

ABSTRACT

The globalisation of business has increased the demand for reliable knowledge about managerial skills, adjustment and effectiveness across cultures. The challenge to scholars in Organisational Behaviour centres on three areas: role differentiation and integration in international companies; international alliances, projects and ventures; and adjustment to cross-cultural mobility. Theory and practice need to come closer together to achieve tangible advances in these areas. This will involve more culturally eclectic and innovative concepts than have been commonplace in the field to date. The paper reviews current cross-cultural conceptions and the need for change in terms of the core issues in the field OB: individual differences; person-job fit; group dynamics; inter-group relations; organisational design; and the management of change. Taking a developmental perspective is viewed as essential, so that our knowledge can be a tool for improving the qualities of working life across cultural boundaries.
