Time and Management — from a Cross-Cultural Perspective

edited by

Hede Helfrich

Erich Holter

Igor V. Arzhenovskiy

Table of contents

List of contributors	vn
Preface	
EVGENY V. KOPOSOV (RECTOR OF THE NNGASU)	ix
A word of thanks	xiii
Introduction	
HEDE HELFRICH	XV
Chapter 1: Managing time or timing management? GEERT HOFSTEDE	1
Chapter 2:	
Temporal orientation across the East-West divide:	
A comparative study involving Russia, Germany, Australia,	
and the United States RABI S. BHAGAT and ROBERT E. VICKREY	15
Chapter 3:	
Indian perspective of time and management	
SHARON GLAZER and ASHWINI A. PALEKAR	41
Chapter 4:	
Time and management in Germany and Russia	
DINA KHOKHLEVA	65
Chapter 5:	
Collective memory as a factor of time management	
ANDREY V. DAKHIN	85

vi Table of contents

Chapter 6:	
Perception and management of time: Perspective from India BHARATENDU N. SRTVASTAVA	97
Chapter 7: "Yes, Sir, immediately!"	
Notes on time and management in the workplace in India from a German perspective NITEENGUPTE	117
Chapter 8: Perception of TIMES and management: One aspect of the	
French paradox ANNAMARIA LAMMEL	127
Chapter 9: Time-management in modern Russian building companies ROMAN MIRONOV	147
Chapter 10 Time management optimization on the basis of modern management technologies DENIS P. AGAFONOV	153
Chapter 11: Time horizon in German management: Goal-orientated helix ERICH HOLTER	161
Chapter 12: Temporal orientation in a work context: Results from different vocational groups in Germany HEDEHELFRICH	175
Chapter 13: Regional aspects of the usage of time IGOR ARZHENOVSKIY	185
Author Index	195
Subject Index	201