



Management across Cultures: Developing Global Competencies

By Richard M. Steers, Luciara Nardon, Carlos J. Sanchez-Runde

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The second edition of this popular textbook explores the latest approaches to cross-cultural management, as well as presenting strategies and tactics for managing international assignments and global teams. With a clear emphasis on learning and development, the text encourages students to acquire skills in multicultural competence that will be highly valued by their future employers. This has never been as important as now, in a world where, increasingly, all managers are global managers and where management practices and processes can differ significantly across national and regional boundaries. This new edition has been updated after extensive market feedback to include new features: a new chapter on working and living abroad; applications boxes showing how theories and key concepts can be applied to solve real-life management problems; student questions to encourage critical thinking; and updated examples and references. Supplementary teaching and learning materials are available on a companion website at www.cambridge.org/steers. In addition, recommended in-depth cases for each chapter are available at www.iveycases.com/CaseMateBrowse.aspx.

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Editorial Review

Review

"This is an exceptional textbook. The authors artfully translate academic theory and empirical research findings to practical applications in a manner that makes for compelling reading. This book is a wonderful guide both to the student who is a "global neophyte" and for students who have had the opportunity to live and perhaps work overseas. This is one of the best international management textbooks that I have come across in thirty years of working in the field. I heartily recommend it." - Mark E. Mendenhall, J. Burton Frierson Chair of Excellence in Business Leadership, University of Tennessee, USA

"The authors of this text are widely respected for their expertise and experience in the field of management. This expertise is reflected in their insightful and practical handbook designed to aid global managers. Each chapter offers rich real-life experiences of managers and critical exposition of theory, and provides valuable actionable strategies for the reader. The case studies push the reader to think and question assumptions in order to appreciate the complexities of the global arena today. Essential reading for all managers!" - Soo Min Toh, Associate Professor of Organizational Behavior, Joseph L. Rotman School of Management, University of Toronto, Canada

"The authors focus on the development of key skills needed to face an increasingly multicultural reality. The emphasis in the book is not on managing internationally but on succeeding in an increasingly multicultural environment and the importance of developing a global perspective. Throughout the book we are reminded that it is no longer possible to think in terms of "us" and "them" and that the competent international manager recognizes and synthesizes multiple worldviews. The reader gains an appreciation for both the challenges of multicultural management posed by the cultural, organizational and situational environments, as well as the skills needed to overcome these challenges. The authors aim to turn this knowledge into skills by providing a wealth of practical examples and a chapter by chapter toolkit for applying the concepts. This book should be required reading for students of international and cross-cultural management and will appeal to managers (or anyone) working internationally and with a culturally diverse workforce." - Audra I. Mockaitis, Senior Lecturer, Monash University, Australia

About the Author

Richard M. Steers is Professor Emeritus of Organization and Management in the Lundquist College of Business, University of Oregon.

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