



Call for Papers

for a special issue of the *International Journal of Cross-Cultural Management*

Deadline for submission: August 31st, 2008

“Multiple views for enhanced understandings in Cross-Cultural Management”

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Cross-cultural management has developed under the influence of distinct paradigms and foci (see e.g., Redding, 1994, Sackmann & Phillips, 2004). Research is organized around few perspectives with their own assumptions, definitions and sometimes methodologies. But these perspectives do not seem to interact much, which means lost opportunities to learn from each other. The present call for paper aims to promote a dialogue between the various perspectives present in cross-cultural management; a dialogue that we believe will lead to further knowledge development.

We see four main perspectives in cross-cultural management, leading to different streams of research. Studies adopting a cross-national comparison perspective tend to investigate the variation across nations of managerial behavior and beliefs/values – where Hofstede’s (1980) work was seminal. A second group of studies tends to focus on intercultural interactions, often in a bicultural setting, to investigate processes and practices linked to culture (e.g., Brannen & Salk, 2000). A third group can be seen in the multiple culture perspective that tries to shed light on the various cultural influences such as nation, organization, tenure, ethnicity, profession etc. and their interactions that may influence individuals’ identity and, hence, their actions (e.g., Ybema, 1997). A fourth group adopts a critical and post-colonial perspective, investigating for example how power/knowledge is used under the cover of culture differences in texts and in management (e.g., Westwood, 2001).

Studies based in a distinct paradigm that venture into one of the other streams may provoke interesting contributions. This is the case for example, of interpretive studies initiated by the work of d'Iribarne (1989) in the stream of cross-national comparison. The contrast that these studies can bring to existing literature, research questions and methodologies can be used as a source of improvement (see Peterson and Pike, 2002). The contrast that indigenous studies can bring to models developed in the West is another example of sources of improvement (see Jackson and Aycan, 2006).

We believe that a dialogue between the various perspectives within cross-cultural management can be a key to new developments. In addition, using distinct or new methodologies in each of the streams of cross-cultural management can achieve new and complementary knowledge. Therefore, we welcome all papers that strive to achieve further theory or knowledge development with:

- Multi-paradigm or multi-perspective approaches, multiple level of analysis in their investigation of the influence of culture on management
- New or rarely used methodologies in the field of cross-cultural management, like e.g. cultural metaphor
- New perspectives for the field of cross-cultural management, like e.g. critical, post-modern, post-colonial and indigenous analyses
- New approaches or methodologies than the prevailing ones in one of the streams within cross-cultural management

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