PA.

Strand, D. and Tracy, J. (Eds), *Multinational Executive Travel Companion*, 23rd ed., Multinational Executive Travel Companion Series, Suburban Publishing of Connecticut, Stamford, CT.

Area studies

This section lists sources explaining the social life, customs, etiquette, and national characteristics of peoples of specific regions or countries. Although some information focuses on business travel, travel guides for the holiday-maker are excluded:

Australia

Renwick, G. (1991), in Smart, R. and Henderson, D. (Rev.), *A Fair Go for All: Australian-American Interactions*, InterAct Series, Intercultural Press, Yarmouth, ME.

The Middle East and Africa

Devine, E. (1991), *The Traveler's Guide to Middle Eastern and North African Customs and Manners*, St Martin's Press, New York, NY.

Kleffner N.M. (1987), *Understanding Arabs: A Guide for Westerners*, InterAct Series, Intercultural Press, Yarmouth, ME.

Shahar, L. and Kurz, D. (1995), *Border Crossing: American Interactions with Israelis*, InterAct Series, Intercultural Press, Yarmouth, ME.

Europe

Braganti, N. and Devine, E. (1992), *European Customs and Manners*, rev. ed., Meadowbrook Press, Deephaven, MN.

Broome, B. (1996), *Exploring the Greek Mosaic: A Guide to Communication in Greece*, InterAct Series, Intercultural Press, Yarmouth, ME.

Bruton, K. (1994), *The Business Culture in Spain*, Butterworth-Heinemann, Newton, MA.

Carroll, R. (1990), in Volk, C. (Translator), *Cultural Misunderstandings: The French-American Experience*, University of Chicago Press, Chicago, IL.

Costantino, M. and Gambella, L. (1995), *The Italian Way: Aspects of Behavior, Attitudes, and Customs of the Italians*, NTC Publishing Group, Lincolnwood, IL.

Critchfield, R. (1991), *American Looks at Britain*, Doubleday and Company, New York, NY.

Donaldson, L. and Wilson, D. (1995), *Russian Etiquette and Ethics in Business*, Etiquette and Ethics Series, NTC Business Books, Lincolnwood, IL.

Gordon, C. (1996), *The Business Culture in France*, Butterworth-Heinemann, Newton, MA.

Hall, E. and Reed-Hall, M. (1989), *Understanding Cultural Differences: Germans, French, and Americans*, Intercultural Press, Yarmouth, ME.

Hill, R. (1994), *EuroManagers and Martians: The Business Culture of Europe's Trading Nations*, Europublications, Brussels.

Hill, R. (1995), *We Europeans*, 4th ed., Europublications, Brussels.

Kenna, P. and Lacy, S. (1994), *Business Spain: A Practical Guide to Understanding Spanish Business Culture*, NTC Business Books, Lincolnwood, IL.

Mole, J. (1991), *When in Rome…: A Business Guide to Cultures and Customs in 12 European Nations*, AMACOM, New York, NY.

Mole, J. (1996), *Mind Your Manners: Managing Business Cultures in Europe*, Nicholas Brealey, London.

Randlesome, C. (1994), *The Business Culture in Germany*, Butterworth-Heinemann, Newton, MA.

Richmond, Y. (Ed.) (1993), in Brierley, B., Bruton, K., Gordon, C. and King, P. (Contributors), *Business Cultures in Europe*, 2nd ed., Butterworth-Heinemann, Newton, MA.

Richmond, Y. (1995), *From Da to Yes: Understanding the East Europeans*, InterAct Series, Intercultural Press, Yarmouth, ME.

Richmond, Y. (1996), *From Nyet to Da: Understanding the Russians*, InterAct Series, rev. ed., Intercultural Press, Yarmouth, ME.

Snowdon, S. (1996), *Snowdon's Global International Protocols: Europe*, Irwin Professional, Burr Ridge, IL.

Steele, R. (1995), *The French Way: Aspects of Behavior, Attitudes, and Customs of the French*, NTC Publishing Group, Lincolnwood, IL.

Wattley Ames, H. (1992), *Spain Is Different*, InterAct Series, Intercultural Press, Yarmouth, ME.

The Americas

Althen, G. (1988), *American Ways: A Guide for Foreigners in the United States*, Intercultural Press, Yarmouth, ME.

Condon, J. (1985), *Good Neighbors: Communicating with the Mexicans*, InterAct Series, Intercultural Press, Yarmouth, ME.

Hutchinson, W., Pozanski, C. and Todt-Stockman, L. (1987), *Living in Columbia: A Guide for Foreigners*, Intercultural Press, Yarmouth, ME.

Kras, E. (1995), *Management in Two Cultures: Bridging the Gap Between US and Mexican Managers*, rev. ed., Intercultrual Press, Yarmouth, ME.

Leppert, P. (1996), *Doing Business with Mexico*, Global Business Series, Jain Publishing, Fremont, CA.

Smith, A. (1994), *Canada: An American Nation? Essays on Continentalism, Identity, and the Canadian Frame of Mind*, McGill-Queen's University Press, Montreal.

Snowdon, S. (1996), *Snowdon's Global Protocols: The Americas*, Irwin Professional, Burr Ridge, IL.

Stewart, E. and Bennett, M. (1991), *American Cultural Patterns: A Cross-cultural Perspective*, Intercultural Press, Yarmouth, ME.

Wallach, J. and Metcalf, G. (1995), *Working with Americans: Practical Guide for Asians on How to Succeed with US Managers*, McGraw-Hill, New York, NY.

Asia and the Pacific

Abecasis-Phillips, J. (1994), *Doing Business with the Japanese*, NTC Business Books, Lincolnwood, IL.

Bacarr, J. (1994), *How to Succeed in a Japanese Company: Strategies for Bridging the Business and Cultural Gap*, Carol Publishing Group, New York, NY.

Barnlund, D. (1975), *Public and Private Self in Japan and the United States: Communicative Styles of Two Cultures*, Intercultural Press, Yarmouth, ME.

Bucknall, K. (1994), *Cultural Guide to Doing Business in China*, Butterworth-Heinemann, Newton, MA.

Chu, C. (1991), *Asian Mind Game: Unlocking the Hidden Agenda of the Asian Business Culture: A Westerner's Survival Manual*, rev. ed. of *The Chinese Mind Game*, Macmillan International, New York, NY.

Condon, J. (1984), *With Respect to the Japanese: A Guide for Americans*, InterAct Series, Intercultural Press, Yarmouth, ME.

De Mente, B. (1992), *Korean Etiquette and Ethics in Business*, Etiquette and Ethics Series, NTC Publishing Group, Lincolnwood, IL.

De Mente, B. (1993), *Chinese Etiquette and Ethics in Business*, Etiquette and Ethics Series, NTC Business Books, Lincolnwood, IL.

De Mente, B. (1994), *Behind the Japanese Bow: An In-depth Guide to Understanding and Predicting Japanese Behavior*, Passport Books, Lincolnwood, IL.

De Mente, B. (1994), *How to do Business with the Japanese: A Complete Guide to Japanese Custom and Business Practices*, 2nd ed., NTC Business Books, Lincolnwood, IL.

De Mente, B. (1994), *Japanese Etiquette and Ethics in Business*, 6th ed., NTC Business Books, Lincolnwood, IL.

Dunung, S. (1995), *Doing Business in Asia: The Complete Guide*, Free Press, New York, NY.

Durlabhji, S. and Marks, N. (Eds) (1993), *Japanese Business: Cultural Perspectives*, State University of New York Press, Albany, NY.

Engholm, C. (1991), *When Business East Meets Business West: The Pacific Rim Guide to Practice and Protocol*, John Wiley & Sons, New York, NY.

Engholm, C. (1994), *Doing Business in Asia's Booming "China Triangle"*, Prentice-Hall, Englewood Cliffs, NJ.

Engholm, C. (1995), *Doing Business in the New Vietnam: For Investors, Marketers, and Entrepreneurs*, Prentice-Hall, Englewood Cliffs, NJ.

Fieg, J.P. (1989), in Mortlock, E. (Rev.), *A Common Core: Thais and Americans*, InterAct Series, Intercultural Press, Yarmouth, ME.

Gerick, P. (1992), *On Track with the Japanese: A Case by Case Approach to Building Successful Relationships*, Kodansha America, New York, NY.

Gochenour, T. (1990), *Considering Filipinos*, InterAct Series, Intercultural Press, Yarmouth, ME.

Goldman, A. (1994), *Doing Business with the Japanese: A Guide to Successful Communication, Management, and Diplomacy*, SUNY Series in Speech Communication, State University of New York Press, Albany, NY.

Gudykunst, W. and Nishida, T. (1994), *Bridging Japanese-North American Differences*, Communicating Effectively in Multicultural Contexts Series, Vol. 1, Sage, Thousand Oaks, CA.

Hendry, J. (1993), *Wrapping Culture: Politeness, Presentation, and Power in Japan and Other Societies*, Clarendon Press, Oxford.

Lasserre, P. and Schutte, H. (1996), *Strategies for Asia Pacific*, New York University Press, New York, NY.

Leppert, P. (1994), *Doing Business with China*, Global Business Series, Jain Publishing, Fremont, CA.

Leppert, P. (1996), *Doing Business with Korea*, Global Business Series, Jain Publishing, Fremont, CA.

Leppert, P. (1996), *Doing Business with Singapore*, Global Business Series, Jain Publishing, Fremont, CA.

Leppert, P. (1996), *Doing Business with Taiwan*, Global Business Series, Jain Publishing, Fremont, CA.

Leppert, P. (1996), *Doing Business with Thailand*, Global Business Series, Jain Publishing, Fremont, CA.

March, R. (1996), *Reading the Japanese Mind: The Realities Behind Their Thoughts and Actions*, Kodansha America, New York, NY.

Snowdon, S. (1996), *Snowdon's Global International Protocols: Asia-Pacific Rim*, Irwin Professional, Burr Ridge, IL.

Wenshong, H. and Grove, C. (1991), *Encountering the Chinese: A Guide for Americans*, InterAct Series, Intercultural Press, Yarmouth, ME.

Wong, A.M. (1993), *Target the US-Asian Market: A Practical Guide to Doing Business*, Pacific Heritage Books, Palos Verdes, CA.

Select list of associations, research institutions, and services

This is a select list of organizations involved with business and culture. This list is by no means exhaustive. The institutions below are examples of some of the many organizations studying the cultural aspects of business relations and practice:

AMA International, 135 West 50th Street, New York, NY 10020. Tel: (212) 586 8100
AMA International is the overseas division of the American Management Association, and seeks to develop AMA services in the international business community. AMA International also organizes courses and in-company educational programs.

Bowling Green State University, Management Center, Business Administration Building, Bowling Green, OH 43403. Tel: (419) 372 2807
This institution conducts research, consulting and management development programs in a wide variety of business-related disciplines including strategic planning, organizational development, and international business.

Business Council for International Understanding, 420 Lexington Avenue, New York, NY 10170. Tel: (212) 490 0460
The Business Council for International Understanding works with US and foreign governments in arranging briefings with US industry executives. The council also conducts seminars for personnel who are assigned abroad as well as home-based personnel with responsibilities in their companies' international affairs. Provides intensive study courses and special cross-cultural programs, and maintains comprehensive company and country research documentation.

CDS International, 330 7th Avenue, 19th floor, New York, NY 10001-5010. Tel: (212) 760 1400
Formerly the Carl Duisberg Society, the CDS sponsors work training and educational exchange programs for business personnel and others, including students from the USA and the Federal Republic of Germany. CDS also serves as the national supervising agency for the United Nations Industrial Development Organization.

Centre on Transnational Corporations, United Nations DC2, New York, NY 10017-1220. Tel: (212) 963 3176
A unit of the United Nations, the CTC researches international arrangements and agreements relating to transnational corporations, including codes of conduct, negotiations, and political, social, and cultural impacts of transnational corporations on host developing countries.

Chartered Institute of Marketing, Moor Hall, Cookham, Maidenhead, Berkshire SL6 9QH, England. Tel: 01628 524922
Membership in the Institute comprises marketing executives from 20 countries. This organization seeks to increase knowledge of the principles

and practices of marketing, operates a speakers' register, and conducts research.

Delphi International Group, 1090 Vermont Avenue NW, 7th floor, Washington, DC 20005. Tel: (202) 898 0950
Delphi is an umbrella group for organizations involved in facilitating international business and development, offering education, training, exchanges, and observation study programs for US and foreign government agencies, companies, and institutions.

East-West Center, Pacific Islands Development Program, 1777 East-West Road, Honolulu, HI 96848. Tel: (808) 944 7724
Designed to promote mutual understanding and better relations between the USA and Asian and Pacific peoples, the program operates the Cultural and Social Issues in Development Project to study cultural values and work ethics.

European International Business Association, c/o European Institute for Advanced Studies in Management, 13 rue d'Egmont, B-1050 Brussels, Belgium. Tel: 2 5119116
Members in the association are individuals and associations involved in international business. This organization serves as an information clearinghouse for research of international business.

Foundation for International Economic Policy, 25 North Brentwood Avenue, St Louis, MO 63105. Tel: (314) 721 5194
The Foundation promotes the understanding of international business and cultures through business and educational activities and is currently developing a trade expansion center in Tokyo, Japan.

Indiana University, Bloomington, Center for Latin American and Caribbean Studies, 313 North Jordon Avenue, Bloomington, IN 47405. Tel: (812) 855 9097
Research activities at the center focus on interdisciplinary studies of Latin American and Caribbean countries including the study of international business. The center holds seminars on aspects of Latin American life and culture, and maintains a Latin American research collection.

International Advertising Association, 342 Madison Avenue, 20th floor, Suite 2000, New York, NY 10017. Tel: (212) 557 1133
The Association is made up of individuals from 71 countries engaged in advertising or marketing. This group conducts research on issues related to advertising around the world.

International Association of Business Communicators, 1 Hallidie Plaza, Suite 600, San Francisco, CA 94102. Tel: (415) 433 3400
Members of this group are communication managers, public relations directors, and others in the public relations and organizational communications field. This association conducts research in the field of communications.

International Communications Association, 12750 Merit Drive, Suite 710 LB-89, Dallas, TX 75251. Tel: (214) 233 4889
The International Communications Association seeks to exchange ideas and experiences in the communications field. This association conducts research and study programs.

International Marketing Federation, c/o ADETEM, 221 rue La Fayette, F-75010, Paris, France. Tel: 1 40389710
The Federation's membership is made up of marketing executives from 22 countries. Its objectives are to study the practices of marketing and to provide for the international exchange of marketing information and documentation.

International Studies Association, Brigham Young University, David M. Kennedy Center, 216 HRCB, Provo, UT 84602. Tel: (801) 378 5459
Members in this group are scholars specializing in international affairs and cross-cultural studies. The association holds conferences and conducts workshops.

Management Professionals Association, PO Box 1445, Madras 600 017, Tamil Nadu, India. Tel: 44 440677
Individuals in 161 countries working in management belong to this group which encourages members to exchange and pool information. The association facilitates personal contacts among members and operates a speaker's bureau.

National MultiCultural Institute, 3000 Connecticut Avenue NW, No. 438, Washington, DC 20008. Tel: (202) 483 0700
The Institute encourages understanding and communication among peoples of differing backgrounds and provides multicultural training for organizations working with diverse groups.

United States Council for International Business, 1212 Avenue of the Americas, 21st floor, New York, NY 10036. Tel: (212) 354 4480
The Council serves as the US National Committee of the International Chamber of Commerce and enables multicultural enterprises to operate effectively by representing their interests to intergovernmental and governmental bodies.

University of Missouri-St Louis, Center for International Studies, 8001 Natural Bridge Road, St Louis, MO 63121 4499. Tel: (314) 553 5755
Specializing in international politics, foreign policy, and intercultural education, the Center designs and coordinates programs, research projects and courses in East Asian, European, North American, Latin American, and African studies.

University of Pittsburgh, University Center for International Studies, 4G01 Forbes Quadrangle, Pittsburgh, PA 15260. Tel: (412) 648 7374
The Center initiates and sponsors international research and seeks funding for international research programs dealing with Latin America, Russia, East Europe, Asia, and Western Europe. Research in the International Business Center focuses on the relationship between corporate strategies, decision making, and governmental policies across nations.

World Trade Center of New Orleans, 2 Canal Street, Suite 2900, New Orleans, LA 70130. Tel: (504) 529 1601
Multinational membership in this group sponsors trade and cultural programs. The center maintains a library of 10,000 volumes on world trade and international affairs.