Dedications

RABI S. BHAGAT

I dedicate this book to my wife, Ebha, my daughters, Monika and Priyanka and my son-in-law, Timothy F. Kennedy. My wife and daughters were particularly patient during the various holidays and festivals when I needed to spend my time away from the family discussing and working on this book with my colleagues and doctoral students in Memphis and abroad. It is also dedicated to the loving memory of my parents, who encouraged me to think and dream big and explore the world through my travels and advanced studies. In addition, my mentor during my high school and college years, Mr Bibekananda Roy (who recently retired as the editor of the *Planning Commission Magazine* of the government of India) played a pivotal role in encouraging me to view the world with a multicultural lens. Finally, I thank my sisters, Bharati and Neelaxmi Jaiswal of India. Sincere appreciation is also expressed for Dr Bharatendu N. Srivastava, the former dean of the Indian Institute of Management in Calcutta, and Dr S. Raghunath of the Indian Institute of Management in Bangalore for their encouragement and insights at various stages of the writing of the book.

HARRY C. TRIANDIS

The idea of writing this book developed when Rabi approached me with observations that there were no good books in the area of comparative management that incorporated cultural variations in an appropriate fashion. Rabi was my student during the 1970s and always maintained a strong interest in understanding cultural variations in organizational behavior and theory. I supervised his doctoral dissertation in the mid-1970s and, since then, he has been an active researcher in the area of cross-cultural organizational behavior and processes. While the idea of doing this book with Rabi was interesting, it took several years before the project got off the board. During the 1990s and in the first two decades of the 21st century, Rabi traveled widely and lectured in various universities

in Asia, Western and Eastern Europe, and Australia. He realized the need for a book on managing global organizations from a cultural perspective. At that time, Annette McDevitt, who was working with Rabi on several cross-cultural research projects, also became interested in the project, and from 2006, she worked on this book.

At age 85 this is bound to be my last book. It all started when I took a seminar with Robert Joyner, at the University of Toronto. The title of the course was “Human Relations in Industry.” We read widely not only on that topic, but also in anthropology, psychology, and sociology. This seminar resulted in my decision to change from industrial engineering, which was my undergraduate degree at McGill University, to psychology. Since I had no undergraduate psychology, in order to get into graduate school I went back to McGill for one year to pick up the basics – history of psychology, experimental psychology, social psychology, statistics, and the like. Wally Lambert, at McGill, was just out of graduate school and did not want to direct my dissertation, so he sent me to his brother, Bill Lambert, an eminent cross-cultural psychologist at Cornell University. There I took many courses that shaped my future, but especially a course of “Methods in the Social Sciences” that included training in the methods of anthropology, political science, psychology, and sociology. Thus, I became a multi-method social psychologist. During graduate school I collaborated with Charles Osgood, of the University of Illinois, in a study on the generality of affective meaning across cultures. Upon graduation, with a Ph.D., Osgood arranged for me to come to Illinois, and though other universities asked me to go to other places, Illinois always matched their offers and so I stayed there for 40 years. All these scholars made significant contributions to my thinking. I thank them all, and many others, like John Adamopoulos, Marilyn Brewer, John Berry, Richard Brislin, Juris Draguns, Marv Dunnette, Michele Gelfand, Yoshi and Emiko Kashima, Walter Lonner, Shalom Schwartz, and Peter Smith. I am grateful to all of them.

ANNETTE S. McDEVITT

I dedicate this book to my loving husband, Ian McDevitt for his sustained encouragement and support through my doctoral education and the many hours spent working on this book. It is also dedicated to John M. Hodges, M.D., F.A.C.S. for his continuous inspiration and for sharing many stories of cross-cultural encounters.