



# Cross-Cultural Management: Essential Concepts

By David C. Thomas



## Cross-Cultural Management: Essential Concepts By David C. Thomas

The globalization of the business environment that is being driven by technological and economic factors is resulting in an ever-increasing number of cross-cultural interactions in the workplace. Understanding the influence of culture on interpersonal interactions in organizational settings is now a fundamental requirement of effective international management. This book will be an aid to that understanding.

**Cross-Cultural Management: Essential Concepts, Second Edition** examines cross-cultural management issues from a predominantly psychological perspective. As opposed to being country specific, this book focuses on the interactions of people from different cultures in organizational settings. That is, the approach used is to understand the effect of culture in a way that can then be applied to a wide variety of cross-cultural interactions in a number of organizational contexts.

This book supersedes the previous volume as it extracts key concepts on management from a cross-cultural perspective and condenses them into an accessible tool for both students and teachers alike.

### New to this Second Edition

- Each chapter has been updated to include the most current research available
- Chapter 1 has been refocused to be a synthesis of an introduction to the global business environment the challenge of evaluating international/cross-cultural management research.
- A new Chapter 11 on the Challenge of Managing in the Future
- Expanded coverage of cultural dimensions and negotiation, and of holistic approaches to cross-cultural negotiation in Chapter 6.
- Chapter 7 now contains a section on work motivation across cultures including the material on designing motivating jobs that appeared in Chapter 9 of the previous edition.
- Extended coverage of global virtual teams in Chapter 8.
- Chapter 9 is now refocused to include work on international organization design by Bartlett and Ghoshal.
- Updated coverage of self-initiated overseas assignments, alternatives to expatriation, repatriation, and global careers in Chapter 10.

**Intended Audience:** Students of organizational behavior, industrial and organizational psychology, and social psychology will find many of the topic areas familiar. However, the focus of this book is on application of these concepts to global management.

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### Editorial Review

#### Review

"Overall, I found the chapters build on one another, and by the end of the book, I am confident that my students will be well-sensitized and well-equipped to take on international assignments. I have to commend the author for delivering a "handbook" in just 300 pages, without the readers (and students in particular) noticing this. All of the concepts were very easy to comprehend and well articulated. The author clearly did a tremendous job balancing challenge with appeal without losing the readers." (Eddy S.W. Ng 2011-02-28)

"An excellent, useful textbook that learners keep for the future reference." (Dr. Kumiko Watanuki 2009-08-05)

"I was very pleased at the amount of coverage given to examining the individual and to see that section two is heavily focused on psychological characteristics." (Tim Hill 2009-03-30)

#### About the Author

**David C. Thomas** (PhD, University of South Carolina) is currently the Beedie Professor of International Management at Simon Fraser University, Vancouver, Canada. He is the author of ten books, including most recently *The Multicultural Mind: Unleashing the Hidden Force for Innovation in Your Organization* (Berrett-Kohler Publishers). He has also authored *Essentials of International Human Resource Management: Managing People Globally* from SAGE Publications (with Mila B. Lazarova) and the best selling *Cultural Intelligence: People Skills for Global Business*, published by Berrett-Koehler Publishers (with Kerr Inkson). With Peter B. Smith and Mark F. Peterson he published the *Handbook of Cross-Cultural Management Research* from SAGE Publications. His research on cross-cultural interactions in organizational settings has appeared in numerous journals. He is a past Area Editor for the *Journal of International Business Studies* and currently serves on the editorial boards of the *Journal of Organizational Behavior*, *Advances in Global Leadership* and *European Journal of Cross-Cultural Competence and Management*.

His previous academic postings have included positions at the Pennsylvania State University, the University of Auckland, New Zealand, where he was also Director of the Master of International Business Program, and The Australian Graduate School of Management (AGSM) Sydney, Australia. He has held visiting positions at the Chinese University of Hong Kong, the University of Hawaii, Massey University, New Zealand, ESCEM, Tours, France, and Koç University, Istanbul, Turkey. In addition to teaching at both the undergraduate and the postgraduate level, Dr. Thomas has developed executive education programs in Australia, New Zealand, Canada, and the United States and has served as a consultant to numerous multinational firms and government agencies. When not writing or teaching he can most likely be found scraping or varnishing or sometimes sailing his 1984 Hans Christian cutter, "Clovelly".

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