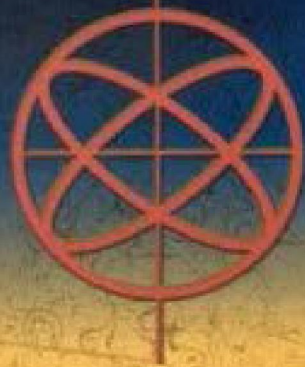


Creating
**PERFORMING
ORGANIZATIONS**

International Perspectives for Indian Management



Edited by

**BISWAJEET PATTANAYAK
VIPIN GUPTA**

with

PHALGU NIRANJANA

2002

Chapter 20

Creating Transcultural Performing Organizations: The Role of Inter-firm Social Capital

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Biswajeet Pattanayak*

Introduction

Modern organizations operate in a multi-cultural milieu. Each culture has its own unique norms, beliefs and expectations. In addition, each culture shares certain universal and fundamental attributes with the other cultures. The firms operating in a multi-cultural milieu must respond to both these shared universal attributes, as well as the unique attributes of their home society and the host societies. This is despite the need for the firms to develop and preserve their own unique corporate identity, which distinguishes them from other firms in their society as well as from other firms around the world. In other words, to create transcultural performing organizations, one needs to develop multi-level alignment of practices and values. These levels include the universal attributes at the international level, the home and host societal

Acknowledgement: We thank Robert House, Principal Co-investigator, Global Leadership and Organizational Behavior Effectiveness (GLOBE) Program, for his invaluable insights and for allowing access to GLOBE database. We also thank Mansour Javidan (University of Calgary) for several stimulating discussions on social capital and Pawan Budhwar (Cardiff University) for reviewing and commenting on this chapter.