



Cross-Cultural Management: Essential Concepts

David C. Thomas

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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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