



14th GEM&L International Conference on Management & Language

10-12 May 2021

EM Strasbourg Business School
Online

**Global working and language:
Towards an understanding of global-local interplay in context**



PROGRAMME OUTLINE

Monday, 10 May 2021

- 14:00-14:30 Welcome address
Dr. Philippe LECOMTE, President of GEM&L
Dr. Herbert CASTERAN, Dean, EM Strasbourg
Prof. Sebastien POINT, Head of HuManiS research center, EM Strasbourg
Dr. Helene LANGINIER, Associate Professor, EM Strasbourg
- 14:30-16:30 Doctoral session
- 16:30-16:45 Coffee break
- 16:45-17:45 GEM&L board meeting

Tuesday, 11 May 2021

- 09:30-10:30 First keynote address
Prof. Sebastian REICHE, Professor, IESE Business School
On the move: transition between local and global work
- 10:30-10:45 Coffee break
- 10:45-12:15 **Session 1**
- 12:15-13:00 Lunch:
- 13:00-14:30 **Session 2**
- 14:30-14:45 Coffee break
- 14:45-16:15 **Session 3:**
- 16:15-16:30 Coffee break
- 16:30: 17:15 GEM&L annual general meeting**

Wednesday, 12 May 2021

- 09:00-10:00 Second keynote address
Prof. Christoph BARMAYER, University of Passau & **Prof. Eric DAVOINE**, Université de Fribourg
Understanding of "Organization" in French-German Joint-ventures
- 10:00-10:15 Coffee break
- 10:15-11:45 **Session 4**
- 12:00-13:00 Lunch
- 13:00-14:30 **Session 5**
- 14:30-14:45 Coffee break
- 14:45-16:15 **Session 6**
- 16:15-16:30 Coffee break
- 16:30-18:00 **Panel: "Educating the future global manager: a focus on cultural and linguistic intelligence"**
Prof. Mary-Yoko BRANNEN, Honorary Professor of International Business, Copenhagen Business School Professor Emerita San Jose State University
Prof. Terence MUGHAN, School of Business, Portland State University, USA
Dr. Kevin Mac GABHANN, Director International Relations EM Strasbourg
Dr. Mary VIGIER, Professor ESC Clermont
Dr. Hélène LANGINIER, Associate-Professor, EM Strasbourg,
Moderated by Betty Beeler
- 18:00-18:15 **Closing session**

FULL PROGRAMME

Monday, 10 May 2021

14:00-14:30 Welcome address

Dr. Philippe LECOMTE, President of GEM&L

Dr. Herbert CASTERAN, Dean, EM Strasbourg

Prof. Sebastien POINT, Head of HuManiS research center, EM Strasbourg

Dr. Helene LANGINIER, Associate Professor EM Strasbourg

14:30-16:30 Doctoral sessions

Track 1: Doctoral session 1	Track 2: Doctoral session 2
Chair: Wilhelm Barner-Rasmussen	Chair: Susanne Tietze
<p>David Drabble, Royal Holloway (University of London), UK Language, mode of communication and power: The factors affecting the types and effects of misunderstandings in global working</p>	<p>Anja Loderer, Katrin Muehlfeld, Alexandra Moritz, Véronique Slomski, Robert Wilken, Trier University & ESCP Berlin, Germany Foreign language use and team creativity: An exploratory study of practitioners' perspectives</p>
<p>Hilla Back, Rebecca Piekkari, Aalto University School of Business, Finland From overt to covert exclusion of international employees at the digitalized workplace</p>	<p>Danielle Taylor, Université Grenoble Alpes, France Le management des équipes plurilingues et virtuelles. <i>Presentation in English</i></p>
<p>Ivan Olav Vulchanov, Copenhagen Business School, Denmark Decoupling through partially codified and flexible language policy: English as a corporate language in an international post-merger context</p>	<p>Sergi Casals, University EAFIT, Medellin Country, Columbia Company-speak management in linguistically diverse environments to increase the strategic value of corporate language</p>
<p>Eleonora Nikolaeva, Moscow State Institute of International Relations, Russia La publicité – le moyen d'apprendre et d'enseigner la langue. <i>This paper is a pedagogical paper. Presentation in English</i></p>	<p>Victoria S. Nydegger Schrøder, NHH Norwegian School of Economics, Norway Interlingual translation of corporate values in MNC subsidiaries with a 'Licence to adapt'</p>

16:30-16:45 Coffee break

16:45-17:45 GEM&L board meeting

Tuesday, 11 May 2021

09:30-10:30 First keynote address
Prof. Sebastian REICHE, Professor, IESE Business School
On the move: transition between local and global work

10:30-10:45 Coffee break

10:45-12:15 **Session 1**

Track 3: Language & communication	Track 4: SMEs' internationalisation
Chair: Mary Vigier	Chair: Natalie Wilmot
Danielle Taylor, Université Grenoble Alpes, France Language Variety and Communication Strategies in Multilingual Virtual Teams: An Experimental Serious Game Study	Philippe Régnier & Marie-Christine Collière, School of Management-Fribourg, Switzerland Internationalization of French and Swiss SMEs to Asian Emerging Markets: What Kind of Language and Intercultural Management Supportive Services Needed?
Gary Massey & Regine Wieder, ZHAW Zurich University of Applied Sciences, Switzerland Harnessing a Hidden Power – International Corporate Communications, Translators and Translatorial Agency	Johanna Niskavaara, Aalto University School of Business, Helsinki, Finland Leveraging language diversity and cultural diversity for SME internationalization
Maria Ivanova-Gongne & Wilhelm Barner-Rasmussen, Åbo Akademi University, Finland Managers' accounts of how language influences international business operations at different levels of market exposure: A contextualized sensemaking perspective	Amy Church, Université Savoie Mont Blanc, France Born Global, Growing up Globally Capable? Diversity perspectives and the development of language operative capacity in early and rapidly internationalizing SMEs

12:15-13:00 Lunch

13:00-14:30 **Session 2**

Track 5: Communication, translation & knowledge production
Chair: Geneviève Tréguer-Felten
Anne Kankaanranta & Tiina Räisänen, Aalto University School of Business, Helsinki, Finland Language and genres of global work in the corporate context
Rebecca Piekkari & Susanne Tietze, Aalto University School of Business, Helsinki, Finland & Sheffield Hallam University, UK Between the original and the 'copy': Translation as creative agentic work in multilingual organizations
Carole Couper & Rebecca Piekkari, Aalto University School of Business, Helsinki, Finland Multilingual knowledge production in cross-language research

14:30-14:45 Coffee break

14:45-16:15 **Session 3**

Track 6: Creativity, leadership & team performance
Chair: Rebecca Piekkari
Alexander Peter, Katrin Muehlfeld, Marc Oliver Rieger & Mei Wang, Trier University, & WHO – Otto Beisheim School of Management, Germany Creativity through the Linguistic Lens: The Impact of Alphabetic and Logographic Language Systems on Students' Creativity and Consequences for Management Education
Komal Kalra & Mike Szymanski, University of Victoria, Canada & Moscow School of Management SKOLKOVO, Moscow, Russia How much Leadership is Lost in Translation? An empirical Examination of the Effect of Multilingual and Multicultural Leaders on Team Performance
Diemo Urbig, Katrin Muehlfeld & Arjen van Witteloostuijn, University of Wuppertal, Trier University, Germany & School of Business and Economics University of Antwerp, Belgium Country differences in default social heuristics and the foreign language effect: Evidence from contributions to a public good

16:15-16:30 Coffee break

16-30: 17:15 **GEM&L annual general meeting****Wednesday, 12 May 2021**

09:00-10:00 Second keynote address:
Prof. Christoph BARMAYER, University of Passau & Prof. Eric DAVOINE, Université de Fribourg
Understanding of "Organization" in French-German Joint-ventures

10:00-10:15 Coffee break

10:15-11:45 **Session 4**

Track 7: Language and identity	Track 8: Managing the multilingual workplace
Chair: Claudine Gaibrois	Chair: Komal Kalra
Kristina Humonen, Newcastle University, UK Managing as the 'Other': The role of language in professional role enactment	Ludovica Maggi, ISIT, France Managing language as a brand identity feature across countries: actors, processes, and quality standards for conveying tone of voice in international marketing communications.
Jane Kassis-Henderson & Linda Cohen, ESCP Business School, Paris, France From mistaken assumptions to enlightened practices in the globalized local workplace: understanding language and identity in context	Geneviève Tréguer-Felten, Associate researcher, Clesthia (Sorbonne nouvelle Paris 3) & Gestion & Société (CNRS) "Better understand is good to work"; Is mastery of the Common Corporate Language enough to satisfy this aspiration?
Sabine Ehrhart, Claudia Polzin-Haumann & Christina Reissner, University of Luxembourg, University of Saarland How can we learn to play the global game at the workplace by keeping our local roots?	Andrew John & Onur Özgür, Melbourne Business School, University of Melbourne, Australia Multilingual Multinationals

12:00-13:00 Lunch

13:00-14:30 Session 5

Track 9: Cross-cultural aspects on language management	Track 10: Faculty performance and legitimacy
Chair: H��l��ne Langinier	Chair: Amy Church
Anne-Kari Bj��rge, Sunniva Whittaker & Sanda Tomescu Baci��, NHH Norwegian school of economics, Norway Transnational identities in the European labour market: a linguistic perspective	Mary Vigier Myke Bryant, ESC Clermont, France International accreditation processes in French business schools: a challenging multilingual reality
Madeleine Bausch & Christoph Barmeyer, University of Passau, Germany Cultural keywords in Brazilian and German quality management	Marjana Johansson, Claudine Gaibrois & Rebecca Piekkari, University of Glasgow, UK, University of St. Gallen, Switzerland & Aalto University School of Business, Helsinki, Finland Too Soft and Feminine to Be Legitimate? The Case of Language-sensitive Research and Education in International Business
Peter Daly & Dardo de Vecchi, EDHEC Lille & Kedge business school, France Company-speak and corporate newcomers: a path to organisational identity.	Olga Ryazanova & Peter Mc Namara, Maynooth University, Ireland Language, organisations and networks: Multi-level exploration of faculty research performance in European business schools

14:30-14:45 Coffee break

14:45-16:15 Session 6

Track 11: Language clustering	Track 12: Language research & higher education
Chair: Marjana Johansson	Chair: Betty Beeler
Claudine Gaibrois, University of St. Gallen, Switzerland The effects of culturalizing English skill-related behavior: The case of Asian students	Terry Mughan, Portland State University, School of Business, USA Language Management in the Global Firm: Making research findings matter
H��l��ne Langinier, Kevin Mac Gabhann, Babak Mehmanpazir & Jose Vallejo, University of Strasbourg, France Comparing French and Chinese students' intercultural competence development abroad: the importance of language	Tatyana Martynova & Elena Orlova, St. Petersburg State University, Russia The underexplored potential of language and communication for interdisciplinary programs. Towards language-sensitive interdisciplinary education in business schools
Komal Kalra, UVIC, Victoria, Canada Us versus Them: The Emergence and Evolution of Linguistic Clusters in Indian MNEs	Terry Mughan, Michal Wilczewski, Juana Du & Mary Vigier, Portland State University, School of Business, USA, University of Warsaw, Poland, Royal Roads University, Victoria, Canada & ESC Clermont, France Language and communication in the adjustment process of international students to their changing environment: Before and during Corona evidence from the xxxxx Project.

16:15-16:30 Coffee break

16:30-18:00 **Panel: “Educating the future global manager: a focus on cultural and linguistic intelligence”**

Prof. Mary-Yoko BRANNEN, Honorary Professor of International Business,
Copenhagen Business School Professor Emerita San Jose State University

Dr. Terence MUGHAN, School of Business, Portland State University, USA

Dr. Kevin Mac GABHANN, Director International Relations EM Strasbourg

Dr. Mary VIGIER, Professor ESC Clermont

Dr. Hélène LANGINIER, Associate-Professor, EM Strasbourg

Moderated by Betty Beeler

18:00-18:15 **Closing session**

ABSTRACTS FOR THE CONFERENCE

Track 1: Doctoral session 1

David Drabble

Royal Holloway (University of London), UK

Language, mode of communication and power: The factors affecting the types and effects of misunderstandings in global working

Global teams are a growing phenomenon, particularly considering lockdown practices which have made working at a distance increasingly normal. This doctoral study explored the extent to which misunderstandings develop in global working using the critical incident technique. Through the presentation of two cases, the study demonstrates that misunderstandings are more likely to occur in the presence of language asymmetry and when asynchronous media such as email are used to communicate as these do not easily afford calibration of meaning. The study found that once misunderstandings are realised the incidents was either contained or became damaging to team cohesion, leading to splits. Teams can manage misunderstandings through skilful use of technology and leaders avoiding blaming team members with lower *lingua franca* proficiency for misunderstandings rather than recognising reciprocity.

Key words: Misunderstandings, linguistics, calibration, global working, power, language asymmetries, media synchronicity, schisms, emotions

Hilla Back, Rebecca Piekkari

Aalto University School of Business, Finland

From overt to covert exclusion of international employees at the digitalized workplace

This empirical paper explores how those who do not speak the local language of the host country perceive inclusion at the digitalized workplace. We argue that remote work heightens social categorization of individuals into those who are 'in' and those who are 'out'. We draw on data collected in a multinational professional services company before and after the outbreak of the pandemic. The results indicate that overt exclusion exercised during face-to-face work turned into more subtle, covert exclusion of linguistically dissimilar individuals. The shift to remote work further deepened the divide between employee groups and rendered the faultlines that were previously translucent more impenetrable. This paper contributes to our understanding of diversity and inclusion at the digitalized workplace which is a largely uncharted field of research.

Key words: diversity; inclusion, exclusion; informational employees; minorities; digitalized workplace

Ivan Olav Vulchanov

Copenhagen Business school, Denmark

Decoupling through partially codified and flexible language policy: English as a corporate language in an international post-merger context

Although language-sensitive research, and more specifically, studies of language policies has gained empirical and theoretical momentum, there is further room to develop the conceptualisation of various types of corporate language management. This qualitative single case study triangulates

between document analysis, participant observation, digital meeting recordings and semi-structured interviews to analyse a flexible and partially codified English corporate language policy in an MNC. The empirical study aims to investigate under which internal and external contextual factors flexible language management may emerge. The analysis draws on perspectives from language-sensitive international business and management research and uses organisational institutional theory to theorise the relationship between contextual factors and decoupling of policy. While finding an absence of a language policy document stipulating language use in internal communication, this study engages in a conceptual discussion of whether the case's use of English as a corporate language classifies as language policy.

Eleonora Nikolaeva

Moscow State Institute of International Relations, Russia

La publicité – le moyen d'apprendre et d'enseigner la langue

This is a pedagogical paper, which will be presented in English

Track 2: Doctoral session 2

Anja Loderer, Katrin Muehlfeld, Alexandra Moritz, Véronique Slomski, Robert Wilken

Trier University & ESCP Berlin, Germany

Foreign language use and team creativity: An exploratory study of practitioners' perspectives

While previous research has explored the role of (foreign) language for team processes and outcomes, its effect on team creativity remains underexplored. We adopted an exploratory qualitative approach to *investigate the influence of foreign language use on team creativity*. Our findings from 23 semi-structured interviews show that foreign language use impedes creativity due to a lack of proficiency and associated misunderstandings within teams, the experience of foreign language anxiety, and increased complexity of team communication processes in a foreign language context. However, interviewees unexpectedly also described positive effects of foreign language use on team creative processes. Foreign language use prompts linguistic detours, leads to new interpretations due to multiplicity of meanings, and triggers visualization of ideas. Also, we reveal two spillover effects of foreign language use: (1) Team members appear to be more accepting and tolerant of mistakes of each other and (2) teams allocate more time towards creative processes in a foreign language context.

Keywords: language, foreign language use, multilingual teams, team creativity, team creative processes, team creative outcomes

Danielle Taylor

Université Grenoble Alpes, France

Le management des équipes plurilingues et virtuelles

Résumé : Cette recherche essaie de comprendre comment la diversité linguistique influence la performance des équipes virtuelles. Ce champ se situe au carrefour de plusieurs disciplines : les ressources humaines, le management international et la linguistique. Il nous fournira non seulement un cadre de réflexion global, mais également une définition plus précise de l'objet qui nous intéresse : l'expérience de l'équipe multilingue à distance. Avec une méthodologie mixte, nous souhaitons aborder le sujet à travers quatre articles, intégrant notamment des études de cas et des méthodologies expérimentales. Cette recherche a pour but trois objectifs : 1) comprendre le

fonctionnement des équipes virtuelles et plurilingues, 2) contribuer à l'identification des bonnes pratiques de gestion de ces équipes, et 3) mobiliser des méthodologies expérimentales, innovantes en management international.

Mots clés : Diversité linguistique, équipe virtuelle, travail à distance, processus d'équipe, processus sociaux, performance, diversité culturelle, management d'équipe

The paper will be presented in English.

Sergi Casals

University EAFIT, Medellin Country, Columbia

Company-speak management in linguistically diverse environments to increase the strategic value of corporate language

Background: The strategic value of language in international business is associated with effective specialized communication and knowledge transfer. This proposal introduces terminology science and terminology work principles to understand the relevance of corporate language in strategic management. Objective: To understand how company-speak, the company-specific terminology, is managed so that it enhances the strategic value of corporate language in linguistically diverse contexts. Method: Qualitative, single case study of an international joint venture. Data will be collected through document analysis and semi-structured interviews with top managers and analyzed through content and terminological analysis. Contribution: This study will contribute to widening the conceptualization of corporate language in IB, enrich the literature on language and strategy, and reveal terminology-based methods for corporate language management.

Keywords: corporate language; strategic management; language strategy; company-speak; terminology management; specialized language; knowledge sharing; language diversity; multilingualism

Victoria S. Nydegger Schrøder

NHH Norwegian School of Economics, Norway

Interlingual translation of corporate values in MNC subsidiaries with a 'Licence to adapt'

Multinational corporations (MNCs) are often reluctant to adapt their corporate communication to target audiences in subsidiaries. Still, research recommends making linguistic and cultural adaptations to the communication for it to serve its communicative purpose. This study presents a linguistic analysis and comparison of a French MNC's set of articulated corporate values that has been adapted to local business contexts in subsidiaries. Systemic functional linguistics (SFL) is suggested as a methodological lens to uncover translation shifts in cases where the target texts are radically rewritten. The findings suggest that subsidiaries that are given such a 'licence to adapt' their corporate values may still choose to stay in line with group policies in their adaptations, using the value terms as vessels to be filled with corporate content that is relevant and important for them. Contributing to "a translatorial turn in organization studies" (Piekkari, Tietze, & Koskinen, 2019) this study illustrates how applied linguistics may inform management practice.

Keywords: applied linguistics; corporate communication; corporate values; discourse analysis; intercultural business communication; multilingual multinational corporations; systemic functional linguistics (SFL); translation

Track 3: Language & communication

Danielle Taylor

Université Grenoble Alpes, France

Language Variety and Communication Strategies in Multilingual Virtual Teams: An Experimental Serious Game Study

This quasi-experimental study on language variety and communication strategies in multilingual virtual teams is “in progress.” Literature on language variety, language management strategies and virtual teams reveal the need for a more in-depth study of communication practices within the context of multilingual virtual teams. The innovative quasi-experimental serious game will allow us to research individual choices when faced with questions regarding choice of mode of communication, redundancy, code-switching, choice of interlocutor, and adaptation of message complexity. Contributions aim to explore communication strategies to leverage the benefits of multilingual teams.

Keywords: language variety, communication strategy, team processes, global virtual teams (GVTs), serious game

Gary Massey & Regine Wieder

ZHAW Zurich University of Applied Sciences, Switzerland

Harnessing a Hidden Power – International Corporate Communications, Translators and Translatorial Agency

Organizations that operate internationally are challenged to manage communication strategically across different cultures and languages. However, it is questionable whether current principles are adequate for organizations looking to convey identities and strengthen reputations internationally. Key competences that help develop and transmit strategic corporate messages according to senders’ intentions and receivers’ cultural situation are not systematically harnessed. Translators possess these, but the current mechanistic view of communication management, with translators acting only at the end of the communication design chain, inhibits their value-adding potential. Recent research from Organization Studies and Translation Studies, including a study by the authors, indicates that the hidden power of translators can constitute a valuable asset, but one insufficiently integrated in planning and design. In particular, professional translators’ agency appears to be restricted by an inadequate self-concept and overly linear models that prevent an iterative, interactive involvement in developing and conveying identities and strategic messages.

Keywords International corporate communications, organizational communication, Organization Studies, Translation Studies, translation, strategic communication management, translatorial agency, agentic translation, professional translators, paraprofessional translators

Maria Ivanova-Gongne & Wilhelm Barner-Rasmussen

Åbo Akademi University, Finland

Managers’ accounts of how language influences international business operations at different levels of market exposure: A contextualized sense-making perspective

Contextual circumstances affect how individuals make sense of their interactions with others, also in the sphere of business. In this paper, we explore how individuals in SMEs draw upon national linguistic

contexts when making sense of language use in their international business (IB) interactions, based on interviews with managers of Russian origin engaged in business transactions in the Finnish context. Our findings suggest that local language/s play an increasingly pertinent role in individuals' sense-making the more they are exposed to foreign markets. This finding contributes to language-sensitive IB literature by highlighting that increasing international exposure of individuals is not only associated with a growing emphasis on English.

Keywords: language, context, international business, market exposure, sensemaking, SMEs, Russia, Finland

Track 4: SMEs internationalization

Philippe Régnier & Marie-Christine Collière

School of Management-Fribourg, Switzerland

Internationalization of French and Swiss SMEs to Asian Emerging Markets: What Kind of Language and Intercultural Management Supportive Services Needed?

This contribution deals with the interplay between new forms of global work and language use in non-MNE / SME contexts as suggested by the recent literature (Angouri & Piekkari, 2018). It is focused on internationalizing SMEs in particular. Since the early 2000s, a rising segment of internationalizing SMEs has been moving from over dependence vis-a-vis slow growth or stagnating OECD markets to diversification vis-a-vis emerging markets, especially in Asia. According to January 2021 IMF estimates, China's GDP alone should represent the combined GDPs of USA and Japan by 2030!

After a literature review of SME internationalization and language & intercultural management, the contribution looks into the results of a recent *Interreg* research project devoted to "The Internationalization of French and Swiss SMEs to Asian emerging markets: What role of external supportive services?". It focuses on language, working and intercultural management problems faced by two groups of internationalizing SMEs surveyed in Eastern France and Western Switzerland

Keywords: SME Internationalization to Asian Emerging Markets, Asian Languages & Intercultural Management, Recent Survey of French & Swiss SMEs

Johanna Niskavaara

Aalto University School of Business, Helsinki, Finland

Leveraging language diversity and cultural diversity for SME internationalization

Language competence in an internationalizing company may affect what markets the company decides to target, but it may also affect what markets to avoid. This paper connects the topics of international mobility and internationalization of small and medium-sized enterprises as it theorizes that the language competence and cultural knowledge of foreign-born employees can offer important resources for an internationalizing company. However, we know from previous research that diversity of languages and cultures can also present great challenges within an organization. I argue that the way diversity is perceived in an organization influences how well a foreign-born employee's language competence and cultural knowledge can be leveraged to benefit the whole organization.

Keywords Language, culture, diversity, internationalization, SMEs, international mobility, foreign-born employees

Amy Church

Université Savoie Mont Blanc, France

Born Global, Growing up Globally Capable? Diversity perspectives and the development of language operative capacity in early and rapidly internationalizing SMEs

Companies that are born global or that internationalize early and rapidly in their trajectories need organizational-level global capabilities, particularly for language and culture. This article investigates the role of diversity perspectives in the development of language operative capacity, a multinational enterprise's capacity to assemble in a form that the MNE can apply, in a productive, context-relevant manner, as and when required throughout its global network. By exploring the connections between perspectives and underlying assumptions about diversity, diversity practices, and organization-level capacities, this work has implications for multilevel theoretical advancement at the crossroads of the international business and diversity streams of scholarship. For practitioners, research in the area can lead to more nuanced insight about the interaction between practices, individual attitudes, and organizational cultural dynamics concerning language diversity and better inform their managerial choices in this area.

Keywords: language, diversity, resources, capacities, capabilities, learning, internationalization, multilevel

Track 5: Communication, translation & knowledge production

Anne Kankaanranta & Tiina Räisänen

Aalto University School of Business, Helsinki, Finland

Language and genres of global work in the corporate context

Our paper aims to contribute to language-sensitive international management research by showing with the help of some earlier sociolinguistic studies how business professionals *use* English in situated global interactions and how the language emerges in two authentic text types as a social practice: meetings and emails. The findings highlight the importance of communicative competence rather than linguistic proficiency in business meetings and how both the language and the affordances of new communication technologies enable smooth interactions between employees of a recently merged MNC.

Key words: language, genre, MNC, English, lingua franca, global work, sociolinguistics, social practice

Rebecca Piekkari & Susanne Tietze

Aalto University School of Business, Helsinki, Finland & Sheffield Hallam University, UK

Between the original and the 'copy': Translation as creative agentic work in multilingual organizations

In this paper we offer an alternative to the mechanistic perspective on translation which sees translation as a mere copying of an original text or practice, and which still dominates international business. Instead we conceptualize translation as a process and outcome of creative, agentic work or

transcreation. We are particularly concerned with creativity of mundane translation work that takes place in multilingual organizations and which can only be achieved through translator agency. Translational performance is discussed as an interplay between copying and creating – these two forces are in a constitutive tension with each other. Furthermore, the uncertainty that prevails in multilingual situations creates voids of meaning, increasing translational agency and enhancing the potential for translator’s creativity. We argue that novel ideas and practices are not necessarily lost but constituted in translation. The conceptual model developed in this paper aligns equivalence and void of meaning with agency and creation.

Key words: translation, creativity, agency, copying, multilingual organizations

Carole Couper & Rebecca Piekkari

Aalto University School of Business, Helsinki, Finland

Multilingual knowledge production in cross-language research

This methodological paper discusses qualitative cross-language research in IB. We conceptualize knowledge production as a multilingual process, involving data collection, transcription, management and interpretation across language boundaries. We argue that the decision when to translate multilingual data into English – the reporting language – affects the findings of the study. Previous research has primarily focused on the pragmatic and logistical considerations of translating multilingual data. We develop a dialogical approach to multilingual knowledge production that treats data as intercultural interaction between cultural voices without an early recourse to translation. This approach builds on a dialogue between multilingual researchers and informants, advocating divergence of findings rather than convergence of viewpoints through triangulation. The outcome is a more holistic and multivocal explanation of the phenomenon under study. We challenge the established dichotomy of the foreign researcher being the non-native, naïve outsider and the local researcher being the native, knowledgeable insider. The dialogical approach makes a contribution by better representing the voices of non-English informants who tend to be silenced due to the dominance of English in IB and the broader field of organization and management research.

Key words: translation, multilingualism, cross-language research, qualitative methods, multilingual knowledge production

Track 6:

Alexander Peter, Katrin Muehlfeld, Marc Oliver Rieger & Mei Wang

Trier University, & WHO – Otto Beisheim School of Management, Germany

Creativity through the Linguistic Lens: The Impact of Alphabetic and Logographic Language Systems on Students’ Creativity and Consequences for Management Education

This study examines the relationship between individuals’ creative performance and the written language system of their native language. Thereby, it, first, disentangles cultural and linguistic influences; and, second, exploits country-specific differences in the degree to which educational advancement leads to exposure to different types of written language systems. Empirically, we collected data from 244 high school and 351 university students in China, Taiwan, Germany, and Vietnam. For high school students, exposure to the written language system of their native language arguably dominates, while university students tend to have been exposed more extensively to foreign

languages, in particular English. The following key findings resulted: For high school students, an alphabetic mother tongue is associated with higher performance in terms of divergent verbal creativity whereas a logographic mother tongue is related to higher performance in the fluency of figural creativity. For university students, the latter result holds up. However, with respect to divergent verbal creativity, the result is reversed: Students with a logographic mother tongue achieve higher performance. We argue that this reversal is due to their more extensive exposure to both types of written language systems, compared to university students with alphabetic mother tongues.

Keywords: Creativity; divergent thinking; language; alphabetic vs. logographic language system; foreign language exposure; analytic vs. holistic thought; cognition; management education; cross-cultural differences.

Komal Kalra & Mike Szymanski

University of Victoria, Canada & Moscow School of Management SKOLKOVO, Moscow, Russia

How much Leadership is Lost in Translation? An empirical Examination of the Effect of Multilingual and Multicultural Leaders on Team Performance

In this study, we adopt microfoundations of strategy as our theoretical framework to study the effect of global leaders' individual characteristics on multinational team performance. In particular, we studied the leader's multilingual communication abilities and multicultural background, and their role in, respectively, effectively reconfiguring team human assets and sensing cognitively distant opportunities and threats. Using random coefficient modeling and ordinary least square regression, we analyzed two samples of 222 and 79 teams and found that both these characteristics contribute to team performance; however, their effect differ depending on the team environment.

Keywords: global leadership, global teams, leadership, microfoundations of strategy, multiculturalism, multilingualism, multinational teams

Diemo Urbig, Katrin Muehlfeld & Arjen van Witteloostuijn

University of Wuppertal, Trier University, Germany & School of Business and Economics University of Antwerp, Belgium

Country differences in default social heuristics and the foreign language effect: Evidence from contributions to a public good

Individual-level effects of foreign language use on decision making are often related to shifts between more intuitive/heuristic and more deliberate/rational decision making. Intuitive behavior is strongly influenced by socialization and context. Meta-studies on the relationships between the use of intuition and specific behaviors in cooperation dilemmas reveal cross-country variation, suggesting that how foreign language use affects decision making might as well be dependent on the specific country context. This creates challenges to single-country studies. We, thus, replicate in Germany a single-country study conducted in the Netherlands. While Germany and the Netherlands are quite similar on general cultural criteria, a recent meta-study suggests important differences regarding default social heuristics in cooperation dilemmas. This study aims at testing whether the cooperation-reducing effect of using English as a foreign language as found for the Netherlands generalizes to other country/mother tongue settings, which potentially differ in terms of default social heuristics. An empirical comparison between Germany and the Netherlands supports the basic mechanism that supposedly underlies foreign language effects—i.e. a tendency towards more reflective decision

making–, but also suggests significant differences in ultimate outcomes, presumably due to cross-country differences in social heuristics.

Keywords: foreign language effect, social heuristics hypothesis, intuition effect, culture, dual

Track 7: language research & higher education

Kristina Humonen

Newcastle University, UK

Managing as the 'Other': The role of language in professional role enactment

The construction of 'convincing' professional role competence involves ongoing linguistic and discursive mediation. In multilingual work settings, in particular, language carries status in relation to how professional roles and hierarchies are performed and contested. Focusing on one non-native duty manager working at a Finnish food corporation, my empirical paper provides an in-depth study of the ways language ideologies contribute to professional role negotiation and power dynamics. The analysis utilises real-life interactional data (7h 30 min) and takes a discourse analytical approach by employing the interactional sociolinguistics framework. In line with this approach, the micro-level analysis of 'work talk' is ethnographically-informed and supplemented with interview data, field notes, corporate documents and photos from the research site. The findings illustrate how (self-)perceptions of 'language proficiency' can (de)legitimise formal role positions in the workplace.

Keywords: language and power, multilingual workplace, professional role enactment, critical inquiry, interaction analysis.

Jane Kassis-Henderson & Linda Cohen

ESCP Business School, Paris, France

From mistaken assumptions to enlightened practices in the globalized local workplace: understanding language and identity in context

There is a growing gap between the reality of how individuals communicate in today's workplace and the widely held assumptions of what comprises effective language usage. We argue that a failure to perceive this gap and to understand the reasons for it prevents organizations from developing appropriate policies and benefiting from the resources of all members of the workforce. The contribution of this paper is to show how the global heterogeneous environment requires a different way of perceiving identity and language usage based on an intersectional approach to identity in order to reappraise the competencies necessary for effective global-local interplay within today's business environment. These redefined competencies should be addressed in management education and human resources, particularly recruitment criteria.

Key Words: negotiating identity; intersectionality; language usage and voice, reflexivity; empowerment, essentialism and mistaken assumptions

Sabine Ehrhart, Claudia Polzin-Haumann & Christina Reissner

Université du Luxembourg; Luxembourg

How can we learn to play the global game at the workplace by keeping our local roots?

The authors of this article work for universities located in the Greater Region Luxembourg-Saar-Lorraine, one of the regions in Europe with the highest rate of commuters for work purposes. It is quite natural for all the members of their institutions, teachers and students alike, to cross linguistic, cultural and political borders on a regular basis. However, this specific case of global-local interplay is not common for all groups of the population. Despite of the geographical and sociocultural features these border regions have in common, language and professional culture vary considerably on the different sides of the borders. This divergence is considered as an almost invincible obstacle, especially by young people with few certifications. At the same time, economic and demographic structure diverge notably. Germany and Luxembourg are in need of workforce, whereas the bordering north-eastern part of France has a high degree of unemployment (Nienaber et al., forthcoming). Through the project “Enhancing language education in border-crossing professional and vocational education” within the 2020-2023 programme “Inspiring innovation in language education” under the auspices of the European Centre for Modern Languages, we focus on the promotion of dynamic and multiple language skills for intercultural communication in cross-border working environments, in several European borderland regions. In our presentation, we will discuss some issues related to this research project situated in the field of ethnolinguistics and sociolinguistics.

Keywords

Collective multilingualism, individual plurilingualism, cross-border workers, boundary spanners, code-switching, translanguaging, ecolinguistics, sociolinguistics, language teaching and learning, vocational training, hybrid linguistic repertoires.

Track 8: managing the multilingual workplace

Ludovica Maggi

ISIT, France

Managing language as a brand identity feature across countries: actors, processes, and quality standards for conveying tone of voice in international marketing communications.

Our research focuses on actors and processes of language control in MNC international marketing communications. More precisely, it concentrates on the monitoring of tone of voice as a vehicle of brand identity in translated or transcreated communications as well as in original contents written for local targets. A pilot set of qualitative interviews with marketing specialists will be conducted with the aim of having a better grasp of tone of voice management within MNC marketing departments. Collected data will be used to draw an overall picture of this phenomenon: Who are the people responsible for shaping tone of voice in local communications? How is control over this feature performed in the workflows for writing, revision and approval of texts? Are reference tools such as terminology guidelines or style guides mainstreamed in such processes? Interviews are also expected to provide an insight as of the level of attention given to tone of voice in marketing communications edited in local languages and highlight possible variance in treatment among contents of different nature.

Keywords: language management, translation management, tone of voice management, marketing communications, marketing communications workflow, marketing communications localization, language for brand identity, international brand identity.

Geneviève Tréguer-Felten

Associate researcher, Clesthia (Sorbonne nouvelle Paris 3) & Gestion & Société (CNRS)

"Better understand is good to work"; Is mastery of the Common Corporate Language enough to satisfy this aspiration?

Taking a dual linguistic and cultural stance, I argue for a qualitative approach to language use in IB in order to reveal what lies beneath miscommunication. Too often considered as an instrument manipulated at will, language is a social practice, highly dependent upon context (be it of a cultural, situational, technical, organizational, or national nature). This also applies to common corporate languages (CCLs), such as near-universal English as a lingua franca (ELF), because words and communication styles can take on different meanings in the respective universes of meaning of the speakers. Only a careful use of the CCL can help to avoid misunderstandings and improve the intercultural communication on which every human act is based in today's multilingual environment. It may be more useful for IB to proceed to more qualitative studies of the sort than simply blame the poor language skills of non-native speakers, as has generally been done to date.

Keywords

Misunderstanding, miscommunication, intercultural communication, linguistics, culture, social practice, qualitative approach, Common Corporate Language, CCL, ELF.

Andrew John & Onur Özgür

Melbourne Business School, University of Melbourne, Australia

Multilingual Multinationals

Tenzer et al's (2017) review of the management literature on language found that, despite a marked increase in interest in the topic over the last three decades, there has been almost no theoretical work in this area. The current paper, which uses economic theory to explore language use within multinational organisations, is a contribution towards filling this gap. It takes as motivation findings in the International Business literature showing that language difference are a significant obstacle to the operations of multinational firms. In our theoretical model, business units within a multinational organisation communicate with each other through both a formal channel using a designated corporate language, and more informal channels using languages of their choice. Language aside, the formal channel is more efficient for internal communication, but the informal channel allows communication in the language that best suits both parties. Based on the information they receive from others, business units then choose actions to trade off a desire to adapt to local conditions and a desire to coordinate with others. We use this framework to put theoretical structure on findings from case studies in the literature. For example, we show how a "shadow structure" can emerge, in which language connections between business units are more important than formal organisational structures. We also investigate the implications of the choice of corporate language.

Keywords: language, multinationals, information, economics, corporate language

Track 9: cross-cultural aspects on language management

Anne-Kari Bjørge, Sunniva Whittaker & Sanda Tomescu Baciu

NHH Norwegian school of economics, Norway

Transnational identities in the European labour market: a linguistic perspective

EU policies encourage multilinguality as a factor to enable labour mobility within the Union. Taking into consideration the varied nature of the European labour market this calls for situated research with language issues being contextualized with respect to the different professional categories involved. The present paper addresses the category of knowledge workers in the context of outsourcing from high-cost to low-cost countries. When the outsourcer's language is a minor one,

and the services in question are language-sensitive, language proficiency becomes a condition for employment. The paper explores two contexts where a high-cost country with a minor language (Norway) outsources services to Latvia and Romania. It discusses how the language situation impacts on knowledge workers' social and professional identity; the concept of transnational identity, and career pathing.

Keywords: transnationalism, identity, knowledge workers, service outsourcing, multilingualism, European labour market, ELF, career pathing, language user vs language learner

Madeleine Bausch & Christoph Barmeyer

University of Passau, Germany

Cultural keywords in Brazilian and German quality management

Every language reveals some cultural keywords which are inherent to that culture. Most often, these keywords can hardly be translated into other languages, because they are bound to their context of origin and their respective system of meaning. Although there has been research on cultural keywords in national cultures such as France, German, Russian or Japanese, literature on culture-bound keywords of management practices in general and in the Brazilian context is scarce. Researching the transfer of quality management from three German family companies to their Brazilian subsidiaries, we identified several keywords for Brazilian and German quality management. We present three for each culture and discuss their cultural and institutional anchorage.

Keywords: cultural keywords; quality management; Brazil; Germany; MNCs; case study; cross-cultural management; language

Peter Daly & Dardo de Vecchi

EDHEC Lille & Kedge Business School, France

Company-speak and corporate newcomers: a path to organisational identity.

Background: The strategic value of language in international business is associated with effective specialized communication and knowledge transfer. This proposal introduces terminology science and terminology work principles to understand the relevance of corporate language in strategic management. *Objective:* To understand how company-speak, the company-specific language, is managed so that it enhances the strategic value of corporate language in linguistically diverse contexts. *Method:* Qualitative, single case study of an international joint venture. Data will be collected through document analysis and semi-structured interviews with top managers and analyzed through content and terminological analysis. *Contribution:* This study may contribute to widening the conceptualization of corporate language in IB, enrich the literature on language and strategy, and reveal terminology-based methods for language management.

Keywords: corporate language; strategic management; language strategy; company-speak; terminology management; specialized language; knowledge sharing; language diversity; multilingualism

Track 10: language research & higher education

Mary Vigier Myke Bryant
ESC Clermont, France

International accreditation processes in French business schools: a challenging multilingual reality

Over the past two decades, French business schools have been engaging in rigorous international accreditation processes, mainly to improve their rankings and gain prominence on the highly competitive global marketplace of management education. These processes are conducted in English, today's dominant language of international business exchanges. Using an interview-based case study research design, the present paper explores the challenges confronted by non-native English speakers involved in international accreditation processes at French business schools. This on-going empirical study across ten business schools in France intends to report the challenges encountered and the strategies adopted to deal with this challenging multilingual reality.

Keywords:

case study; French business schools; international accreditation processes; common corporate language; accreditation-speak; accreditation-speak boundary spanners; internal and external communication flows

Marjana Johansson, Claudine Gaibrois & Rebecca Piekkari
University of Glasgow, UK, University of St. Gallen, Switzerland & Aalto University School of Business, Helsinki, Finland

Too Soft and Feminine to Be Legitimate? The Case of Language-sensitive Research and Education in International Business

This paper analyzes the field of language-sensitive research and education in international business from a gendered perspective. Scientific communities attribute varying degrees of masculinity or femininity to different disciplines depending on their research foci and preferred methodologies. These types of practices are part of doing gender in that they position particular disciplines, and associated individuals, as masculine or feminine, and therefore as differently valued. Due to being a fairly young field of inquiry, and due to its predominantly qualitative methodological approaches, language-sensitive research and education in international business tends to be perceived as too soft and feminine to be legitimate. We demonstrate that the key steps in the emergence and establishment of this field of inquiry are characterized by social and political processes that can be described as feminine. These processes are inextricably associated with gendered aspects of knowledge production. We also apply this perspective to educating business students in this disciplinary field. In incorporating a gendered perspective on social and political processes of resource mobilization, we extend previous conceptualizations of field development.

Keywords: Language-sensitive research and education, Scientific fields, Knowledge production, Doing gender, International Business, Management and Organisation Studies

Olga Ryazanova & Peter Mc Namara
Maynooth University, Ireland

Language, organisations and networks: Multi-level exploration of faculty research performance in European business schools

In this paper we explore how receiving education in non-English speaking country influences academics' ability to publish research in English and extract value from co-authorship networks. Prior

qualitative research highlighted the struggles of non-native English speakers in finding their voice when writing in English; however, systematic evidence estimating the importance of the language factor was lacking. Our study explores language socialization – a macro-level measure which takes into account the entire higher education history of an academic - as a factor that has a significant influence on volume and impact of research published in English-language outlets. We then investigate the interplay between language socialization, organizational environment and individual-level social capital in supporting faculty research performance.

Keywords: language socialization; social capital; research performance; academic careers

Track 11: language research & higher education

Claudine Gaibrois

University of St. Gallen, Switzerland

The effects of culturalizing English skill-related behavior: The case of Asian students

This paper focuses on international higher education as a multilingual organizational context that has received limited attention in language-sensitive research in International Business and Management. It examines the role of language and culture in students' explanation of their own and their fellow students' behavior, and the effects of these explanations on the power relations among them. Based on the analysis of reflexivity papers that students had to write after an intensive seminar on the management of language diversity at the London School of Economics, the study shows how varying levels of English proficiency can lead to a culturalization of Asian students' behavior by the participants with stronger English skills. The European students' cultural interpretation contrasts with the Asian students' explanations of their behavior, which attribute language a much more important role. The paper concludes with a discussion of implications for international education and cross-cultural management.

Keywords: Language diversity, higher education, international students, cultural differences, culturalization, power, critical intercultural communication, critical management education

Komal Kalra

UVIC, Victoria, Canada

Us versus Them: The Emergence and Evolution of Linguistic Clusters in Indian MNEs

This study seeks to understand the impact of multilingualism and language-based clusters in headquarters of MNEs in India by exploring how language based clusters emerge and evolve over time in organizations in a multilingual emerging economy. Using Social Identity Theory as the theoretical foundation, the results show that the linguistic clusters are dynamic and their composition changes and they disintegrate into smaller clusters as individuals become familiar with other aspects of their social identities.

Keywords – clusters, diversity, India, language, linguistic clusters, linguistic diversity, MNE, social identity theory

Tatyana Martynova & Elena Orlova

St. Petersburg State University, Russia

**The underexplored potential of language and communication for interdisciplinary programs.
Towards language-sensitive interdisciplinary education in business schools**

This paper sets an interdisciplinary research agenda to advance language-sensitive education at business schools. It explains three discipline integration models that underlie cross-disciplinary, multidisciplinary and interdisciplinary program design with the focus on the level of discipline integration, faculty communication and collaboration, and learning outcomes. The findings obtained from the content analysis of 50 undergraduate degree programs for business education revealed 4 multidisciplinary programs integrating language, communication and business disciplines. The main reason for the scarcity of such programs lies in the distinct nature of both disciplinary fields: business and management courses are more knowledge-intensive whereas language and communication courses are oriented to develop the communicative competence of students. This paper discusses underexplored disciplinary potential of language and communication for integration with business and management programs.

Keywords: language-sensitive business education, discipline integration model, cross-disciplinary, multidisciplinary, interdisciplinary

Track 12: language research & higher education

Terry Mughan

Portland State University, School of Business, USA

Language Management in the Global Firm: Making research findings matter

This paper will review research into language and international business conducted and published in the last decade or so through the lens of international management education. The primary scholarly framework for this review will be the relevant publications and actions of the Academy of International Business and the Journal of International Business Studies. It will identify findings and constructs from published research which have contributed to our understanding of business and organizational practices that have emerged in the 21st century. It will then consider how this knowledge may be integrated into innovative learning on the part of contemporary organizations and managers. This will include presentation of an outline of an evidence-based curriculum for language-general competence for international managers and students proposed by the presenter and offered up for discussion.

Keywords: language-focused research, international business and management, language-general curriculum

Hélène Langinier, Kevin Mac Gabhann, Babak Mehmanpazir & Jose Vallejo

University of Strasbourg, France

Comparing French and Chinese students' intercultural competence development abroad: the importance of language

We investigate the difference in the way Chinese students in France and French students abroad develop the behavioural dimension of their intercultural competence, which directly correlates to their social integration. To do so, in the context of a French business school, we measure the scores of both students' populations to an intercultural competency test: and analyse students' self-reflective reports on their experience. We identified differences in the way French and Chinese students develop their behavioural dimension of intercultural competence. Classes being taught in English for international programmes in the business school can limit Chinese students' opportunity to develop self-confidence in the host language needed which in turn can decrease their opportunity to develop meaningful

interaction much needed to the development of their behavioural dimension of intercultural effectiveness.

Keywords: Intercultural competence, behavioural skills, Study abroad, Chinese students, language

Terry Mughan, Michal Wilczewski, Juana Du & Mary Vigier

Portland State University, School of Business, USA, University of Warsaw, Poland, Royal Roads University, Victoria, Canada & ESC Clermont, France

Language and communication in the adjustment process of international students to their changing environment: Before and during Corona evidence from the xxxxx Project.

Student satisfaction is a frequently used and researched concept, particularly by universities seeking to find out how students perceive the education and associated services the student receives. This study also examines the concept from the point of view of the student but in terms of the students' sense of their own personal development and adjustment to the host environment. This paper will draw on two studies carried out in the period 2019-2020 examining the experience of international students in Denmark, Finland, France, Germany, Italy, Poland, and the USA, who were studying in foreign countries before and during the global corona-virus pandemic. The role of language and communication, in a broader sense, in their personal and intercultural development emerges as an important dimension of their development and their overall satisfaction with their socialization experience in the host environment. The authors argue that these findings have significance for international higher education policy and practice, with particular regard to the forms, process and benefits of host language acquisition and use as part of intercultural learning strategy. There is evidence in this study that attention to these matters may, by putting students more at ease with themselves, improve both social adjustment and academic performance

Keywords: language research findings, international students' socialization, interaction with hosts