Cross-Cultural Management in Practice

Culture and Negotiated Meanings

Edited by Heniett Primecz, Corvinus University of Budapest, Hungary, Laurence Romani, Stockholm School of Economics, Sweden and Sonja Sackmann, University of Bw Munich, Germany

Based on the view that culture is dynamic and negotiated between actors, this groundbreaking book contains a collection of ten cases on cross-cultural management in practice.

The cases draw on field research revealing challenges and insights from working across nations and cultures. Each case provides recommendations for practitioners that are developed into a framework for effective intercultural interactions as well as offering illustrations and insights on how to handle actual cross-cultural issues. This enriching book covers various topics including international collaborations across and within multinational companies, organizational culture in international joint ventures and knowledge transfer.

‘This is a very good book and a major contribution to the literature on cross-cultural interaction.’
– Roger Bell, Dialogin – The Delta Intercultural Academy

‘Cross-Cultural Management in Practice is a powerful pick for any college-level business holding and considers the diversity of cultures around the world and how various management scenarios evolve from the transfer of business management techniques across these cultures. It analyzes the dynamics of intercultural business interactions, is based on findings provided in cases from Europe, Asia, North Africa, the US and Latin America, and offers many eye-opening cases. . . The result is a powerful survey that business managers working in an international arena will find a “must” reference.’
– The Midwest Book Review

‘Primecz, Romani, and Sackmann provide managers and educators with a powerful framework that goes beyond simple categorization of national and cultural differences in business. Their framework of negotiated meaning systems, and the rich cases that illustrate the “in-the-moment” experiences of global managers as they conduct business in culturally unfamiliar milieus provide managers and educators with a powerful tool for developing global managerial skills. This is a book every global manager and cross-cultural educator should have on his or her bookshelf.’
– Mark E. Mendenhall, University of Tennessee, Chattanooga, US

‘This is a unique, alternative view of culture that has both practical and theoretical significance. The creative analysis of cases from around the world moves the field beyond the sophisticated stereotyping that can result from relying solely on cultural value dimensions to decode interactions. The cases address significant cross-cultural issues, providing useful lessons and richer perspectives on culture.’
– Joyce Osland, San José State University, US

‘This book is an excellent collection of practical and useful cases in cross-cultural management, with some that are very different from what we would call “traditional” cases in cross-cultural management. They are excellent teaching material with an introduction and a conclusion that show students and practitioners how meanings are negotiated in diverse and complex cross-cultural situations.’
– Marie-Therese Claes, Louvain School of Management, Belgium
A fascinating book for both the diversity of cultures that are touched upon (from Asia and Africa to Europe and America) and the cultural analyses that are made of various management situations resulting from the transfer of management techniques across countries or the encountering of those embedded in different cultures.

– Philippe d’Iribarne, CNRS, France

A group of multidisciplinary authors from various countries and cultures bring rich experience to this volume. The focus on real-life situations offers a fresh perspective on culture in organizations and management through in-depth case studies including both academic and pedagogical sides. It addresses multi-level cross-cultural issues of international strategic importance for globalizing workplaces. This insightful book is excellent reading for practitioners as well as scholars and students interested in applications in the field of cross-cultural management.

– Cordula Barzantny, Toulouse Business School, France

This volume offers an insightful introduction to qualitative field research aiming to understand the dynamics in intercultural business interactions. Based on the findings provided in ten rich cases from Asia, Europe, North Africa, USA and Latin America, the editors also propose strategies for more effective collaboration in challenging multiple-cultures contexts. The authors and editors have succeeded in transforming the field studies into cases that are stimulating and thought-provoking readings, both for practitioners and students of cross-cultural management.

– Anne-Marie Søderberg, Copenhagen Business School, Denmark