

Index

- Accountability, 102
- Acculturation, 139
- Actually existing socialism, 48
- Administrative heritage in Russia, 5–7
- ALAEA, 158–159
- Ambiguity, 67
- American expat in Poland, 87
- Arbitrary, 12–14
- Arranged*, 160
- Artificial intelligence, urgency of
 - meeting ourselves in face of, 151–152
- Attributes, 2
- Automotive electronics, 23
- Automotive industry, 30
- Autonomy, need for, 58–59

- Backsourcing, 165–166
- Balanced integration process, 137
- Boundaries
 - of Central Europe, 77–78
 - culture and, 76
- Bribery, 97
- Business ethics
 - national culture and, 97–99
 - organizational culture and, 99–101
 - professional culture and, 101–103
- Businesses, 76

- Caiazza, Rosa, 4
- Captive (in-house) offshoring,
 - 165–166
- Cartwright, Chris, 3
- Central and Eastern Countries (*see also* Global leadership in Eastern and Central Europe),
 - 47–51
 - cultural point of view, 59–60
 - economic factor, 51–54, 60–61
 - erosion of trust, 54–55
 - future, 59
 - migration and foreigners, 57–58
 - religion, 55–57
 - resistance against elite, 58–59
- Central and Eastern Europe (CEE),
 - 2, 164
 - data collection, 168–169
 - discussion, 169–175
 - results of exploratory survey, 170–174
 - service delivery organizations, 4
 - theoretical background, 165–168
- Central Europe, 76
- Centralization of power, 105
- Change, 80
- Clustering countries by combining Hofstede's dimensions,
 - 50–51
- Code of conduct, 104
- Codes of ethics, 99–100, 104
- Cognitive bias, 130–131, 132, 132
- Collaboration, 167–168
- Collectivism, 36, 56–57, 105
- Command, 14
- Community members in specific programmes, 117
- Competition, 96
- Complexity, 67
- Confidentiality, 102
- Conservatism, 98
- Constitutions, 122
- Contest model, 61
- Corruption, 97, 97
- Critical analysis of etic approach to cultural diversity management, 38–40
- Cross-border alliances, trends in,
 - 24–27

- Cross-border M&As (*see also* Mergers and acquisitions (M&As)), 29, 31
 - cultural issues, 138–139
 - human resources management, 139–141
 - integrations challenges, 136–138
 - managerial drivers, 135–136
- Cross-theoretical perspectives, 124–126
- Cultural complexity, 63–64
- Cultural differences as path for global leadership, 69–72
- Cultural diversity, 22, 97
 - management, 38–40
- Cultural hybridization in Russian Car Industry
 - administrative heritage, 6–7
 - analysis, 12
 - interviewee population, 11
 - measuring nationally bound administrative heritage, 10–12
 - methodology, 9–10
 - responding to uncertainty and arbitrary, 12–14
 - Russian path, 15–17
 - Russian work practices, 7–9
- Cultural identity
 - metanarratives and mediators, 150
 - methodologies for meeting yourself, 153–160
 - quest for self-knowledge, 148–150
 - urgency of meeting ourselves in face of artificial intelligence, 151–152
- Cultural integration of cross-border M&A, 136
- Cultural issues in cross-border M&A, 138–139
- Cultural mapping, 39
- Cultural mediator, 150
- Cultural patterns, 124
- Cultural-specific knowledge, 68–69
- Culture, 5–6, 42, 121–124, 151–152
 - and boundaries, 76
 - and Central Europe, 82
 - layers of, 77
 - vs. States, 79–80
- Cum granosalis, 42
- Czech Republic, 166
- Data, 126–127
 - collection in CEE, 168–169
- Deepfake*, 151
- Delivery model, 164–165
- Democracy, 58–59, 100–101, 121–124, 129
 - values, political culture and perception of, 127–131
- Democratic consolidation, 125–126
- Democratic identity, 124–126
- Discriminant, 56
- East European Countries, mapping, 35–38
- East-Central Europe (*See* Eastern and Central Europe (ECE))
- Eastern and Central Europe (ECE), 22, 96
- Eastern Europe, 1, 34, 48, 63–64
 - national culture and business ethics, 97–99
 - organizational culture and business ethics, 99–101
 - professional culture and business ethics, 101–103
- Eastern European countries, 34, 49
- Eastern European Cultures (*see also* Global leadership in Eastern and Central Europe)
 - applying approaches to Eastern European countries, 42–43
 - critical analysis of etic approach to cultural diversity management, 38–40
 - cultural orientation, 38
 - emic approach, 40–41

- etic perspective, 34–35, 41
- mapping East European Countries, 35–38
- multiparadigmatic and pluralistic approach, 41–42
- Economic factor, 51–54, 60–61
- Elite, resistance against, 58–59
- Emic Approach, 40–41
- Emigration, 57–58
- Erosion of trust, 54–55
- Etic approach critical analysis to cultural diversity management, 38–40
- Etic perspective, 34–35, 41
- European automotive industry M&A for, 24–27
- particularities of, 23–24
- European Initiatives for Roma Integration, 111
- European Union (EU), 23, 96, 108
- Europeanization, 96
- Expatriates, 76

- Fabryka Samochodow Osobowych (FSO), 25
- Family, tribes, neighbours and nations, 149
- Femininity, 36
- Financial resources, lack of, 115
- Financialization, 96
- Flow, 159
- Foreign direct investment (FDI), 22, 167–168
- Foreigners, 57–58
- Free market economy, 100–101
- Free voucher privatization, 53

- Games, 160
- Gamification, 158–160
- Geely and Volvo, 27
- George, Simons, 4
- Global and host-region firms, 26–27
- Global automotive industry, 22
- 2008 Global Financial Crisis, 54

- Global leadership in Eastern and Central Europe, 66–67
- cultural differences as path, 69–72
- frames for understanding, 68–69
- identification and development, 67–68
- intercultural and leadership competency frameworks, 72–73
- Intercultural Effectiveness Cycle, 65
- Pyramid Model, 65
- society culture scales, 64
- Global sourcing of business functions, 166
- Globalization, 80, 96, 104
- Goal settings and accomplishment, 169
- Greco, Silviu-Petru, 4

- Hahn, Melissa A., 3
- Hanganu, Bianca, 3
- Happiness*, 58–59
- Health insurance, 115
- Health literacy, lack of, 115–116
- Health mediators
 - intercultural mediation, 111–113
 - medical problems faced by Roma population, 110–111
 - Roma population and relationship with medical system in Romania, 114–117
 - in Romania, 113–114
 - socioeconomic problems faced by Roma population, 109–110
- Heavy bureaucracy, 15
- Hierarchy, 14
- History
 - importance of, 78
 - understanding, 80–82
- Hofstede' scores, 49–50
- Hofstede's Model, 36–37
- Homo collectives, 124
- Homogeneity of national cultures, 39
- Homogenizing, 56

- Human resources management in
 cross-border M&A, 139–141
- Hungary, 77
- Hybridization process, 18
- Hydrogen and fuel cell technology,
 23
- Imitation, 152
- Immersion, 148
- Immigration, 57–58
- Impartiality, 102
- Independence, 102
- Individualism, 36
- Individualism versus Collectivism
 (IDV), 60–61
- Indulgence, 37, 82–84
- Information, 13
- Inglehart–Welzel survey, 35–36
- Institutional performance, 122
- Institutional void, 8
- Integrations challenges in cross-border
 M&A, 136–138
- Intercultural and Leadership
 Competency Frameworks,
 72–73
- Intercultural communication
 competence, 67
- Intercultural competence, 67–68
- Intercultural Effectiveness Cycle,
 65, 68
- Intercultural issues in global alliances,
 27–29
- Intercultural mediation health
 mediators, 111–113
- Intercultural synergy, 22, 97
- Interdependence, 67
- International automotive M&A, 31
- Interviewee population in Russia, 11
- Ioan, Beatrice Gabriela, 3
- Journal keeping, 153
- Katastroika*, 53
- Kedziora, Damian, 4
- Leadership, 66
- Life expectancy of Roma, 109
- Limited trust and norms, 13
- Long-term societies, 36
- Loyalty, 55
- Machine cluster, 50
- Maimone, Fabrizio, 3
- Managerial Drivers of cross-border
 M&A, 135–136
- Managerial transfer, 10
- Mapping East European Countries,
 35–38
- Masculinity, 36
- Masculinity versus Femininity (MAS),
 60–61
- Mediators (*see also* Health mediators),
 150
- Medical system in Romania, 114–117
- Mental images, 50–51
- Mergers and acquisitions (M&As) (*see
 also* Cross-border M&As),
 2–4, 167–168
- for European automotive sector,
 24–29
- policy, 22
- strategic process, 136
- trends in cross-border alliances,
 24–27
- Metanarratives, 150
- Métarécit*, 150
- Methodologies for meeting yourself,
 153–160
- gamification, 158–160
- journal keeping, 153
- self-talk exploration, 154–156
- We’s and They’s, 156–158
- What’s in a Name?, 153–154
- Migration, 57–58
- Mind-mapping software, 157
- Mitteleuropa*, 77–78
- Modernity, 35
- Monopoly, 160
- Montenero, Vincent, 2

- Multicultural migration, 78–79
- Multinationals, 27
- Multiparadigmatic and Pluralistic
 - Approach, 41–42
- Multiplicity, 66–67
- National culture, 5–6, 56
 - and business ethics, 97–99
 - cultural values, 103–104
- Nationalism, 149
- Nationally bound administrative
 - heritage in Russia, 10–12
- Network model, 61
- Network system, 50
- Networking, 12–13
- Neuroscience, 154–155
- New product development project
 - (NPD project), 167–168
- Offshore outsourcing, 165–166
- Offshoring of services, 165–166
- Organizational culture, 77, 166–167
 - and business ethics, 99–101
 - in ECE, 104
- Organizational ethics, 100
- Particularities of European automotive
 - industry, 23–24
- Perception of democracy, 127–131
- Performance emphasis, 175
- Personal hygiene, lack of, 116
- Personal identity
 - metanarratives and mediators, 150
 - methodologies for meeting yourself, 153–160
 - quest for self-knowledge, 148–150
 - urgency of meeting ourselves in face of artificial intelligence, 151–152
- Personal network, 12
- Plato, 158
- Plus Flux, 67
- Poland, 76–77, 81, 166
 - American expat in, 87
- Polish delivery centres, 164–165
- Political behaviour in Post-Communist
 - Romania, 121–124
- Political cognition, 124–126
- Political culture, 122–123
 - of democracy, 127–131
- Political orientations, 124
- Political sophistication, 124
- Political structures, 122
- Political theory, 122
- Political transparency, 122
- Post-Communist Romania
 - culture and democracy, 121–124
 - data, methods and research design, 126–127
 - political cognition and democratic identity, 124–126
 - values, political culture and perception of democracy, 127–131
- Power distance, 84–86
- Power distance index (PDI), 36, 60–61
- Power games, 79
- Practices, 155
 - in Russia, 15
- Privacy, 102
- Privatization, 96
- Privatization of Economy, 53–54
- Professional culture and business
 - ethics, 101–103
- Professional ethics, 101
- Professionals, 102
- Professions, 103
- PSA Peugeot Citroen (PSA), 25
- Pyramid Model of Global Leadership, 65, 68
- Pyramid System, 50
- Pyramidal organization, 61
- Quest for self-knowledge, 148–150
- Realism, 103
- Relationship management, 15–17
- Religion, 55–57, 56
- Research design, 126–127

- Resistance, 151
 - against elite, 58–59
- Resource-based theory, 135
- Restraint, 37
- Reward orientation, 175
- Roma population, 108
 - fertility and mortality rates, 108–109
 - life expectancy of Roma, 109
 - medical problems, 110–111
 - and relationship with medical system in Romania, 114–117
 - socioeconomic problems, 109–110
- Romania, 110–111
 - health mediators in, 113–114
 - Roma population and relationship with medical system in, 114–117
- Russia, 5
- Russian contemporary civil society, 8
- Russian culture, 18
- Russian difference, 6, 16
- Russian path, 15–17
- Russian specificity, 18
- Russian work practices, 7–9
- Rusu, Roxana Elena, 3

- Secular-rational values, 35
- Self-expression values, 35
- Self-knowledge, quest for, 148–150
- Self-reliance, 85
- Self-talk exploration, 154–156
- Service near shoring, 165–166
- Shame of being sick, 116
- Shared services centres (SSCs), 165–166
- Shock Therapy results, 52–53
- Short-term societies, 36
- Short-time orientation, 14
- Situational individual power, 13
- Social representations, 124
- Social stigmatization and exclusion, 109–110
- Socialist Central European (CE), 24
- Socialist competition, 48
- Socialist Southeast Europe (SEE), 24, 96, 100–101
- Socialization control, 10
- Solar system, 61
- Solar System Cluster, 50
- Stability of national cultures, 39
- Strategic M&A, 31
- Structural control, 10
- Survival values, 35
- Systems control, 10

- Team orientation, 175
- Tolerance, 125–129
- Traditional values, 35
- Transition, 58
- Transitional outsourcing, 165–166
- Trust, erosion of, 54–55

- Uncertainty Avoidance, 50, 86, 98
- Uncertainty Avoidance Index (UAI), 36, 60–61
- Uncertainty in Russia, 12–14
- Unconscious bias, 155

- Values, 37
 - of democracy, 127–131
 - value-added outsourcing, 165–166
- VERTIGO, 159
- Very, Philippe, 2
- Voucher approach, 53

- Warter, Iulian, 2–3
- Warter, Liviu, 2–3
- We’s and They’s, 156–158
- Well-oiled machine, 61
- What’s in a Name?, 153–154
- Working and living in Central Europe
 - boundaries of Central Europe, 77–78
 - culture and boundaries, 76
 - culture and Central Europe, 82
 - cultures *vs.* states, 79–80
 - importance of history, 78

indulgence, 82–84
layers of culture, 77
multicultural migration, 78–79
power distance, 84–86
power games, 79
rapid change, 80

recommendations, 86–88
uncertainty avoidance, 86
understanding history, 80–82
Wursten, Huib, 3
Zeitgeist, 154