This first Australasian edition of the popular text *Management Across Cultures* explores the latest approaches to cross-cultural management, 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. As more and more managers find themselves becoming global managers, and in a world where practices and expectations can differ significantly across national and regional boundaries, this has never been more important.

Rich in cases and examples, *Management Across Cultures: Australasian Edition* integrates research from across the social sciences with contemporary management practices for a comprehensive overview of cross-cultural management. It features:

- a “management challenge” that serves as the basis for each chapter
- learning objectives to focus student learning
- application boxes throughout to illustrate how the concepts under study apply to practice
- a “manager’s notebook” that summarises chapter lessons and their implications for managerial action
- key terms to highlight chapter concepts
- discussion questions that probe both the conceptual and managerial implications
- a case at the end of each chapter that allows students to apply the problem-solving skills learned
- end-of-book case studies that draw together the concepts from a range of chapters.

Additional teaching and learning materials are available on this book’s companion website at [www.cambridge.edu.au/academic/management1e](http://www.cambridge.edu.au/academic/management1e).

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Guided tour

Learning strategy for book
The learning strategy for this book is organised around a 3-stage developmental process:

Global challenges
Stage I begins our analysis by discussing both the challenges facing managers and how various managerial roles and responsibilities can often differ across cultural and organisational boundaries.

Global understanding
Stage II focuses on developing a deeper awareness and critical analysis of the complex cultural, organisational, and situational contexts in which global managers increasingly find themselves.

Global management
Stage III then builds on this foundation to focus on developing specific multicultural skills managers can use to survive and succeed in today’s competitive global environment.

Recognise global challenges:
1. Management across cultures: an introduction
2. Global managers: challenges and responsibilities (with global management model)

Develop global understanding:
3. Cultural environments (including map of cultural environment and Appendix summarising various models of national cultures)
4. Organisational environments (including map of organisational environment)

Develop global management skills:
5. Communicating across cultures
6. Leading global organisations
7. Negotiating global partnerships
8. Managing ethical conflicts
9. Managing work and motivation
10. Managing global teams
11. Managing global assignments
12. Lessons learned

A global management model is introduced early in the text to guide in the development of critical analysis skills as the book progresses.

Learning strategy for chapters
Each chapter also follows a learning strategy aimed at building bridges between theory and practice using a range of real-world examples, applications, discussion questions, and cases.

Chapter introduction
• Management challenge
• Chapter outline

Chapter content
• Concepts, research, and examples
• Applications and questions
• Manager’s notebook: summary points and action strategies

Chapter review
• Key terms
• Discussion questions
• Case study
Chapter introduction

Each chapter begins by highlighting the management challenges that serve as the basis for the chapter. Chapter outlines organise the text.

Chapter content

The text brings together what we currently know—and, in some cases, what we don’t know—about the problems global managers may face in the field and the global skills they require to survive and succeed. These materials are based on current theory and research.

Applications are interspersed throughout each chapter to illustrate how concepts under study apply in practice. Application questions encourage students to develop an understanding of what managers did in particular situations and how they might have done it better.

Manager’s notebooks summarise chapter lessons and their implications for managerial action.
Guided tour

Chapter review

Key terms highlight chapter concepts for purposes of review, while discussion questions probe both the conceptual and managerial implications of the materials under study.

Each chapter concludes with a case study for applying the problem-solving skills learned.

End of book cases

The book concludes with a selection of nine cases that collectively draw upon material covered in each chapter. These cases can be used to explore a number of different concepts in the one case example.

Learning strategy online

Instructors can access a comprehensive set of 600 downloadable PowerPoint slides online at www.cambridge.edu.au/academic/management1e. These slides are designed to review the materials covered in each chapter, including key concepts, chapter applications, manager’s notebooks, end-of-chapter discussion questions, and cases.

An online instructional resources package is also available to instructors that includes suggestions for use of in-text materials and PowerPoint slides; web links to author-recommended videos, cases, exercises, and simulations; team problem-solving activities; and supplemental downloadable global management cases and exercises by the authors.

Suggested responses to End of Book Cases are also available for instructors.