

10th International GEM&L Conference

16 - 18 March 2016

ESCP EUROPE
79, avenue de la République
Paris 75011
France

Crossing language boundaries in organisations
Le défi des frontières linguistiques dans les organisations

PROGRAMME



PROGRAMME OUTLINE

Wednesday, March 16th 2016

- 17:00-18:00 Registration: Hall bas
 18.00-19:00 Welcome reception: Forum
 19:00-21:30 Welcome Dinner: Restaurant "Chez Justine": 96, rue Oberkampf, Paris 11^{ème}

Thursday, March 17th 2016

- 08:30-09:00 Registration: Hall bas
 09:00-09:20 Welcome address: Salle Europe
Frank BOURNOIS, Directeur Général ESCP EUROPE
Philippe LECOMTE, Président du GEM&L
 09:20-09:40 Opening speech: **Pierre-Louis DUBOIS**, secrétaire Général de la FNEGE
 09:45-10:30 First keynote address: Prof. **Mary-Yoko BRANNEN**, Gustavson School of Business, University of Victoria, Canada
Recontextualization and the Not-So-Obvious Language Challenges of Crossing Organizational Boundaries.
 10:30-11:00 Coffee break: Forum
 11:00-12:30 Round table: Salle Europe
Knowledge transfer, Translation, Mediation in International Business
 12:30-14:00 Lunch: Forum
 14:00-15:30 **Parallel Sessions I:** Room 3115 – Room 3116
 15:30-16:00 **Workshop sessions I :** Salle Europe – Room 3115 – Room 3116
 16:00-16:30 Coffee break: Forum
 16:30-18:00 **Parallel Sessions II:** Salle Europe – Room 3115 – Room 3116
 18:00-19:30 **GEM&L annual general meeting and GEM&L Board meeting: Salle Europe**
 20:15-23:00 GEM&L 10th Anniversary Celebration Dinner : Restaurant « Le Train Bleu », **A legendary place in Paris, Gare de Lyon, Paris 12^e**

Friday, March 18th 2016

- 08:45-09:00 Welcome coffee: Forum
 09:00-09:40 Opening speech: **Véronique CHANUT**, Présidente de la CEFDG, **Elke CARVALHO HERNANDES**, EFMD : Salle Europe
 09:40-10:25 Second Keynote, Prof. **Chris STEYAERT**, University of St. Gallen, Switzerland:
In search of "un pont neuf": between translating and translanguaging
 10:25-10:45 Coffee Break: Forum
 10:45-12:45 **Parallel sessions III:** Salle Europe – Salle Dalsace
 12:45-14:10 Lunch: Forum
 14:10-14:30 TELEVIC presentation: Salle Europe
 14:30-15:00 DGLFLF presentation: Salle Europe
 15:00-15:30 **Workshop Sessions II:** Salle Europe – Salle Dalsace – Salle Raymond Martin
 15:30-16:30 **Parallel sessions IV:** Salle Europe – Salle Dalsace
 16:30-16:45 Coffee Break: Forum
 16:45-17:45 GEM&L research Workshops agenda and Plenary on Management & Language & Closing:
Salle Raymond Martin

FULL PROGRAMME

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*Recontextualization and the Not-So-Obvious Language Challenges of Crossing
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- 10:30-11:00** **Coffee Break:** Forum
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Business:** Salle Europe

Lynne FRANJIE, Professeur des universités, Université de Lille 3
Jean-René LADMIRAL, Professeur à l'Université Paris Diderot et à l'ISIT, Paris
David MAIZERET, PDG de Fornells
Florence MELIN, Conseiller du Président / President Adviser, Robert Bosch France, SAS
Rebecca REYNAUD, Interprète de conférence, Directrice de l'Office Européen de
Communication
- 12:30-14:00** **Lunch: Forum**

14:00-15:30 Parallel Sessions I

Track 1: Challenging Linguistic Hegemony I	Track 2: The Language Factor in Emotions and Values
Chair: Claudine Gaibrois	Chair: Natalie Wilmot
Room 3115	Room 3116
Susanne Tietze <i>Keele University, Keele Management School</i> Multilingual Research, Monolingual Publications: Management Scholarship in English Only?	Qiu Wang, Jeremy Clegg, Anna Gajewska De Mattos, & Peter Buckley <i>Leeds University Business School, GB</i> What A Feeling: An Empirical Study of the Nexus of Emotion and Cultural Friction in the Context of Intra-MNC Knowledge Transfer
Rebecca Piekkari & D. Eleanor Westney <i>Aalto University, School of Business & MIT Sloan School of Management, Canada</i> Expatriates as Translators in Japanese Transplants: The Complexities of a "Common" Corporate Language	Maike Rosen & Katrin Mühlfeld-Kersten <i>Universität Trier</i> What Does Not Fit Is Made To Fit? P-O Fit and Individual and Corporate Values in Different Language Environments
Sierk Horn, Rebecca Piekkari & Susanne Tietze <i>Ludwig Maximilian University of Munich, Germany, Aalto University, School of Business & Keele University, Keele Management School</i> Coping with Manuscript Rejection: a Comparative Study of the Strategies of English Language Users	Patchareerat Yanaprasart <i>University of Basel</i> Behavior Aspects of the Leadership Capabilities in Action: Stepping Beyond 'Linguistic' Comfort Zones

15:30-16:00 Workshop sessions I

Salle Europe Jennifer Takhar <i>Novancia Business School</i> Translating Culture into Commerce: Who Wants to Be a Chief Culture Officer?	Room 3115 Louis-Marie Clouet <i>ISIT</i> ISIT Cross-Cultural Lab : Experiment New Ways to Learn, Research & Innovate	Room 3116 Claudine Gaibrois <i>University of St. Gallen</i> When the Orphan Becomes the Focus of Attention: Introducing the Management of Multilingualism to Management Education
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16:00-16:30 Coffee break: Forum**16:30-18:00 Parallel sessions II**

Track 3: Challenging Linguistic Hegemony II	Track 4: Language and Sense-making	Track 5: Microlevel Language Dynamics
Chair: Rebecca Piekkari	Chair: Susanne Tietze	Chair: Jane Kassis-Henderson
Salle Europe	Room 3115	Room 3116
Hélène Langinier, Sabine Ehrhart & Wille Barner-Rasmussen <i>Strasbourg School of Management, University of Luxemburg & Åbo Academy University, Turku, Finland</i> Translanguaging Practices in Multilingual Business Contexts: Observations from France and Finland	Betty Beeler & Philippe Lecomte <i>ESC Saint-Etienne & Toulouse Business School, France</i> Actions that Speak or Speech that Acts? The Conflicting Role of Language in Collective Sense-Making	Guro Refsum & Dorte Lønsmann <i>Copenhagen Business School Denmark</i> Ad Hoc and Informal: Crossing Language Boundaries at the Front-Line Level
Claudine Gaibrois <i>University of St Gallen, Switzerland</i> Turning away from National Languages: How Hybrid Forms of Language Use Affect Communication in Multilingual Organizations	Elena Chiocchetti <i>European Academy of Bolzano, Italy</i> SMEs in a Historically Multilingual Region: Best Practice Approaches or Lost Opportunities?	Emmanuelle Sauvage <i>IAE de Bordeaux, France</i> The Hidden Dimension of Happy Cultural Cooperation (What an Interpreter Knows You May Not)
Peter Daly & Dennis Davy <i>EDHEC Lille, France</i> Lost in Instruction: Challenges Facing Business School Faculty When Using English as a Medium Of Instruction	Miyuki Takino <i>University of Southampton, GB</i> Challenges of Bilingual Managers in Less Globalised International Companies: Analysing Experiences of Japanese Professionals who Use English at Work.	Anne Morel-Lab <i>Université de la Nouvelle-Calédonie</i> Word Force Languages Go-Between

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09:40-10:25 Keynote Address: **Prof. Chris STEYAERT, University of St. Gallen, Switzerland**
In search of "un pont neuf": between translating and translanguaging

10:25-10:45 **Coffee Break: Forum**

10:45-12:45 **Parallel sessions III**

Track 6: Managing Linguistic Capital

Chair: Betty Beeler

Salle Europe

Track 7: Translation Processes

Chair: Wilhelm Barner -Rasmussen

Salle Dalsace

<p>Guro Refsum & Anne Kankaanranta <i>Copenhagen Business School & Aalto University School of Business</i> Non-formalised Language Policies: Hidden, Implicit, and Non-Existent</p>	<p>Cheryl Cordeiro <i>University of Gothenburg & ABB Corporate research</i> Language in its Meta-Capacity: a Translation of Perspectives and Uncovering the Knowledge Zones Represented in the Uppsala Model of Internationalization / Globalization</p>
<p>Susanne Lesk <i>WU – Vienna University of Economics and Business, Austria</i> Improving the Coherency of Language Policies in Organisations: The Role of Human Resource Management in the Field of Multilingual SMEs</p>	<p>Geneviève Tréguer-Felten <i>CEDISCOR, Paris 3-Sorbonne Nouvelle, CNRS</i> For Transparent Translations but Not See-Through Translators!</p>
<p>Sachiko Yamao & Tomoki Sekiguchi <i>Graduate School of Economics Osaka University, Japan & The University of Melbourne, Australia</i> What Prevents One from Accepting International Assignment?</p>	<p>Natalie Wilmot <i>Sheffield Business School</i> Linguistic and Organisational Boundary Crossing in International Supply Chains: Opening the Black Box of Translation Processes</p>
<p>Al-Naemi Mai <i>London School of Economics, GB</i> Why Do We Have to Speak English to Succeed? The Role of Lingua Franca Fluency in Career Success in Multinational Corporations</p>	<p>Cheol Ja Jeong & Taeyoung Yoo <i>Hankuk University of Foreign Studies Seoul</i> Hidden Voices in the Multinational Organizations' Communication Process: an Analysis of Cognitive Gaps between Translators and Managers</p>

12:45-14:10 **Lunch: Forum**

14:10-14:30 **TELEVIC Presentation: Salle Europe**

14:30-15:00 **Délégation Générale à La Langue Française et aux Langues de France**
Parler français dans l'entreprise : cadre légal, bonnes pratiques et enjeux linguistiques : Salle Europe (English translation will be provided)

15:00-15:30 Workshop sessions II

<p>Salle Europe Rosalind Mc Culloch <i>QUT Business School, Queensland University of Technology, Australia</i> Chinese Students as 'Boundary Crossers' in Western Universities: Against a 'Deficit' Model</p>	<p>Salle Dalsace Peter Daly & Dennis Davy <i>EDHEC- Lille</i> Teaching the Art of Pitching on Postgraduate Business and Executive Programmes.</p>	<p>Salle Raymond Martin Carl Storz <i>Télécom Ecole de management - Paris</i> The "Limit" Between French and English and Making Sense of Anglicisms in the French Press</p>
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15:30-16:30 Parallel Sessions IV**Track 8: Other Perspectives**Chair: **Hélène Langinier****Salle Europe**

Nigel Holden & Sierk Horn
Leeds University Business School, GB & Ludwig Maximilian University of Munich, Germany
Language and the Development of Trade Networks in Early Modern Europe: Modern Reflexes, Unexpected Consequences

Track 9: Learning to Cross BoundariesChair: **Anne Kankaanranta****Salle Dalsace**

Jane Kassis-Henderson, Rosalind Mc Culloch & Linda Cohen
ESCP-EUROPE & QUT Business School, Queensland University of Technology, Australia
Boundary Crossing and Reflexivity: Navigating the Complexity of Global Organisations

Miya Komori-Glatz
WU Vienna University of Economics and Business, Austria
Multicultural Student Teamwork through a BELF Lens

16:30-16:45 **Coffee Break: Forum**

16:45-17:45 **GEM&L research Workshops agenda and Plenary on Management & Language & Closing: Salle Raymond Martin**

*Merci à tous nos sponsors
et exposants !*



Conference Rooms:

Introductory plenary: Salle Europe

Closing plenary: Salle Raymond Martin

Thursday parallel sessions: Salle Europe – Rooms 3115 – 3116

Friday parallel sessions: Salle Europe – Salle Dalsace – Salle Raymond Martin

Coffee break, lunch and reception: Forum

Scientific Committee

Jo **Angouri**, University of Warwick, United Kingdom

Christophe **Barmeyer**, University of Passau, Germany

Wilhelm **Barner-Rasmussen**, Åbo Akademi University, Turku, Finland

Betty **Beeler**, ESC- Saint Etienne, France

Mary-Yoko **Brannen**, Gustavson School of Business, University of Victoria, Canada

Marie-Thérèse **Claes**, Louvain School of Management, Belgium

Linda **Cohen**, ESCP-Europe, France

Eric **Davoine**, FSES - University of Friburg, Switzerland

Peter **Daly**, EDHEC, France

Dardo **de Vecchi**, Kedge Business School, France

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Pamela J. **Hinds**, Stanford University, USA

Nigel **Holden**, Leeds University Business School, United Kingdom

Jacques **Igalens**, IAE, Toulouse, France

Anne **Kankaanranta**, Aalto University School of Business, Finland

Helena **Karjalainen**, Ecole de management de Normandie, France

Jane **Kassis-Henderson**, ESCP-Europe, France

Philippe **Lecomte**, Toulouse Business School, France

Patrick **Leroyer**, Aarhus University, Aarhus, Denmark

Leena **Louhiala-Salminen**, Aalto University School of Business, Finland

Ulrike **Mayrhofer**, Université Lyon 3, France

Terry **Mughan**, Royal Roads University, Victoria BC, Canada

Rebecca **Piekkari**, Aalto University School of Business, Finland

Joël **Pleutret**, Groupe ESC Troyes, France

Pamela **Rogerson-Revell**, University of Leicester, United Kingdom

Susan Carol **Schneider**, University of Geneva, Switzerland

Helen **Spencer-Oatey**, University of Warwick, United Kingdom

Susanne **Tietze**, Keele University, Keele Management School, Staffordshire, United Kingdom

Geneviève **Tréguer-Felten**, CNRS, France

Mary **Vigier**, Groupe ESC Clermont- Auvergne, France

Patchareerat **Yanaprasart**, Universität Basel, Switzerland

Lena **Zander**, Uppsala University, Sweden

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General Information

CONNECTIONS BETWEEN AIRPORT AND PARIS CITY CENTER

ESCP-EUROPE

is located in the center of PARIS, 11th arrondissement. The distance from the airport to the city center is 18 km. Travel time by bus 60–80 minutes.

Taxis

All official taxis are safe to use.

Taxi from CDG airport to the city center approximately 60 €

<http://www.aeroportsdeparis.fr/en/passengers/access/paris-charles-de-gaulle/taxi/paris-cdg-taxi>

Taxi from ORLY airport to the city center approximately 50 €

<http://www.aeroportsdeparis.fr/en/passengers/access/paris-orly/taxi/taxi>

Travel by public transportation, bus or metro in Paris is easy and inexpensive. The nearest metro station is Rue Saint-Maur (line 3) which is at the doorstep of our building. You may download a map of the Paris Métro [here](#).

Bus to Roissy Charles de Gaulle airport (North of Paris).

http://www.ratp.fr/en/upload/docs/application/pdf/2014-07/depliant_aeroports_2014.pdf



Bus from Paris-Gare de l'Est and Gare RER Roissypôle.

TRAVEL TIME / 60 – 80 min.

ROISSYBUS

BUS (OPÉRA) **RoissyBus**

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Air-conditioned bus service between Paris (Opéra) and Charles de Gaulle Airport (serving all terminals).
Collegamento in autobus con aria condizionata tra Parigi (Opéra) e l'aeroporto Charles de Gaulle (serve tutti i terminal).

1 TICKET
11€

🕒 DURÉE / TRAVEL TIME / DURATA → 75 min.
📍 OÙ / WHERE / DOVE → 11 Rue Scribe, 75009 Paris
🕒 DIR. CDG → 05:15 - 00:30
🕒 DIR. PARIS → 06:00 - 00:30
🕒 FRÉQUENCE / FREQUENCY / FREQUENZA → 15 - 20 min.

Bus to ORLY airport (South of Paris).

http://www.ratp.fr/en/ratp/r_61836/orly-airport/

HOTELS

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Apart'Hôtel Citadines 114 € per night

Address: 75 Avenue Parmentier, 75011 Paris. Phone: +33 0 825 01 03 38

Hotel Gabriel Paris 150 € per night

Address: 25 Rue du Grand Prieuré, 75011 Paris, Phone: +33 1 47 00 13 38

Les Jardins du Marais 146 € per night

Address: 74, rue Amelot, 75011 Paris Phone : +33 1 40 21 20 00

reservations@homeplazza.com

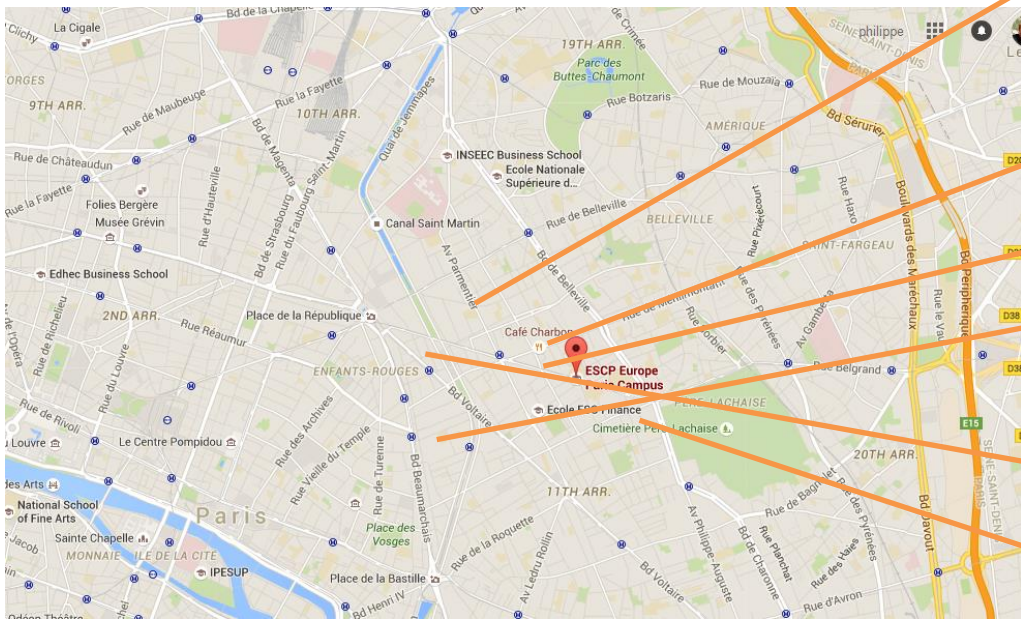
Hotel ibis Paris Père Lachaise 70 € per night 3-star hotel

Address: 80 Rue de la Folie-Regnault, 75011 Paris Phone: +33 1 53 36 82 92

Hotel Verlain: 110 € per night

Address : 97, Rue Saint-Maur 75011, PARIS. TEL: + 33 1 43 57 44 88

AREA MAP OF PARIS 11TH arr.



Appart'Hotel

« Chez Justine »

Hotel Verlain

Les Jardins du marais

Hotel Gabriel

IBIS Père Lachaise

CONFERENCE DINNER

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Welcome dinner,
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<http://www.le-train-bleu.com/uk/index.php#index.php>



FOREWORD

As stated by Piekkari, Welch & Welch in their recent book entitled “Language in International Business” (Edwer Elgar, 2014): “*In a multilingual world, translation is an ever-present reality – in business, government, personal and social interaction, and communication*”. And it matters!” The 10th GEM&L International conference is dedicated to translation and mediation issues as the means to cross language boundaries in organizations. The call for papers for this conference has attracted 26 research papers which have been divided into nine tracks. The topics covered by these contributions illustrate the variety and diversity of language “that permeates every facet of international business” (ibidem). For example, English as a lingua franca, in international business as well as in academic research, the role of the individual in the organizational context, human ‘linguistic’ capital, language and human resource management, corporate internationalization -- all these aspects of the “multifaceted role of language in international business” (Brannen, Piekkari & Tietze, *Journal of International Business Studies 2014 -45*) have been the target of at least one of the papers submitted to the conference.

Contributions questioning the challenge of doing multilingual research contrasted with the monolingual nature of management research, especially for non-native speakers (Tietze, Piekkari et al.; Horn et al.; Daly et al.) have been gathered under the overwhelming title of linguistic hegemony. One paper (Rosen et al.) addresses the issue of personal values exposed to a foreign language setting. Following Steyaert and Janssens’ work, other contributions (Langinier et al.; Gaibrois) explore the issue of hybrid forms of language such as “translanguaging”, as forms of communication in multilingual settings. Close to this issue, one paper (Wang et al.) examines the link between language use and the emotions and value system in the context of knowledge transfer, and another one leadership competences (Yanaprasart).

The importance of language in knowledge transfer and sense-making gives rise to micro-level analyses of language interactions drawing on activity theory (Beeler et al.). Empirical approaches of the challenge posed by historically multilingual regions, especially the way bilingual managers face the challenge of crossing language boundaries, have been addressed (Chiochetti; Takino).

Other contributions to the field highlight the impact of language policies (Refsum-Sanden et al.; Sauvage; Morel-Lab) on the way members of an organization communicate and ensure knowledge transfer and sharing (Lesk), question the role of human resource management in managing linguistic capital of the employees or the way individuals accept or resist change within a context of international assignments (Yamao et al.) Another paper addresses the impact of language fluency on career success (Al-Naemi).

Focusing on translation processes, a series of contributions examine the knowledge gap of SMEs in the internationalization processes (Cordeiro; Jeong et al.) and how language can be used to bridge the knowledge gaps between various knowledge zones or at the inter-organizational level (Wilmot). Other contributions are dedicated to the challenge faced by translators in IB underlining the link between language and culture or the relation between translators and managers in multinational organizations’ communication processes (Tréguer-Felten).

The track “learning to cross boundaries” highlights the issues raised by the notion of English as a business lingua franca (Kankaanranta) and makes a call for further research of the use of language

practices in the new generation of managers at the micro-level of the organization (Kassis-Henderson et al.; Komori-Glatz).

Finally, a historical perspective (Holden et al.) examines the role of language in the globalized business world, stressing the fact that corporate performance is the result of how organizations succeed in coping with diverse skills and resources in a contextualized multilingual space.

We would like to warmly thank our two keynote speakers, Professor Mary-Yoko BRANNEN and Professor Chris STEYAERT and the members of the roundtable who have accepted to share their knowledge and experience with us. Our special thanks to Professor Frank BOURNOIS, Dean of ESCP-EUROPE and to Eric CORNUEL for hosting the conference and supporting GEM&L. Thanks to Pierre-Louis DUBOIS, General Manager of the French foundation for Business Education (FNEGE) and to Professor Véronique CHANUT, President of the French Accreditation Body of French Business Schools (CEFDG) for honoring us with their kind presence at the conference.

Finally, we would like to thank all anonymous reviewers and all participants in this 10th International GEM&L conference

Enjoy the conference!

Philippe Lecomte

ABSTRACTS FOR THE CONFERENCE

Track 1: Challenging Linguistic Hegemony I**Susanne Tietze, Keele University, Keele Management School***Multilingual Research, Monolingual Publications: Management Scholarship in English Only?*

This paper identifies several stages of international management scholarship as multilingual in character as the conception and execution of research projects, whether empirical or theoretical, frequently require the use of several languages. These multilingual practices are contrasted with the monolingual nature of management research at the stage of disseminating newly generated knowledge: A stage that is dominated by the exclusive and taken for granted use of the English language. The paper challenges the ontological and epistemological assumption such monolingual practice is based upon and opens the 'black box' of international management research by asking questions about its language-based processes, which remain muted and ignored. In concluding, a turn to translation is proposed in order to harness the creativity inherent in multilingual research, while preserving the role of English as a shared language of knowledge.

Rebecca Piekkari & D. Eleanor Westney, Aalto University, School of Business & MIT Sloan School of Management, Canada*Expatriates as Translators in Japanese Transplants: The Complexities of a "Common" Corporate Language*

In this paper we revisit and reassess the Japanese transplant experience on the micro level by applying the translation metaphor to our reading of existing research on this topic from the 1980s and 1990s. We focus on the Japanese expatriates as the principal translators of Japanese management systems and organizational practices that were moved from Japan to the transplant factories in the US and Europe. These Japanese translators on the factory floor were equipped with poor fluency in spoken English but with deep knowledge of the company-specific organizational practices. They acted as simultaneous interpreters to their American managers in order to render Japanese practices understandable and meaningful for the local context. The Japanese expatriates formed dyads with their American managers and networks with other Japanese expatriates to undertake translation as a collective. The success of the Japanese transplants in moving their management system and organizational practices to a foreign context challenges the notion of the omnipotent "common" corporate language in language research in International Business.

Sierk Horn, Rebecca Piekkari & Susanne Tietze, Ludwig Maximilian University of Munich, Germany, Aalto University, School of Business & Keele University, Keele Management School*Coping with Manuscript Rejection: a Comparative Study of the Strategies of English Language Users*

This comparative study investigates how 625 academics as language users of English experienced and coped with manuscript rejections in the fields of International Business and East Asian Studies. We assume that differences in their coping modes can be explained by differences in their English proficiency in terms of nativeness and sociolinguistic skills. The peer review context provides a useful setting for an understanding of how scholars cope in an English-only, high-stake and identity-threatening environment. The paper extends appraisal theory to academia by placing manuscript rejection in the domain of stress and coping. Our findings show that some academics passively accepted the demands of the English hegemony and resorted to emotion-focused coping modes. Others actively ward off the consequences of Anglophone-dominated modes of communications and tackled the stress caused by manuscript rejection through a problem-focused coping mode. We explain differences in individual coping modes with the new concept of 'Anglophone control'. It refers to how academics appraise manuscript rejection in terms perceptions of being in control of the situation and having agency to act.

Track 2: The Language Factor in Emotions and Values**Qiu Wang, Jeremy Clegg, Anna Gajewska De Mattos, & Peter Buckley, Leeds University Business School, GB***What A Feeling: An Empirical Study of the Nexus of Emotion and Cultural Friction in the Context of Intra-MNC Knowledge Transfer*

This paper examine emotional states generated in the moment by the protagonists of cross-cultural encounter and argue that these emotional states create new level of barriers unforeseen by existing IM theory. We draw on psychology theories of emotion to provide a new theoretical model to explain the link between emotion and cultural friction. We propose that the source of emotionality in cultural friction drives from individual identity and performance conflicts when they attempt to modify their behaviour in the foreign context. We examine emotional states at the

individual level against national cultures and the context in which the encounter takes place. We argue that emotional states are relational and they mediate the external environment and the individual level attributes. The emotion mediates the relationship between the antecedent and outcome of cultural interactions. We illustrate our approach with reference to intra-MNE knowledge transfer – a context where individuals need to coordinate and learn with each other in cross-cultural environments.

Maïke Rosen & Katrin Mühlfeld-Kersten, *Universität Trier*

What Does Not Fit Is Made To Fit? P-O Fit and Individual and Corporate Values in Different Language Environments

In line with a person-organization fit (P-O fit) perspective, individuals are assumed to prefer the same values in employer branding efforts of prospective employers as they do individually. Using Schwartz's theory of values and the Portrait Value Questionnaire (PVQ), we focus on the analysis of possible changes in value preferences for Generation Y members when exposed to a foreign language setting. Recent research in international business leads us to suggest that the exposure to a foreign language could decouple individuals from their primary individual value system. Hypotheses are tested on a sample of 310 German students using t-tests and correlation analyses. We find that members of Generation Y differ in their preferences for some values both on the individual as well as on the corporate level: Surprisingly,—with only one exception—value preference are always weaker rates in the foreign language (here: English). Additionally, we find that individuals with a lower self-rated proficiency show weaker preferences for post-materialist values—a potential indicator that they perceive the non-native language context as more threatening to their social identity.

Patchareerat Yanprasart, *University of Basel*

Behavior Aspects of the Leadership Capabilities in Action: Stepping Beyond 'Linguistic' Comfort Zones

Due to the central role of communication for group leading processes, there is a need for a better understanding of the everyday workplace interactions that constitute leadership and a deeper knowledge of how leaders use language to craft 'reality'. Our contribution proposes to have a closer look at how different types of doing leadership interact with multilingual cultural workplace behaviors in different ways: whether providing a linguistic comfort zone in which participants belonging to different "linguacultures" are able to communicate their ideas in spontaneous comfortable ways, thus enhancing interpersonal relationship and creating a positive working atmosphere, or staying in leader's comfort zone to advance the goals of the organization and achieve outcomes.

Track 3: Challenging Linguistic Hegemony II

Hélène Langinier, Sabine Ehrhart & Wille Barner-Rasmussen, *Strasbourg School of Management, University of Luxemburg & Åbo Academy University, Turku, Finland*

Translanguaging Practices in Multilingual Business Contexts: Observations from France and Finland

In this paper, we engage with the translanguaging practices (García, 2009) of employees, defined as the act of mobilising various linguistic resources to optimize communication potential. We locate our exploration of these practices within the framework of language ecology (Fill & Mühlhäusler, 2006) to help us focus on the way organizational practices are embedded in wider cultural and historical processes (Heller, 1988). Our main aim is to increase the conceptual understanding of translanguaging practices and their individual and organizational consequences in cross boundary business contexts. We illustrate and illuminate our discussion with empirical examples of translanguaging practices in France and Finland. We conclude that the ways and extent to which translanguaging may be available as a resource to support communication between organizational entities is significantly influenced by the broader societal context, which has significant implications for future research.

Claudine Gaibrois, *University of St Gallen, Switzerland*

Turning away from National Languages: How Hybrid Forms of Language Use Affect Communication in Multilingual Organizations

This paper proposes to contribute to research on language in International Business by examining other types of language than national (as well as regional and local) languages. It focuses on the "in-between-spaces", in which hybrid forms of language, i.e. forms of language derived from heterogeneous sources, develop. The conceptual basis for departing from defining languages as national languages is provided by drawing on research from the field of linguistics which conceives of multilingualism as mobilization of linguistic resources. Adopting a discursive approach, the study empirically investigates organizational members' perspective on the consequences of hybrid forms of language use for communication and collaboration in two companies in Switzerland. The findings show that members of multilingual

organizations use a number of hybrid language practices which on the whole put them on equal terms and encourage their participation. Proficiency shortcomings move into to the background. However, hybrid language use also has its limitations. Several hybrid practices to some extent still require skills in the languages involved, and those which especially foreground flexibility might have an exclusionary effect on organizational members who for whatever reasons are not so flexible.

Peter Daly & Dennis Davy, EDHEC Lille, France

Lost in Instruction: Challenges Facing Business School Faculty When Using English as a Medium Of Instruction

This paper explores the challenges and issues facing non-native speaking (NNS) English as a Medium of Instruction (EMI) faculty at French business schools. The paper analyses the challenges of 15 NNS EMI faculty members, their perception of what is lost and gained when teaching in English, the strategies they employ to deal with the challenges faced and the metaphors they use to describe their EMI teaching. Findings show that the challenges faced are both linguistic and non-linguistic in nature, the faculty both lose linguistically but gain culturally in their classroom interaction, enact communicative and coping strategies to compensate for their lack of English knowledge, and use metaphors that evoke their teacher identity. It is suggested that NNS faculty should be provided with specific training that involves not only language but also pedagogy, strategies and non-verbal vocalizations. The authors outline the importance of speech act theory and communicative competence as underlying themes in the development of faculty training.

Track 4: Language and Sense-making

Betty Beeler & Philippe Lecomte, ESC Saint-Etienne & Toulouse Business School, France

Actions that speak or speech that acts? The conflicting role of language in collective sense-making

Language plays a major role in collective sensemaking, as noted by Weick. However, we still have much to learn about the social processes that lead to sensemaking. What happens when the act of speaking fails to trigger the sensemaking process? Conversely, what processes are set in motion when people of different sociocultural or professional origins manage to understand each other in spite their different use(s) of language? Given the importance of sensemaking in activities such as collaborative projects, knowledge transfer and multicultural teamwork (Welch and Welch, 2008; Brannen et al., 2012), we need to reexamine what it means to cross language boundaries beyond just “getting the words right”. In this paper we draw on the insights of activity theory in order to step back and analyze intercomprehension from a fresh perspective, one which explores the mediating role of language in collective action. This activity-centered approach serves as a springboard for our reflection on how language is composed of both actions which speak and speech which acts, and the implications of this duality for collaboration between heterogeneous groups.

Elena Chiocchetti

European Academy of Bolzano, Italy

SMEs in a Historically Multilingual Region: Best Practice Approaches or Lost Opportunities?

This paper presents the results of a study conducted on SMEs located in the historically multilingual province of South Tyrol in Northern Italy, where the population consists of about 70% speakers of German, 26% speakers of Italian and 4% speakers of the small minority language Ladin. Multilingual communities are considered potential best practice laboratories concerning multilingual internal and external communication, knowledge management and translation practices, which could be usefully transferred to other (monolingual) contexts facing internationalisation. Our mixed-method study carried out in 2012-2013 therefore aimed at gaining an overview over the strategies adopted by South Tyrolean enterprises in order to exploit the language competences of their staff and turn them into a competitive advantage. The collected data suggests that the local SMEs actually face serious challenges in managing multilingualism with a view to exploiting it for efficient communication and market expansion. Despite the presence of more than one language in most companies, communication tends to be performed in one language only whenever possible. There is very limited evidence of language alternation or of exploiting the passive language competences of the workforce. Companies tend to address either Italian or German speaking markets, thus failing to take full advantage of existing competences in the local second language. Knowledge sharing in written or oral form is an unresolved issue, which can be ascribed to linguistic factors but also to the hierarchical management structures, so that issues of gatekeeping and fairness in communication become relevant. The approaches to translation and terminology management are also unsystematic and superficial, as most translations are produced in-house by employees with no specific training. Several factors suggest that South Tyrolean SMEs do not offer best practices, but on the contrary need to change their attitudes, workflows and strategies if they wish to survive or expand their markets in a globalised world.

Miyuki Takino

University of Southampton, GB

Challenges of Bilingual Managers in Less Globalised International Companies: Analysing Experiences of Japanese Professionals who Use English at Work.

This paper aims to understand the roles and challenges of bilingual managers in international companies whose business remains largely domestic, and where the home language is still predominantly used at the headquarters. Research thus far suggests that adopting English as the sole corporate language does not provide an instant solution to managing the multilingual business environment. Regardless of official language policy, in reality, people in many multinational corporations (MNCs) end up taking a more practical and realistic approach by using English alongside other languages. This paper provides an insight into this parallel use of languages by focusing on bilingual managers. They bridge the international business environment, where English is dominantly used as a business lingua franca (BELF), and the domestic business environment where the home language is used almost exclusively. The research is situated in Japan, where the domestic business environment with its unique characteristics, is in stark contrast to the international business environment. The study shows that bilingual managers are required to ensure what is planned and agreed upon in Japanese at headquarters is conveyed and implemented in an English speaking environment whilst accounting for differences in both language and business norms. In order to do so, bilingual managers typically develop their own 'tips'. Bilingual managers often report issues with quality and productivity when working in English, and sometimes face challenges caused by insufficient feedback and support from management. The discussion is based on a thematic analysis of narratives told by Japanese business people who have worked as bilingual managers in an overseas division of a large Japanese business. The findings are based on the narratives told by 34 participants, with a particular focus on 7 managers who have worked in a major Japanese domestic firm. Based on the findings of the research, the author will discuss theoretical and practical implications for management in less international companies.

Track 5: Microlevel Language Dynamics

Guro Refsum & Dorte Lønsmann, Copenhagen Business School Denmark

Ad hoc and Informal: Crossing Language Boundaries at the Front-Line Level

This paper offers a critical look at how corporate-level language policies influence front-line language practices among employees in three multinational corporations (MNCs) headquartered in Scandinavia. Based on interview and document data the paper examines, firstly, what front-line practices employees use to cross language boundaries in their everyday work, and, secondly, how these practices relate to top-down language management in the case companies. Despite the three companies' official English language policies, our findings show that employees face a number of language boundaries, and that the ad hoc and informal solutions to emergent language needs in many cases are vital for successful cross-language communication. Based on these findings, we discuss how and why corporate-level language management may both benefit and burden employees to the extent that a company's language policy may be seen as both a support and a barrier.

Emmanuelle Sauvage, IRGO, IAE de Bordeaux, France

The Hidden Dimension of Happy Cultural Cooperation (What an Interpreter Knows You May Not)

Cross-cultural management research usually postulates that mutual expectations must be clearly assessed and that it is necessary to share a common vision in order for people from different cultural areas to efficiently collaborate. This research examines the link between intercultural understanding and relational efficiency by studying a "happy" Franco-Latino-American case, analyzing individuals' sense-making processes and the underlying meanings generated. This study demonstrates how much actors – even in a successful context – can be unaware of the divergent meanings they attribute one another to a very same situation. It also shows that relational efficiency lays upon compatible positive understandings of a similar situation rather than upon similar visions, hence the notion of productive misunderstandings.

Anne Morel-Lab, Université de la Nouvelle-Calédonie

Word Force Languages Go-Between

Based on a four years field study realized in immersion in an international project where I worked as consultant on local/global relations, my contribution will illuminate the unique role of the languages go-between. These local employees worked for the Visa Coordination Center a bureaucratic interface filling the visas and work permits documentation for the thousands of non-French workers mobilized to work on this gigantic building site for periods of times up to 48 months. Their language work (Boutet, 1976) has demonstrated their ability to cross languages boundaries. As such it illustrates the differences in between additive multilingualism related to certification procedures and relationship multilingualism based on an interlacing of various languages depending on the communication context and the type of bonds linking the individuals. This reasoning also contributes to document the concepts of gate-keeping (Boutet, Heller, 2011) and boundary spanning (Barner-Rasmussen, 2014) in a globalized industry where multilingual language practices play a major issue in the sociolinguistic division of the work (Duchêne, 2014).

Track 6: Managing Linguistic Capital

Guro Refsum & Anne Kankaanranta, *Copenhagen Business School & Aalto University School of Business*

Non-formalised Language Policies: Hidden, Implicit, and Non-Existent

The present paper examines the language policies of three multinational corporations (MNCs) headquartered in Scandinavia. The case companies all use English as their common corporate language, but these policies are implemented without formal language policy decisions and explicit language policy statements. Based on interview and document data, we review the companies' non-formalised language policy situation, the development of the language policies, and issues of policy compliance and noncompliance. Comparing our findings to the existing language-sensitive research in international business and management, we discuss how non-formalised language policies are clearly distinct from formalised language policies in terms of language policy focus, language policy development, language planning agency, management style, and finally, language policy format.

Susanne Lesk, *WU – Vienna University of Economics and Business, Austria*

Improving the Coherency of Language Policies in Organisations: The Role of Human Resource Management in the Field of Multilingual SMEs

Even though we can observe the famous linguistic turn in the social and economic sciences, the mutual understanding of scientific results in management studies and linguistics remains rather limited. Having found a common research topic, i.e. language policies in organisations, researchers are still lacking concepts that explain and overcome the contradictions between an explicit and an implicit language policy, and actual language practices in the world of work. Consequently, social multilingualism often becomes an illusion in business contexts, at least if we take all the linguistic competences of the employees into account. To address the issue of possible negative side effects of monolingual or bilingual working contexts on employees and organisations, we ask in this paper, how an implicit language policy in organisations can foster the coherency of the overall organisational language policy and thus contribute to a working environment that reflects the multilingual resources and needs of employees and organisations more thoroughly. To meet the challenge of multilingualism in enterprises, findings from Human Resource Management (HRM) research can help to design a consistent organisational language policy, as implicit language policy often translates into HRM instruments. This article therefore aims to propose an integrative approach to organisational language policy and HRM especially for SMEs, which integrates linguistic aspects into all HRM functions.

Sachiko Yamao & Tomoki Sekiguchi, *Graduate School of Economics Osaka University, Japan & The University of Melbourne, Australia*

What Prevents One from Accepting International Assignment?

This study examines individuals' dispositional characteristic to resist change within the context of international assignment. Based on conservation of resource theory, we examined individuals' disposition to resist change in relation to their attitudes towards learning about different cultures and communicating in a foreign language. We also examined whether and how these attitudes are related to one's willingness to accept international assignment. We developed and tested hypotheses based on a dataset collected from 691 native speakers of Japanese language based in Japan. Bringing together multiple streams of literature on change management, cross-cultural adjustment, and foreign language acquisition, this study provides insights in the expatriate management literature.

Al-Naemi Mai, *London School of Economics, GB*

Why Do We Have to Speak English to Succeed? The Role of Lingua Franca Fluency in Career Success in Multinational Corporations

As business activities increasingly expand beyond national borders, we witness the growth and proliferation of multinational corporations (MNCs). MNCs operate across the world are represented by employees from multiple countries. With such myriad of cultural mix in MNC workforces, the composition of various country nationals bring multiple language capabilities to MNCs. Our research thus treats at lingua franca fluency as a pre-requisite for working in an MNC. But with asymmetry in lingua franca competence, MNC values higher language competence, especially for vertical career mobility and international assignments. We therefore investigate the relationship of lingua franca fluency to individual career success in the MNC. This conceptual paper aims to address the above research question through exploring the existing International Human Resource Management (IHRM) literature on career success and the international business (IB) literature on language competence, tackling an untapped association and proposing a relationship between the two. We argue that a new resource in the career literature needs to be recognized. The

existing career resources that lead to positive career outcomes are still necessary. However, we move onto a multinational context, language matters. We believe that language capabilities have two contributions: (a) an indirect effect on the relationship between existing career resources and career success; (b) a direct effect on career success in a multinational setting mediated by various mechanisms.

Track 7: Translation Processes

Cheryl Cordeiro, University of Gothenburg & ABB Corporate research

Language in its Meta-Capacity: a Translation of Perspectives and Uncovering the Knowledge Zones Represented in the Uppsala Model of Internationalization / Globalization

Knowledge gaps in various domains from foreign markets to local cultural practices are among the difficulties that an enterprise faces in its internationalization process. Findings of the EU Observatory of European SMEs 2006/7 identified the gap in knowledge of foreign markets as the main obstacle to international expansion of an enterprise. In spite of this knowledge gap contingency, research in the field of international business (IB) studies have continued to focus on existing knowledge of enterprises rather than working towards identifying the knowledge gaps inherent in the internationalization processes. In the continued address of the multifaceted role of language in IB, language is used in its meta-linguistic capacity as a theoretical framework and tool in uncovering and mapping the various knowledge zones represented in the Uppsala Model (UM) of a firm's internationalisation and globalisation processes. A translation of perspective occurs in a two-step process, (i) when Pronouns in language are used to unfold a four-quadrant model of perspectives and (ii) a semantic distinctions is made between the words 'firm' and 'enterprise' as used in the UM, to render what is labelled in this study as the Göteborg IV (G4) model. The G4 model is introduced as a means of using language in its meta-capacity to uncover the knowledge zones of the UM, whilst at the same time, situating the role of language in the study of a firm's anthropic processes. This study uses empirical data collected from Swedish enterprises in their internationalization and globalization processes to illustrate how language can be used as both theory and framework of analysis (in its meta-linguistic capacity) to bridge the existing knowledge gaps referred to by the UM but not explicitly studied as yet in the field of IB.

Geneviève Tréguer-Felten, CEDISCOR, Paris 3-Sorbonne Nouvelle, CNRS

For Transparent Translations but Not See-Through Translators!

Relying on a linguistic and cultural ethnographic methodology, this paper approaches translation in IB through the eyes of French business translators. To do so, the author relies on a survey wherein in-house, free-lance, and agency-employed translators comment on their activity and on the relations they entertain, or wish they could entertain, with their clients. Borrowing examples from the survey or from literature, the paper, drawing attention to inappropriate translation negative impact for IB managers or MNCs, shows that language does matter. A specific English-French translation example demonstrates how cultural-linguistic translation functions: apparently insignificant linguistic changes produce a culturally specific text that, owing to good client-translator collaboration, manages to render a corporate code of conduct culturally-specific, while preserving the MNC's corporate core values and identity.

Natalie Wilmot, Sheffield Business School

Linguistic and Organisational Boundary Crossing in International Supply Chains: Opening the Black Box of Translation Processes

The increased attention which language issues in international management have received over the past ten years have built up a substantive body of empirical evidence exploring how organisations manage linguistic diversity. However, SMEs and inter-organisational relationships have thus far been under-represented in empirical studies, meaning that with notable exceptions (e.g. Crick, 1999; Knowles et al, 2006) little is known about the translation practices in which SMEs engage in order to cross linguistic boundaries in their inter-organisational supply chain relationships. This paper takes a qualitative, case study approach which investigates the strategies which a smaller organisation located in the UK uses to manage linguistic boundaries, and how these strategies are influenced by power dynamics of their relationships. The study found that despite espousing a commitment to linguistic diversity, the organisation relied extensively on the use of English, thus placing the burden of communication on linguistic others. Additionally, the study uses skopos theory in order to explore how the organisation deals with textual translations, as written communication was frequently used when communicating across linguistic boundaries.

Cheol Ja Jeong & Taeyoung Yoo, Hankuk University of Foreign Studies, Seoul

Hidden Voices in the Multinational Organizations' Communication Process: an Analysis of Cognitive Gaps between Translators and Managers

Focusing on communication breakdowns, this study examines why multinational organizations have been short of utilizing language experts to overcome such language barriers. The literature on language barriers in international business have focused on internal resources, e.g., training of employees, or emphasized cultural and contextual dimensions adopted from translation studies. In contrast, this study, exploring the cognitive gaps between interpreters and managers, adds a sociolinguistic perspective to explain the phenomenon in the framework of power inequality and face saving strategies. The analysis of interview data from interpreters and managers in multinational organizations reveals that they have different understanding of interpreters' interventions in communication breakdown situations, and in particular have diverging views about cultural and political aspects of the communication. This study suggests an induction mechanism for both interpreters and service users to promote their understanding of each other's roles, ultimately cooperating to resolve communication problems within organizations.

Track 8: Other Perspectives

Nigel Holden & Sierk Horn, Leeds University Business School, GB & Ludwig Maximilian University of Munich, Germany
Language and the Development of Trade Networks in Early Modern Europe: Modern Reflexes, Unexpected Consequences

The idea of probing a distinct historical period for insights into the nature of the language of business as an occupation-specific form of language in its own right would seem at first glance to be both irrelevant and self-indulgent. A subsidiary, though not unimportant motivation for this paper, is to refute that proposition. Parallel to this, this paper is motivated by recent thinking about the multilingual reality of organisations that has started to stress the role of language on the migration of firms across geographies and cultures (e.g. Piekkari et al., 2015). Managerial responses to multilingual realities do of course vary, but English is widely considered to hold the answers to many of the key problems of internationalising companies. The use of English as corporate 'lingua franca' is practical and often deemed necessary to reduce uncertainty and complexity (Feely & Harzing, 2003). No doubt, organisations recognise the importance of multilingualism as they seek "competitive advantages on the basis of innovations that leverage the internal diversity of the multi-cultural organization" (Shane et al., 1995). After all, cultural diversity translates routinized innovation processes into dynamic trajectories of knowledge creation (Holden, 2002). As a consequence, corporate performance increasingly hinges on how diverse interests, skills and resources are organised in a multilingual space (Brannen et al., 2014).

Track 9: Learning to Cross Boundaries

Jane Kassis-Henderson, Rosalind Mc Culloch & Linda Cohen, ESCP-EUROPE & QUT Business School, Queensland University of Technology, Australia
Boundary Crossing and Reflexivity: Navigating the Complexity of Global Organisations

The aim of this paper is to further current research exploring the concept of culture/language 'general' as opposed to 'specific' by moving away from the simplistic essentialist models based on cross-national comparisons. Leveraging the complexity that characterizes multilingual/multicultural work settings, we propose a conceptual and operational framework for the development of the capacities required by business professionals to operate effectively across diverse boundaries in international organizations. A teaching model is presented to show how reflexive learning processes enable participants to appropriate the complex concept of boundary as a construct to be realigned to each context.

Miya Komori-Glatz, WU Vienna University of Economics and Business, Austria
Multicultural Student Teamwork through a BELF Lens

Though a popular and somewhat controversial topic in discussions on language in IB, the notion of English as a (business) lingua franca/(B)ELF still lacks a clear conceptualisation. This paper argues that research in both IB and linguistics can complement and support each other in doing so, and that it is important to separate it from the concept of a common corporate language as a top-down management strategy. Instead, it synthesises key works from both disciplines to conceptualise BELF as an emergent, multilingual use of English that adapts to the demands of the specific context (cf. Kankaanranta et al., 2015). Additionally, the paper supports the use of a Communities of Practice framework (Wenger, 1998) to examine this in empirical data, and illustrates how multicultural student teams use BELF to develop a community of practice. The paper concludes by arguing that there is a need for more research that examines BELF use in the new generation of managers that are now graduating.