

## Cross-cultural Management: A Personal View

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### **\*\*\*Note: Figures may be missing from this format of the document**

Research is an inquiry into the mind and human spirit that integrates life with learning and evolves in the mind of the reader. Recent events around the world have given new meaning to inquiry because of such dynamic changes. Doors to countries that were once locked and chained are now open.

Currently, there is still very little empirical information to compare management around the globe. This is despite urgent calls for theory building and research to improve the understanding and management of human resources worldwide (cf. Adler, 1983; Arvey *et al.*, 1991; Doktor, *et al.*, 1991a; 1991b; Dowling and Schuler, 1990; Sheth and Eshghi, 1989).

As we edge towards the twenty-first century, we are increasingly aware of the great need to develop and test theories that are as diverse as our populations. Universalism is dead (Hofstede, 1980). Our current prejudices towards what research methods are acceptable must change and be moulded to fit the culture.

Along with this must come the most difficult challenge of all: to review studies from an examination of the cultural inhabitants' perspective, rather than our own. We indeed must leave our own culture behind to produce truly cross-cultural research.

It is with these important challenges in mind that *Cross Cultural Management: an International Journal* is launched.

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