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Introduction

The successes of Japanese enterprises in the 1970s and 1980s awoke managers and academics to new ways of understanding management and organizations. Up to then, all we knew about management had been developed and tested by American scholars having in mind American companies and industries. It had been some decades since anthropologists and, later, psychologists warned that different geographies came with different viewpoints and lifestyles, and that not everything traveled easily between the West and the East. Management experts, however, paid little attention to those early warnings. In the end, many had concluded that one need not be Japanese to apply total quality initiatives, and the fact is that some Western companies copied part of Japanese techniques quite easily. Only a few voices raised some concern about the state of the field, basically until Geert Hofstede’s path-breaking work set off the alarm (there had been other contributions before Hofstede’s, but his was the most popular and influential, initially at least) and a few scholars began to question Western approaches. It has been a while since those initial steps took place, and it was about time to take stock of the first conclusions reached that far. Could we assume the universal validity of the theories and practices developed in the Western world (mostly US and European)? What is the role of culture on the ways people and organizations are to be managed for firms to succeed? What challenges to our ways of managing is globalization bringing to the organizational arena? How can theory and practice benefit from the insights to be gained?

These and related questions have puzzled scholars and practitioners alike for the last 40 years, and some agreements begin to emerge in answering them. In fact, this five-volume Cross-Cultural Management work edited by Tim G. Andrews and Richard Mead, and published by Routledge, aims at assessing the state of the field in precisely that vein. The editors achieve that goal by examining the concept of culture, as well as the impact of cultural variance on the ways organizations are managed around the world, pointing both to the relevant theory and practice.
Volume 1

Volume 1 includes 18 articles, which are divided into three sections: overviews, models, and critiques and developments. Two chapters, by Boyacigiller et al, and Yeganeh and Su, comprise the introductory part of the work, and they review the fundamental assumptions in the field. The second part of the volume presents the most relevant theoretical frameworks in terms of their influence on the field, and their building on previous advances at a theoretical level. It includes nine pieces by the most respected founding scholars of the field, including Kluckhohn and Strodtbeck, Hall, Hofstede, Michael Harris Bond, Trompenaars and Hampden-Turner, Triandis and colleagues, Schwartz, Lenartowiz and Roth, and Peterson. Finally, the volume closes with seven contributions that illustrate the discussions that emanate from those foundational models and point at future streams of research and practice. Here, we find papers by McSweeney, Shenkar, Bhawuk, Fang, Gannon and Audia, Lowe, and Soderberg and Holden. We then find a good balance of the basic building blocks to understand the concept of culture and cultural influences on management, as well as pointers on where the field had gone in the last 30 or so years. Finally, most of the chapters also include some sort of more or less explicit research and practice review and agenda, thus anticipating what future studies may bring to the cross-cultural arena.

Volume 2

Volume 2 contains 18 articles, once again organized in three sections: values, ethics and justice (Part 4); wellbeing, stress and motivation (Part 5); and communication behavior (Part 6), three topics that have drawn cross-cultural researchers’ attention more recently. Almost all papers selected for this section have been published after 2000. In their introduction the editors argue that ‘Volume 2 builds on the conceptual foundations of culture in Volume 1 in addressing how and when cultural variance impacts on the behavior (and subsequent management) of organizations across international borders’ (Andrews and Mead, 2009, Volume 2, p. 1). Indeed, motivating and communicating with employees in a fair way while safeguarding their wellbeing is not a sinecure if these employees come from different cultures. Failure to understand what is considered as fair and how to keep employees motivated and healthy in different cultures, can have fatal consequences for the individual (dissatisfaction, ill health, bad working atmosphere) and the organization (turnover, loss of talent and productivity) and therefore deserves the full attention of the reader.

The first paper of Part 4 by Ralston and colleagues (Chapter 19) provides some preliminary empirical evidence for the concept of ‘crossvergence’ of values (Ralston et al., 1993) – the so-called melting pot philosophy or the integration of cultural and ideological influences resulting in a unique value system that borrows from both national culture and economic ideology. Later on in Part 4, Giacobbe-Miller and colleagues (Chapter 25) draw on the concepts of convergence–divergence to look at distributive justice values and the adaptation to foreign workplace ideologies in China, Russia and the US. The second paper by Smith, Peterson and Schwartz (Chapter 20) looks at the extent to which managers rely on guidance from their own experience, from social sources, impersonal sources, and beliefs based on widespread national religion of ideology when handling work events. Zaheer and Zaheer (Chapter 21) examine the social bases of (a)symmetry of trust in relationships, especially arising from national cultural origins, suggesting that not only levels and degrees of trust vary across nations, but also the very nature of trust. In ‘Cultural values and management ethics’ (Chapter 22), Terence Jackson provides a model of ethical decision-making that is based on cultural antecedents, and tests it...
with a 10-nation empirical study. Surprising is Jackson’s finding that a universal feature is that managers appear to see others as less ethical as themselves across nations, in itself a finding that calls for methodological and theoretical explanations. Khatri and colleagues (Chapter 23) propose a cross-cultural typology of ‘cronyism’ – the reciprocal exchange of favors in a social network, at the expense of a third party’s equal or superior claim to the valued resource. Cronyism is a widespread phenomenon that according to the authors can well lay at the basis of corruption and ensuing financial crisis and corporate scandals. Leung and his colleagues (Chapter 24) examine justice in the culturally diverse workplace, and focus on workplace diversity as a social dilemma, where both culture-blind and culture sensitive strategies can be counterproductive. They contrast the universalist with the particularist approach and suggest that although initially cultural differences should be acknowledged and highlighted, in day-to-day management cultural differences should be downplayed and a superordinate identity emphasized to foster cross-cultural cooperation, 'leveling the playing field'. The last paper of Part 4 looks at cross-cultural differences in managers’ willingness to justify suspect behaviors (Chapter 26). This original study by Cullen and colleagues uses institutional anomie theory to formulate – and a 28-country study to test hypotheses.

Part 5 of this volume looks at how cross-cultural differences impinge on employee wellbeing. More specifically, the articles selected for this part look at work-family stressors and working hours (Spector and colleagues, Chapter 27), self-efficacy and collective efficacy in coping responses to stressors and control (Schaubroeck and colleagues, Chapter 28), job satisfaction (Thomas and Au, Chapter 29), managers’ perceptions of motivation and appraisal of performance (DeVoe and Iyengar, Chapter 30), and empowerment (Hui and colleagues, Chapter 31). Probably not a coincidence, but certainly interesting is that all these studies look at differences between Eastern (Asian) and Western (Anglo-Saxon) approaches, while two studies also contrast Asian and Anglo with Latin-America. Although the studies cannot simply be compared and generalized, an interesting pattern emerges: Despite predicted cross-cultural variations (e.g. relationships between working hours and work–family conflict is stronger in individualist, Western culture; Asians perceive employees to be motivated both intrinsically and extrinsically, contrary to North-Americans and Latin-Americans) there always seem to emerge universal relationships that can guide managers (e.g. work–family conflict is negatively related to job satisfaction and wellbeing universally; employees consistently report themselves as being more motivated by intrinsic motivations).

Part 6 focuses on communication behavior, and more specifically on communication styles (Sanchez-Burks et al., Chapter 32), communication strategies for building business relationships (Zhu et al., Chapter 33), negotiation (Adair et al., Chapter 34), e-commerce (Kabasakal et al., Chapter 34), and cross-border transfer of organizational knowledge (Bhagat et al., Chapter 36), all from a cross-cultural perspective. Communication is by definition a complex phenomenon, which develops as a process over time between at least two parties. Part 6 is therefore characterized by wide variety in methods used, like experiments, interviews, success stories, role-play interactions in dyads, and surveys, in many ways an inspiration and invitation for cross-cultural management researchers to be more creative in choosing research methods.

To conclude, volume 2 compiles articles from three different fields that typically do not communicate a lot with each other – justice and values, wellbeing, and communication behavior. The merit of the editors of bringing them together in one volume is that many logical connections can be seen between chapters and parts, and therefore together form an invitation for scholars to
not only to look across nations and cultures, but also across disciplinary boundaries. For instance, the question can be raised how ethics in negotiations vary across culture, or how communication styles impact job satisfaction in supervisor–collaborator dyads in different cultures. Second, this volume seems to carry an implicit message for managers – underneath cultural variations, universal laws govern behavior in organizations. It is our mission as management scholars to further tease apart the governing laws and subtle variations and contrast these insights with managers in our classrooms.

Volume 3

Volume 3 focuses on how cultural values affect some critical processes in business organizations, such as: teamwork, leadership, entrepreneurship, and strategy. The merit of this volume is, precisely, to alert about the implications of the cultural impact on these processes. After several decades of research in each of these fields, mainly performed in a Western context by Western researchers, this volume shows that there is an urgent need to reorient this stream of research, incorporating the cultural perspective and more international samples.

The first part of the volume (Part 7) is devoted to teamwork. There are five chapters in this part. The first (Chapter 37) by Sully de Luque and Sommer looks at the impact of culture on feedback-seeking behaviors. In this article, the authors propose a model that links the costs of asking for feedback, feedback strategies, and the sources of feedback. In chapter 38, Gibson and Zellmer-Bruhn derive five metaphors for teamwork from the language of employees of six multinational companies in four different countries (US, Puerto Rico, the Philippines, and France): military, sports, community, family, and associates. In Chapter 39, Harrison and colleagues measure perceptions of adaptation capabilities to team changes (of members and leadership) in two countries: Taiwan and Australia. In Chapter 40, Kirkman and Shapiro measure how cultural values influence employees’ resistance to work in regular and self-managed teams, and how this resistance affects outputs such as productivity, cooperation, and empowerment. They use a sample that includes employees from two companies and four countries (US, Finland, Belgium, and the Philippines). Finally, in Chapter 41 Chen and Li measure Chinese and Australian students’ cooperative decisions in mixed-motive business contexts. The variety of the topics and the cultural diversity of the samples in these studies confirm the need to understand more deeply the effect of culture on teams. In fact, these chapters only cover the topic partially, overlooking issues like team composition or team conflict. And some of the topics in this section only apply to teams indirectly: feedback-seeking is an individual behavior rather than a team one; and behavior in mixed-motive business contexts is not necessarily applicable in shared-mission contexts such as those in teams. However, the different chapters offer a fair view of the complexity that cultural values generate in teams.

The second part of the volume (Part 8) is devoted to leadership and influence. There are three chapters in this part. Dickson at al. (Chapter 42) review the literature of leadership in cross-cultural contexts. They explore different meanings of universality, the dimensions of cultural values, and the research on cross-cultural leadership. In Chapter 43, Elenkov and Manev focus on how leadership influences the innovation process and how the sociocultural context affects both leadership and the relationship between leadership and innovation. Finally, the study in Chapter 44, written by 15 authors from 12 different countries as part of the GLOBE study, finds that cultural values moderate the effect of social beliefs on the perceived effectiveness of influence strategies such as assertiveness, persuasion, and relationship-based.
This second part explores important questions about universality and methodology that are still relevant. However, even though the leadership review is not that old (2003), the field has evolved too fast to keep its full value. New reviews of the field have appeared more recently and there are important concepts, such as authority and trust, that are not mentioned in the chapter.

The third part of the volume (Part 9) is devoted to entrepreneurship. There are three chapters in this part. The first chapter (Chapter 45) by Thomas and Mueller measures entrepreneurial traits in 1800 students from nine countries. Three out of the four traits are different in different countries. In Chapter 46, Begley and Tan study how culture may affect an individual’s interest in starting a business. They compare Asian versus Anglo MBAs and find that social status and shame from failure predict entrepreneurial interest better in Asian cultures than in Anglo ones. Finally, in Chapter 47 Steensma and colleagues look at the influence of culture on the formation of alliances in entrepreneurial firms based on data from almost 1500 companies from five countries (Australia, Indonesia, Norway, Sweden, and Mexico). The chapters of this third part complement each other well. They show cultural effects in different dimensions of entrepreneurship such as individual traits, motivation, and strategy. We are missing, though, how cultural values affect the process of developing a new venture. More specifically, it would be interesting to know how cultural values affect entrepreneurial competencies such as patience, optimism, resilience, and networking.

The fourth part of the volume (Part 10) is devoted to structure, systems, strategy, and change. There are six chapters in this part. The first chapter (Chapter 48), written by Chui, Lloyd, and Kwok, analyzes the relationship of culture with corporate capital structures in 5591 companies across 22 countries. In Chapter 49, Kwok and Tadesse show that culture affects the configuration of financial systems in different countries. In Chapter 50, Kogut and Singh analyze the relationship between culture and the choice of entry mode. They study 228 entries into the US market using joint venture, acquisition, and greenfield entry modes. In Chapter 51, Geletkanycz focuses on how culture affects top managers’ commitment to the status quo, using data from 20 countries. In Chapter 52, McGaughey and De Cieri develop a theoretical framework to understand the dynamics and modes of convergence, maintenance, and divergence in organizations at different levels. The different modes of the model are: Assimilation, Integration, Separation, and Novelty. Finally, in Chapter 53, Andrews and Chompusry explain the emergence of ‘crossvergence’ in cross-cultural organizations. More specifically, they analyze the impact of the Thai culture on the implementation of a corporate restructuring program in a Thai subsidiary of a Western multinational. This third part brings together studies that relate culture to different elements of strategy such as the corporate capital structure, the entry mode, or the commitment to the status quo. Overall, they show that culture impacts decision-making beyond the specific industry or leader. It is not clear, however, how this impact actually happens, which is what Geletkanycz calls the black box of executive mindsets. In order to open this black box, it would be very interesting to have more case studies, such as the last chapter, to complement the quantitative studies and the theoretical frameworks of this part.

**Volume 4**

After several decades of development, the accumulated knowledge in cross-cultural management has largely confirmed the existence of cultural differences in different domains of business activities and individual attitudes and behaviors. As a result, Andrews and Mead devoted Volume 4 of the series
to issues relating to dealing with the practical problems that arise in managing cultural differences. More specifically, this volume focuses on understanding how individuals and organizations can deal with cultural differences more effectively instead of simply recognizing their existence.

Volume 4 is composed of four main parts that contain a selection of 15 articles. Part 11 deals with intelligence and competences in intercultural encounters, a nascent (most papers of this part are published after 2000 – the only exception was published in 1999) yet critical issue of cross-cultural management, with a collection of six articles. Aiming at offering a solid model of cross-cultural competence, the work of Johnson and his colleagues (Chapter 54) proposes a framework incorporating knowledge, skills, and aptitudes, as well as cultural intelligence and cultural distance in understanding this construct. Often developed in the context of intercultural communication, Chapter 55 (by Arasaratnam and Doerfel) and Chapter 57 (by Jameson) focus on communication issues in understanding competences in intercultural settings. Whereas Arasaratnam and Doerfel emphasize a general conceptual model of such competences, Jameson tackles the issues from an identity perspective. The work of Earley (Chapter 56) may be the first formal publication that presented the three-dimensional model of cultural intelligence (CQ) that presents cognitive, motivational, and behavioral facets of the concept. However, how can we differentiate stable individual differences from competences that one can develop to succeed in intercultural settings? Leiba-O’Sullivan (Chapter 58) suggests a model that distinguishes stable vs. dynamic cross-cultural competences, and offers interesting insights for theoretical development as well as practical implications of the topic. The capacity to make cultural adaptations – one of the key elements of such competence – may represent huge psychological challenges for individuals. Chapter 59 (by Molinsky) explores such dynamics in suggesting a model of cross-cultural code-switching.

Part 12 of the book focuses on adaptation and assimilation – in other words, the dynamic process of mutual adjustment – in intercultural encounters. The classic work of Black, Mendenhall, and Oddou (Chapter 60) provides a comprehensive overview of literature on adjustment including individual, job, organizational, and non-work factors to fully capture the complexity of international adjustment. It is assumed that cultural similarity may facilitate the process of adjustment. In this regard, Chapter 61 (by Jun and Gentry) and Chapter 62 (by Van Vianen et al.) examine the effects of similarities and differences in understanding how expatriates ‘fit’ into local cultures. The following chapter of Bartel-Radic (Chapter 63) presents an excellent case study on how intercultural competence is developed in a MNC. Chapter 64 (by Evanoff) represents a rare effort in dealing with cross-cultural issues from an ethical point of view, with arguments partially building on philosophical analyses.

Finally, the editors devoted Part 13 of the book series to interaction and conflict. The first chapter of this part by Fink and colleagues (Chapter 65) studies cultural standards as a new tool to understand cross-cultural interaction. The following chapters deal with issues of conflicts, including facework and face-negotiation theory in intercultural conflict (Chapter 66, by Ting-Toomey and Kurogi), impacts of cultural values on goal and tactics choices in conflict situation (Chapter 67, by Ohbuchi et al.), and emotional issues involving conflict solving by talking it out (Chapter 68, by Von Glonow et al.).

A great contribution of this fourth volume is that it offers scholars with a good overview of the field. One feature that deserves appreciation is the editors’ effort to present not only a comprehensive but also a balanced overview of the topics. Such balance can be first observed in the inclusion of both classic and more recent articles in the book series.
Moreover, the editors have also paid special attention to works that marked important developmental stages of the field yet are still relatively unknown to scholars in general. As a result, not only newcomers to the field but also senior scholars may benefit from this book series. Another strength of this volume is that its chapters generally construe intercultural interaction as complex and multi-level phenomenon. Readers should be able get an understanding of the complexity of the topics instead of oversimplifying them.

It is always open for debate which articles should be included in a book and which should not. While the compilation of the book represents a clear logic held by the editors, the inclusion (as well as omission) of some works seems not always equally convincing. For example, I would love to see some works based on Berry’s (1990) acculturation framework to be included in Part 12. Moreover, I found the title of Part 13 a bit puzzling as ‘interaction’ is supposed to be one of the most overarching themes of CCM. A clear conceptualization and definition of interaction may be needed in our field.

Volume 5

The fifth and final volume of Andrews and Mead’s edited series addresses methodological issues in cross-cultural management research. The selected order of the five volumes, however, should by no means be viewed as a ranking of importance. As Andrews and Mead emphasize in their introduction, cross-cultural scholars face numerous challenges that reach beyond those inherent in domestic studies and entail the need to more readily apply cross-level research designs, deal with equivalence issues, and address systematic response style differences, to name only a few. These additional methodological considerations not only increase the risk of inferential errors (Singh, 1995) but implicitly act as a defining characteristic of cross-cultural research as a distinct domain, helping to justifiably view it as more than a mere extension of domestic research. While recent advances in the quality and capacity of statistical techniques such as structural equation modeling, multi-level modeling and item-response theory have allowed for a more fine-grained consideration and assessment of methodological issues, their actual application in current cross-cultural research remains rather scarce, as echoed by several authors in this compendium. Any future cross-cultural research that strives to contribute to this growing field will thus have to be evaluated by its ability to address the various issues at stake. To that end, this volume forms an integral part of, if not crucial precondition for, taking stock of existing and encouraging fruitful future research in the field of cross-cultural management.

Volume 5 is organized around four main parts that contain a selection of 15 articles written by 33 scholars. Part 14 comprises three reviews that discuss the various methodological pitfalls inherent in cross-cultural research. Differentiating between three key stages in the cross-cultural research process (development of cross-cultural research questions, contextual alignment, and instrument validation) – a format that also serves as an organizing logic for the remainder of this compendium – Schaffer and Riordan (Chapter 69) derive useful methodological best practices based on a review of over 200 cross-cultural studies. The following chapter (Van de Vijver and Leung) adds a ‘psychoanalytical’ perspective to the current state of cross-cultural research, identifying the main preconceptions and biases among cross-cultural researchers that restrict research progress, and argues for a more wide-spread application of advanced statistical tools. Focusing on a specific national research setting, Stening and Zhang (Chapter 71) review important concerns for foreigners conducting research in China, particularly highlighting the importance of collaborating with indigenous scholars from the inception of the fieldwork.
Part 15 deals with the pre-data collection stage. Implicit to the development of cross-cultural research questions are the assumptions researchers make with regard to the applicability of constructs across culture. In this regard, Morris et al. (Chapter 72) argue for an integration of both emic and etic perspectives of culture, drawing on the justice judgment literature to highlight how both approaches can stimulate each other. Other contributions in this section include a noteworthy discussion of the multi-level nature and potential cross-level interactions inherent in the study of culture (Chapter 73), a review of the application and value of mixed-method studies (Chapter 74), and an interesting account of the relevant ethical dilemmas that cross-cultural researchers may face throughout the research process (Chapter 75).

Part 16 consists of three articles that focus on the contextual alignment and comparability of the different empirical contexts under study. Lenartowicz and Roth (Chapter 76) develop a procedure for identifying cultural experts who can then help to assess cultural values at the country level whereas Easterby-Smith and Malina (Chapter 77) compare case study- and survey-based collaborative cross-cultural research and argue for a reflexive dialogue among members of the research team as an integral part of the collaborative research process. Chapter 78 completes the section with a discussion of the challenges associated with the use of foreign languages in qualitative cross-cultural research.

Part 17 of the volume is devoted to the validation of the research instruments used in different cultural contexts. Chapter 79 provides an overview of the various forms of equivalence and discusses strategies to establish cross-cultural equivalence. In the subsequent article, Brislin develops practical recommendations for the appropriate wording and translation of measurement instruments before Erkut et al. (Chapter 81) propose a procedure to develop equivalent bilingual measures through an iterative process with members of both research contexts. In the final article, Harzing cautions against an unqualified use of traditional mean-based comparisons by demonstrating systematic response style differences across cultures and discussing their implications for research. The compendium closes with a series of inductive guiding principles for cross-cultural research as derived by Mezias, Chen, and Murphy (Chapter 83).

The collection of articles in this volume provides a well-arranged and comprehensive guide to the various stages of the cross-cultural research process. Despite these benefits, there are a few weaknesses that deserve attention. For example, the compendium mainly reflects the focus on positivist, survey-based methodologies in extant cross-cultural research (Tsui, Nifadkar, and Ou, 2007), although Welch and Pickkari’s article on qualitative interviewing is a notable exception. In this vein, the recurring calls for more qualitative and context-specific research with the aim of complementing quantitative approaches and testing the boundary conditions of existing theories in other contexts (Peng, Peterson, and Shyi, 1991; Tsui, 2007) are as relevant as ever and their more explicit inclusion in this compendium might have served as an additional stimulus for such future projects. Similarly, the selection of articles also reflects the current preference for some research contexts over others, as highlighted by the choice of Stening’s and Zhang’s article on methodological challenges for research in China. This focus is certainly timely and it echoes the attention that China as a research context has received over the past but it also risks directing more future research to this setting at the expense of other, more under-researched contexts such as Latin America or Africa, thereby undermining the very objective of cross-cultural research.

Overall, the volume is an instrumental reference source for both novices and more experienced researchers for making essen-
tial decisions prior to, during and after collecting data in different cultural contexts and avoiding the many pitfalls inherent in cross-cultural research. At the same time, it reminds us that, as Mezias et al. observe in their addendum to this volume, by dealing with the various underlying methodological concerns, cross-cultural researchers not only increasingly immerse themselves into other cultural settings but, in doing so, may also learn something about themselves – a pleasant reward for methodological proficiency.

Conclusions

When looking into the content of all contributions, we find a rich variety of approaches. Most of what appears, however, comes from research efforts that clearly center on the Western hemisphere. We could venture several explanations for this and make it even a reasonably expected finding, but it still signals at the need to open new spaces for a truly global, cultured discussion in the field. Voices and viewpoints from Latin America and Africa, for example, are scarce. Naturally, it is not only about the regional origin of researchers. Western methods, models, and approaches also dominate the effort. Similarly, there is little in terms of what has been found in sister disciplines like anthropology, psychology, and linguistics. Those are whole fields that have dealt with cultural phenomena even at times before management experts set foot on the arena, and yet their efforts find little space and comment. Naturally, this does not just speak of how the volume was edited or what the contributions relate; it also talks of the need to de-parochialize a field that is still too far away from a complete cultural understanding of organizational and managerial phenomena.

In general, the chapters of this book are well-written, with important contributions to the cross-cultural management field. There are, however, two caveats that permeate the different volumes of the book. The first caveat is that a clear editorial choice is the time-frame of included papers – many of them were written between 1995 and 2005. This may provoke criticism in that many of the original ‘seminal’ papers are not included. On the other hand, this five-volume work gives a good overview of (relatively recent) cross-cultural management research of the past decade. The second caveat refers to the methods used in some chapters. There are quite a few that mix different levels of analysis, or derive conclusions about cultural effects by comparing results from some countries (without a clear understanding of why the different results should be explained by cultural differences). Many of these articles would have difficulties passing the rigorous reviews in today’s journals. This shows how fast the field is evolving in the last decade, and how difficult it is to select appropriate articles for a book like this.

Obviously, every conscious choice for which articles to include in a representative collection of influential work is complicated by the sheer volume of existing work. This is by no means different in the field of cross-cultural management. At the same time, we think a reference source that aims to provide a state-of-the-art review of the literature in a specific field should also aspire to reflect its key authors. In the present case, many influential authors like Anne Tsui, Nancy Adler, Zeynep Aycan, and Michele Gelfand (to name just a few) have been left out despite their significant contributions to the field.

These comments aside, this five-volume compilation put together by Andrews and Mead is an extremely valuable effort. It gives a clear, accurate portrait of where the field stands (it would make, for instance, for an almost perfect outline for overall reviews of the field like the ones used in doctoral programs). It points at areas worth cultivating and re-examining. It signals at the future agenda for research and practitioner applications. It is critical and learned, and certainly future oriented. It will also help newcomers
to the field to assess the state of the art in a direct, safe way, so that the main contributors, topics, and conclusions can be easily grasped. In this sense, it is also an effort that fits nicely with the Critical Perspectives on Business and Management series recently launched by Routledge. A great resource for any library – valuable, hence expensive.

This review was a collaborative effort of the cross-cultural management research team of IESE Business School: Carlos Sanchez-Runde (Volume 1), Steven Poelmans (Volume 2), Pablo Cardona (Volume 3), Yih-teen Lee (Volume 4), and B. Sebastian Reiche (Volume 5).

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Carrying out research on the subject of cross-cultural management is not an easy endeavor. Among the numerous obstacles researchers have to face, the first is establishing the very definition of culture. When a layman uses the word culture, it is not always clear what he/she means by it. Whereas in casual conversation, approximation may not be a problem, the stakes are higher for a researcher. Rigor is necessary at all stages of the research process, from the design stage to the publication stage. The difficulty can be daunting. The Handbook of Cross-cultural Management Research can therefore be seen as the great tool for researchers, both those already in the field, and even more for those who wish to enter this demanding but rewarding research field.

This book is edited by three renowned international experts, Peter Smith, Mark Peterson and David Thomas. They managed to draw together a global group of contributing scholars, which is paramount when cross-cultural management is under scrutiny. These contributors, with extensive multicultural experience, represent 12 nations.

As in many other research fields, undertaking cross-cultural management research entails making numerous decisions. One important decision regards the level of analysis. Paraphrasing the two authors of the chapter entitled ‘The comparative human resource management policies and practices’, all chosen perspectives can be right or accurate; however, some are more useful than others, depending on what goal they can best serve. Are nations a relevant level of analysis even though, as the authors acknowledge in the introduction, it is difficult to say that they have values and beliefs? Is the individual level more relevant? Both levels can be relevant,