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## CASES IN CRITICAL CROSS-CULTURAL MANAGEMENT: AN INTERSECTIONAL APPROACH TO CULTURE

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### *Abstract*

This book is a collection of 16 empirical cases in critical Cross-Cultural Management (CCM). All cases approach culture in CCM beyond national cultures, and all examine power as an integrative part of any cross-cultural situation. The cases also consider diversity in the sense of culturally or historically learned categorizations of difference (such as gender, race, ethnicity, religion and class), and acknowledge how diversity

categories might differ across cultures. Furthermore, each case suggests a specific method or concept for improving upon the situation. Out of this approach, novel insights emerge: we can see how culture, power and diversity categories are inseparable, and we can understand how exactly this is the case. The uses and benefits of this book are thus both conceptual and methodological; they emerge at the intersections of Critical CCM and diversity studies. All cases also discuss implications for practitioners and are suitable for teaching.

Mainstream CCM often limits itself to comparative models or cultural dimensions. This approach is widely critiqued for its simplicity but is equally used for the exact same reason. Often, academics teach this approach whilst cautioning students against implementing it, and this might be simply due to a lack of alternatives. Through means of rich empirical cases, this book offers such an alternative.

Considering the intersections of culture, diversity and power enables students, researchers and practitioners alike to see 'more' or 'different' things in the situation, and then come up with novel approaches and solutions that do justice to the realities of culture and diversity in today's (and the future's) management and organizations. The chapters of this book thus offer concepts and methods to approach cross-cultural situations: the conceptual gain lies in bringing together CCM and (critical) diversity studies in an easily accessible manner. As a methodological contribution, the cases in this book offer the concise tools and methods for implementing an intersectional approach to culture.