Cross-Cultural Management

Essential Concepts

Third Edition

David C. Thomas

University of New South Wales

&

Mark F. Peterson

Florida Atlantic University
Maastricht University

Brief Contents

V

Lis	st of Tables and Figures	XV
Pre	eface	xvii
Ac	knowledgments	xx
PA	ART I. MANAGEMENT AND CULTURE	Ι
1.	Introduction: The Challenging Role of the Global Manager	2
2.	Describing Culture: What It Is and Where It Comes From	21
3.	Comparing Cultures: Systematically Describing Cultural Differences	42
4.	How Culture Works: Fundamentals of Cross-Cultural Interaction	67
PA	ART II. ROLES OF THE GLOBAL MANAGER	87
5.	The Manager as Decision Maker: Cross-Cultural Dimensions of Decision Making	88
6.	The Manager as Negotiator: Communicating and Negotiating Across Cultures	112
7.	The Manager as Leader: Motivation and Leadership Across Cultures	139

PART III. GLOBAL MANAGEMENT CHALLENGES		161
8. The Challenge of Multicultural Work Groups and Teams\	ľ	162
9. The Challenge of International		
Organizations: Structure and Culture		183
10. The Challenge of International Assignments		205
11. The Challenge of Managing Across Cultures in the Future		228
References		245
Name Index		296
Subject Index		312
About the Authors		322