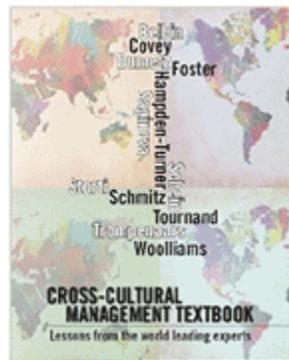


Meredith Belbin, Steven Covey, Dean Foster, Charles Hampden-Turner, Edgar Schein, Joerg Schmitz, Craig Storti, Frans Trompenaars, Peter Wooliams — the list of co-authors of the *Cross-Cultural Management Textbook*, published in 2012, includes several big names in the field of interculturalism. In the book's preface, they promise to "prepare readers from diverse backgrounds to comprehend the influence of culture in management and communication."

With that premise of achieving comprehension, while not necessarily teaching practical skills, the authors present what is easily one of the best textbooks for academic courses on the subject. At the same time, they give a useful overview to those whose work involves cross-cultural challenges.



Two introductory chapters, 'Comparing cultures' and 'Cross-culture research as of today,' give an overview on the state of the art on the field of intercultural research. The chapter that follows, 'Culture and communication,' is an excellent introduction into this complex subject, discussing aspects such as verbal and non-linguistic communication, as well as paralanguage (*how we say things*).

The next set of chapters discusses cultural dimensions relating to people, time, and the world, a structure that may appear a bit arbitrary but nevertheless proves relevant. Other chapters deal with trust as a cultural dimension, organizational and team culture, and the reconciliation of cultural dichotomies. Lastly, the book includes are chapters on marketing and expatriation which seem a bit disconnected from its core subjects.

Most valuable for instructors and facilitators may be the case studies found at the end of each of the book's chapters. These case studies are usually highly relevant and illustrative of the concepts discussed.

On the downside, a major flaw of the *Cross-Cultural Management Textbook* is that it focuses largely on the work of co-authors Hampden-Turner, Trompenaars, and Wooliams, while mostly ignoring contributions from several others. Geert Hofstede, for example, like Trompenaars a Dutchman and 'intercultural giant,' receives only a two-page summary of his work that fails to adequately reflect his contributions to the field.

Overall this book deserves a recommendation nevertheless, as there is no better way to get started on the fundamentals of intercultural communication and management.

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