

15th GEM&L International Conference on Management & Language

19-21 May 2022

Passau University

Conference venues:

Redoute Passau

Gottfried-Schäffer-Straße 2
 94032 Passau

International House (ITZ)

Innstraße 43
 94032 Passau

**The multiple facets of language in international
 organizations: New directions for research**



The organizers wish to warmly thank our sponsors

PROGRAMME OUTLINE

All times are CEST time

Wednesday, 18 May 2022, Pre-Conference

- 16:30–17:30 City tour (meeting point: Redoute)
 19:00 Dinner at restaurant Bayerischer Löwe (No Host – For menu and pricing visit:
<https://www.wirtshaus-passau.de>)

Thursday, 19 May 2022, REDOUTE PASSAU

- 08:30–09:30 Registration
 09:30–10:00 Welcome address (Grosser Redoutensaal)
Dr. Philippe LECOMTE, President of GEM&L
Prof. Dr. Ulrich BARTOSCH, President of the University of Passau
Prof. Dr. Maximilian SAILER, Dean for International Relations and Research
Prof. Dr. Christoph BARMAYER & Dr. Madeleine BAUSCH, Chair of Intercultural Communication
 10:00–11:00 First keynote address (Grosser Redoutensaal)
Prof. Jean-Claude USUNIER, HEC Lausanne, Switzerland
Confession of a (frustrated) Whorfian. Consequences for Management and Language
 11:00–11:20 Coffee break & Bavarian Schmankerl
 11.20–12:50 **Session 1** (Track 1 – Grosser Redoutensaal; Track 2 – Kleiner Redoutensaal)
 12:50–14:00 Lunch
 14:00–15:30 **Session 2** (Track 3 – Grosser Redoutensaal; Track 4 – Kleiner Redoutensaal)
 15:30–16:00 Coffee break
 16:00–17:30 **Session 3** (Track 5 – Kleiner Redoutensaal; Track 6 – Grosser Redoutensaal)
 17:30–18:30 **GEM&L annual general meeting** (Grosser Redoutensaal)
 19:00–20:30 **Reception & Welcome Drink** at restaurant Innsteg
 20:30 Dinner at restaurant Innsteg (No Host – For menu and pricing visit:
<https://www.innstegpassau.de/speisekarte>)

Friday, 20 May 2022, REDOUTE PASSAU

- 09:00–09:30 **Presentation of the Language Centre University of Passau**
Dr. Michael DE JONG & Valerie GALPIN (Grosser Redoutensaal)
 09:30–10:30 Second keynote address (Grosser Redoutensaal)
Prof. Sylvie CHEVRIER, Université Gustave Eiffel, France
A language-culture comparison to enrich our understanding of cultures
 10:30–10:45 Coffee break
 10:45–12:15 **Round Table, Cultural and linguistic challenges in international companies**
 (Grosser Redoutensaal)
 Dr. Fritz AUDEBERT (ICUnet AG)
 Dr. Carina BEHREND (Audi AG)
 Birgit GABRIEL (ARTE)
 Moderator: Madeleine BAUSCH & Constanze RUESGA RATH
 12:15–13:30 Lunch
 13:30–15:30 Doctoral sessions (Doctoral Session – Grosser Redoutensaal; Track 7 – Kleiner Redoutensaal)

- 15:30–15:45 Coffee break
- 15:45–17:00 **Special Session 4** (Grosser Redoutensaal)
The language General Competence Project (presentation and discussion)
 Terry MUGHAN project manager
 Philippe LECOMTE project manager
 Mary-Yoko BRANNEN steering committee
 Helene LANGINIER sub-group policy and positioning
 Guro Refsum SANDEN sub-group policy and positioning
 Mike SZYMANSKI sub-group policy and positioning
 Amy CHURCH sub-group competences
 Madeleine BAUSCH sub-group pedagogy
 Jane KASSIS-HENDERSON sub-group pedagogy
 Mary VIGIER sub-group pedagogy
- Moderated by Philippe Lecomte
- 17:00–17:15 Group Photo
- 17:15–18:00 **Jean-François CHANLAT**, Université Paris-Dauphine, P.S.L, France
Current and future publications in language-sensitive IB research
 (Grosser Redoutensaal)
- 19:00 Meeting point: Redoute; Taxi shuttle or walk to Gala dinner
- 19:15–22:00 **Gala Dinner** at Veste Oberhaus
 Traditional Bavarian Dance
Nigel HOLDEN prize and GEM&L awards during Gala dinner
 Musical Live Performance by Phya Helena

Saturday, 21 May 2022, ITZ

- 09:00–10:30 Professional Development Workshop on books and books writing (ITZ, room 017)
 Prof. Christoph BARMAYER
 Prof. Rebecca PIEKKARI
 Dr. Natalie WILMOT
 Moderated by Prof. Susanne TIETZE and Dr. Philippe LECOMTE
- 10:30–10:45 Coffee break
- 10:45–12:15 **Session 5** (ITZ, room 017)
- 12:15–12:30 Closing session with coffee break
- 12:30–14:00 **GEM&L board meeting** (ITZ, room 017)
- 12:30–13:00 Afterwork for doctoral students at PADU, organized by Tuzienka CHENET UGARTE & Constanze RUESSGA RATH

Leisure opportunities:

Passauer Dackelmuseum, Große Messergasse 1, 94032 Passau

<https://dackelmuseum.de/>

Donauschiffahrt, Fritz-Schäffer-Promenade

Bookable via Wurm & Noé, Höllgasse 26, <https://www.donauschiffahrt.eu/passau/>

FULL PROGRAMME

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11.20–12:50 Session 1

| Track 1: Corporate language policies, power and leadership | Track 2: Advances in research on multilingualism and translation |
|---|--|
| Chair: Guro Sanden | Chair: Susanne Tietze |
| Room : Grosser Redoutensaal | Room : Kleiner Redoutensaal |
| Peter Daly, Dardo de Vecchi, EDHEC & Kedge Business School, France Manager and Leader: a gateway for exploration | Geneviève Tréguer-Felten & Jane Kassis-Henderson, Clesthia (Sorbonne nouvelle Paris 3); Gestion & Société (CNRS), France & ESCP Business School, Paris, France Lost (or found?) in translation: multilingual awareness laid bare |
| Keyan Lai & Johann Fortwengel, University of Edinburgh Business School & King's College London, UK Talked into being, and made to talk into being: An ethnographic study of language, power, and control in a Chinese multinational | Marc Chalier & Ursula Reutner, University of Passau, Germany Culturally sensitive brand naming – German discounters' strategies in France |
| Peter Daly & Philippe Tournon, EDHEC, France Legitimation Strategies of Wirecard's CEO, Dr Markus Braun | |

- 12:50–14:00 Lunch

14:00–15:30 **Session 2**

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|---|--|
| Track 3: Language, diversity and identity issues | Track 4: Multilingualism and BELF |
| Chair: Jane Kassis-Henderson | Chair: Madeleine Bausch |
| Room : Grosser Redoutensaal | Room : Kleiner Redoutensaal |
| Anne Kankaanranta & Tiina Räisänen, Aalto University School of Business, Finland Interplay of language and identity in the MNC: constructing cosmopolitan identities through ‘English’ | Miyuki Takino, Yokohama City University, Japan Changes in cultural practices in BELF: The individual’s perspective |
| Wilhelm Barner Rasmussen, Claudine Gaibrois & Natalie Wilmot, Åbo Akademi University, Finland; University of St. Gallen, Switzerland & University of Bradford, United Kingdom How language and its intersection with other diversity dimensions affects international migrants’ work life experiences | Saeko Ozawa Ujiie, Takushoku University/SBF Consulting, Japan Language Issues and Monolingual Myopia in Japanese Business |
| Mary Vigier, Michael Bryant, ESC Clermont, France Language competency for administrative staff at business schools engaged in international accreditations in non-English-speaking contexts | Susanne Ehrenreich, TU Dortmund, Germany Analysing Multilingualism within BELF (English as Business Lingua Franca): A working matrix |

15:30–16:00 Coffee break

16:00–17:30 **Session 3**

| | |
|---|---|
| Track 5: New perspectives in organizational and international business research | Track 6: Doctoral session 1 |
| Chair: Betty B. Beeler | Chair: Rebecca Piekari |
| Room : Kleiner Redoutensaal | Room : Grosser Redoutensaal |
| Valery Krylov & Vincent Montenero, Université de Lorraine, CERFIGE & Czech Technical University, Prag, Czech Republic Do language differences matter equally everywhere? Language-oriented human resource practices across countries) | Danielle TAYLOR, Université Grenoble Alpes, Grenoble INP – CERAG, France Building team cohesion in multilingual teams: The benefits of virtuality? |
| Guro R. Sanden, University of Gothenburg, Sweden Corporate Linguistic Responsibility: Language from the perspective of CSR | Magdalena Viktora-Jones, Komal Kalra, Tomke Augustin, Florida International University, USA; Newcastle University Business School, UK & University of Manitoba, Canada Bringing an Intersectional Lens to Studying Language Diversity in International Management |
| Terence Mughan, Portland State University, School of Business, USA Language and languages in international business: Mission drift and the need for an integrated single construct | Bernadette Hofer-Bonfim, Vienna University of Economics and Business Department, Austria Analyzing the “country-of-origin” effect in the communication on corporate Diversity & Inclusion (D&I) |

17:30–18:30 **GEM&L annual general meeting** (Grosser Redoutensaal)19:00–20:30 **Reception & Welcome Drink** at restaurant Innsteg20:30 Dinner at restaurant Innsteg (No Host – For menu and pricing visit: <https://www.innstegpassau.de/speisekarte>)

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| | |
|--|---|
| Track 7: Doctoral session 2 | Track 8: International business and management education |
| Chair: Mary-Yoko Brannen | Chair: Terry Mughan |
| Room : Grosser Redoutensaal | Room : Kleiner Redoutensaal |
| BACK Hilla & Rebecca Piekkari, Aalto University School of Business, Finland Masked in Virtuality: Subtle Discrimination of Migrant Professionals in Virtual Work | Susannah M. Davis & Dirk C. Moosmayer, University of Passau, Germany & Kedge Business school, France Cosmopolitan Distinction – A consideration of English Medium Instruction (EMI) in a French Business School |
| Valentina Yee Kwan Chan, King's College London, King's Business School, United Kingdom The foreign language effect in business and entrepreneurial decision-making: A review and research agenda | Amy Church-Morel, IREGE – Université Savoie Mont Blanc, France Multilingual gratitude practice in international business education |
| Katul YOUSEF, Corvinus University of Budapest, Hungary Language policy and real language use English as lingua franca in a Hungarian multinational company | Ludovica Maggi & Ilaria Cennamo, ISIT, Paris, France & University of Torino, Italy Translation and the strategic management of competences in SMEs: perspectives for language and translation training. |
| Veronika Lovrits, Sabine Ehrhart & Helene Langinier, Institute for Research on Multilingualism, Université du Luxembourg & EM Strasbourg, France French and language ideologies in a multilingual EU institution: Re-constructing the meaning of a language choice | |

- 15:30–15:45 Coffee break

- 15:45–17:00 **Special Session 4** (Grosser Redoutensaal)
The language General Competence Project (presentation and discussion)
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 Prof. Rebecca PIEKKARI
 Dr. Natalie WILMOT
 Moderated by Prof. Susanne TIETZE and Dr. Philippe LECOMTE
- 10:30–10:45 Coffee break

10:45–12:15 Session 5 (ITZ room 017)

Track 9: Language, technology and digital media

Chair: Mike Szymanski

Room: ITZ Room 017

Lena Zander, Jakob Luring, Audra I. Mockaitis & Peter Zettining, Uppsala University, Sweden; Aarhus University, Denmark; Maynooth University School of Business, Ireland & University of Turku, Finland
 Native English-speaking leaders and inflated views on information sharing in global virtual teams

Volker Stein, University of Siegen, Germany
 The role of language in preparing for human-machine collaboration

Cheryl Marie Cordeiro, Nofima, Tromsø, Norway
 Communicating “sustainability”: A study of corporate web presence and digital services by Norwegian seafood companies

- 12:15–12:30 Closing session with coffee break
- 12:30–14:00 **GEM&L board meeting** (ITZ, room 017)
- 12:30-13:00 Afterwork for doctoral students at pizzeria PADU, organized by Tuzienka CHENET UGARTE & Constanze RUESGA RATH

ABSTRACTS OF THE CONFERENCE

Track 1: Corporate language policies, power and leadership

Peter Daly, Dardo de Vecchi
EDHEC & Kedge Business School, France

Manager and Leader: a gateway for exploration

The purpose of this paper is to investigate the representation of a *manager* and *leader* in students at a French business school as a basis for a multilingual and cross-cultural analysis. We obtain a repertoire of characteristics of the manager and leader notions for a given population of business schools students. This study will make contrasts not only between other languages and cultures but also between generations.

Keywords

Manager, leader, representation, semantics, translation, generations, management studies.

Keyan Lai & Johann Fortwengel
University of Edinburgh Business School & King's Business School, King's College London, UK

Talked into being, and made to talk into being: An ethnographic study of language, power, and control in a Chinese multinational

In this paper, we draw on an ethnographic study of a Chinese multinational and investigate the manifestation and the cause of language effect in international business (IB). We show that the use of language and the resulting interactions and dynamics among employees have led to a particular form of organizational processes and practices in our case company. In this form of organizational life, Chinese expatriates possess enormous power and play a dominant role in the decision-making process, leaving local British and local Chinese employees at the bottom of the power hierarchy. In analysing these language effects, we further reveal the critical role of organizational control system in this 'talked into being' process and demonstrate how various control mechanisms have created a distinctive organizational context where the language effects are induced and amplified. Our study paints a picture of language as a bottom-up phenomenon practiced by individuals in their daily work, but which, crucially, is situated within particular organizational context conditions.

Keywords:

Language, Power, Organizational control, Chinese MNEs, Ethnography

Peter Daly & Philippe Tournon
EDHEC, France

Legitimation Strategies of Wirecard's CEO, Dr Markus Braun

Accounting fraud is an act of betraying stakeholder trust and illegally altering the financial statements of a company to manipulate the apparent health of the company or to hide profits or losses. While many studies have analysed the causes of fraud, there is a dearth of research into the legitimation strategies employed to construct a certain truth and justify corporate values, reassure stakeholders on business practices and elicit social and financial support. This paper will employ a systemic functional critical discourse analytical (CDA) approach to the analysis of interviews of the CEO of Wirecard, Dr Marcus Braun prior to the discovery of the Wirecard scandal, one of the biggest financial frauds Germany has encountered. This study will advance understanding on how Braun discursively constructed and maintained corporate legitimacy during the Wirecard scandal following key accusations from external

parties: The Financial Times (FT); Wirtschaftswoche (WIWO), whistle-blowers and short-sellers, while contributing to existing research on corporate CEO legitimation.

Keywords

Fraud, CDA, legitimation strategies, Wirecard, Fintech scandal, CEO discourse.

Track 2: Advances in research on multilingualism and translation

Geneviève Tréguer-Felten & Jane Kassis-Henderson

Gestion & Société, CNRS Clesthia, Université Paris 3 Sorbonne Nouvelle & ESCP Business School, Paris Campus, France

Lost (or found?) in translation: multilingual awareness laid bare

In today's multilingual companies, the common corporate language (often English) is a double-edged sword: indispensable for communication but impeding the sharing of the meanings inherent in individuals' mother tongues. The interdisciplinary approach (cognitive linguistics, translation process) of this conceptual article reveals the potential role of translators and bi- or multilinguals in turning this hidden resource into a tangible asset. Given the possibility to act as creative catalysts, they facilitate knowledge-sharing, common understanding and the multilingual awareness conducive to new perspectives. The benefits for multinational organizations' HR policies are illustrated by research findings on translating codes of ethics, confirming the value of using the prism of different languages. Implications for management education are also discussed.

Keywords

Multilingual awareness; common corporate language; interdisciplinary approach; translators and bi- or multilinguals; knowledge-sharing; common understanding; HR policies; codes of ethics; management education.

Marc Chalier & Ursula Reutner

Passau University, Germany

Culturally sensitive brand naming – German discounters' strategies in France

The article addresses the changes made by the two largest German discounters, Aldi and Lidl, in the brand names for food products they place in their stores in France. It falls within the framework of commercial onomastics and is based on a corpus of over 500 food brand names which we coded according to their linguistic form and the semantic indications they imply. Our results show that brand names are mostly adapted to the language of the consumers in France, i.e. they are francized, with the exception of products considered as typically Italian and English, that keep their foreign names. The French brand names also tend to contain indications based on sensual experience, whereas the same products in Germany often bear information-based names, which confirms the cultural differences already observed in other areas of corporate communication.

Keywords

Commercial Onomastics, French, Linguistics, Morphology, Semantics, Marketing, Brand Names, Naming Strategies, Intercultural approach, Advertising Language

Track 3: Language, diversity and identity issues

Anne Kankaanranta & Tiina Räisänen
Aalto University School of Business, Finland

Interplay of language and identity in the MNC: constructing cosmopolitan identities through 'English'

This paper offers a novel lens to the study of language and identity in the MNC by focusing on how 'English' as an empowering resource among MNC employees contributes to their identity construction. We build on recent language-sensitive IM research inspired by sociolinguistics and enrich it by focusing on the specific role of English in the multinational reality of the MNC as shared working language and as a means for cosmopolitan identity construction. Drawing on the sociolinguistic English as Business Lingua Franca (BELF) scholarship, and cosmopolitan theory, we discuss the multilingual MNC as a social constellation, where MNC employees with diverse linguistic backgrounds construct everyday cosmopolitanism and negotiate professional identities in situated interaction in BELF. Ultimately, our approach challenges *Englishization* as a largely negative phenomenon and promotes an emancipatory view of users of BELF in their own right.

Keywords:

cosmopolitanism, English as Business Lingua Franca, BELF, identity, language, multilingualism, multinational companies, MNC

Wilhelm Barner Rasmussen, Claudine Gaibrois & Natalie Wilmot
Åbo Akademi University School of Business and Economics Turku, Finland; University of St. Gallen, Switzerland & University of Bradford School of Management, UK

How language and its intersection with other diversity dimensions affects international migrants' work life experiences

This reflection paper contributes to international business studies (IB) with an analysis of international migrants' experiences of work life in their new locations specifically from the perspective of how these experiences are (co-)shaped by language, both at the individual and the group level. We contribute to language-sensitive IB research by highlighting 4 categories of "pain points" in prior work, namely: (1) linguistic commonalities and differences between different categories of migrants, (2) problematic conceptualizations of language, (3) overlooked potentials in migrants' language use, and (4) how migrant status and language skills intersect with other dimensions of diversity relevant to work life. We then discuss how these lacunae might be addressed through future research and practical action.

Keywords:

Migration, migrant, language-sensitive IB, accent, fluency, intersection, employment, work life

Mary Vigier, Michael Bryant,
ESC Clermont Business School

Language competency for administrative staff at business schools engaged in international accreditations in non-English-speaking contexts

Achieving a globally recognized accreditation (AACSB, AMBA, EFMD) is becoming an inevitable part of business schools' internationalization strategies. This study explores how schools in non-English-speaking contexts experience and manage the language challenges for their administrative staff. Our research findings are based on 21 in-depth interviews with respondents from 17 countries and demonstrate that the role of administrative staff has been underestimated in terms of language proficiency. Our analysis shows that the English proficiency of administrative staff needs to be enhanced for them to contribute fully to accreditation processes and allow faculty to concentrate on their primary functions of research and teaching.

Keywords:

Administrative Staff; Business Schools; English Proficiency; International Accreditations; Internationalization

Track 4: Multilingualism and BELF**Miyuki Takino**

Yokohama City University, Japan

Changes in cultural practices in BELF: The individual's perspective

This paper discusses the changes in cultural practices in intercultural communication in English made by individuals in the global business context as they adapt their communication to cultural differences. The author illustrates that the needed changes are learned through businesspeople's experiences in their unique cultural contexts and that this process is in line with experiential learning theory (A. Y. Kolb & Kolb, 2009; D. A. Kolb, 1984b). The practical wisdom, as developed through participants' sensemaking, is also discussed. Data are drawn from qualitative interviews with 28 Japanese businesspeople who have experience in using English at work and analysed with the thematic coding framework. English as a business lingua franca (BELF) (Kankaanranta & Planken, 2010; Louhiala-Salminen et al., 2005) is referred to as a framework to analyse participants' perspectives.

Keywords

BELF, Culture, Experiential Learning Theory, Business, Globalisation, ELF, Transculture, Japan

Saeko Ozawa Ujiie

Takushoku University/SBF Consulting, Japan

Language Issues and Monolingual Myopia in Japanese Business

The study explores the status of English used in businesses in Japan using an inductive approach to find out how English is being used in corporations in Japan. I interviewed Japanese bilingual professionals who use English for their daily business. Interviews were conducted on twelve Japanese bilingual professionals who use English for their daily business, searching for potential patterns or characteristics. The interviews revealed that most Japanese firms monolingually use Japanese and rarely use English. Yet English is now increasingly required in various types of corporations in Japan. Further, the study revealed the attitudes of monolingual myopia in the management of Japanese companies. Also, to improve English proficiency, it is not adequate to encourage the use of English among Japanese, but better to recruit people with diverse backgrounds.

Keywords

multilingualism workplace European Union stance language ideology French discursive cringe native-speakerism purism

Susanne Ehrenreich

TU Dortmund University

Analysing Multilingualism within BELF (English as Business Lingua Franca): A working matrix

Speakers of English as a Business Lingua Franca (BELF) do not only use English, they also use other languages in various ways in addition to English. They do this more or less visibly and, I would argue, indeed continually. In this talk I will discuss multilingualism within BELF from a number of perspectives, including the perspectives of theory, research fields as well as methodology. Expert BELF communicators may teach us how several established (socio-)linguistic concepts are still essentially monolingually biased, including the concepts of code-switching and even translanguaging. They can also

tell us about the normative effects such monolingual notions exert. At the same time, looking at the various research fields concerned with issues relating to BELF, such as for example International Management, the role of English and other languages has only relatively recently been acknowledged, while, on the other hand, in some sociolinguistic approaches the multilingual nature of BELF may starting to become somewhat over-theorized. Real BELF data is still scarce. Because it is notoriously difficult to obtain. But it is only through real BELF data that it is possible to analyse the complexity of individual and contextual factors that govern BELF speakers' (trans-)linguaging practices in the workplace. Using my own data and reviewing two additional contributions to the field (Alharbi 2014, Otsu 2019), I will develop a working matrix which helps to analyze with (more) conceptual rigour the many ways in which languages are utilized for efficient BELF communication in the languaging practices of BELF users in various corporate contexts.

Keywords:

English as a Business Lingua Franca (BELF), Multilingualism, Translanguaging, Communities of Practice, Interdisciplinarity, Norms

Track 5: New perspectives in organizational and international business research

Valery Krylov & Vincent Montenero
CEREFIGE Nancy, France

Do language differences matter equally everywhere? Language-oriented human resource practices across countries

Based on an in-depth longitudinal case-study, this paper explores the role of language differences during market-entry. Drawing on theories of comparative institutions, power dynamics, we compare the relevance of language-oriented human resources management (HRM) in two countries. Our methodology is based on the analysis of internal documents and semi-structured interviews with participants in the project. In this case, the one-fit-all-size language policy contributed to market divestment. Our analysis shows a higher importance of local language in Eastern as compared with Western Europe, due to the complexity of the Eastern institutional environment. We contribute by linking language-oriented HRM to the country context and thus exploring its relevance across countries.

Keywords

Institutions, power, language, HRM, Russia

Guro R. Sanden
University of Gothenburg, Sweden

Corporate Linguistic Responsibility: Language from the perspective of CSR

By drawing on the concepts of Corporate Social Responsibility (CSR) and Corporate Communicative Responsibility (CCR), this paper introduces the concept of *Corporate Linguistic Responsibility* (CLR). CLR posits that companies have a responsibility to contribute to and maintain a healthy socio-linguistic environment in their home and host markets. Consequently, companies should be expected to make responsible linguistic choices when communicating with their internal and external stakeholders. The introduction of CLR has three main contributions to the field of language-sensitive international business (IB) research: firstly, insights into the legal regulation of language use; secondly, refined theoretical understanding of CSR and CCR; and finally, improved conceptualization of the role of corporations as language managers.

Keywords:

Corporate Social Responsibility; Corporate Communicative Responsibility; corporate communication; corporate law; Nordic law; Triple Bottom Line; Corporate Citizenship; conceptual paper

Terence Mughan
Portland State University School of Business, USA

Language and languages in international business: Mission drift and the need for an integrated single construct

Language, unlike the contiguous concept of communication, did not have a recognized place in the literature of business and management until as recently as 2014 when the Journal of International Business Studies published its first special issue (eds. Brannen et al) on the subject. Since then, ongoing changes in global demography, emerging trends in identity politics and advances in machine learning have all contributed to a realization that intralingual and interlingual nuances of meaning are both more present and important than was previously thought in contemporary organizations, communities and relations and that their impact goes far beyond the level of the occasional failed speech act. The purpose of this paper is to ask whether current research in the 'language-sensitive' school is addressing these phenomena and making a salient contribution to international business and the management of international organizations where the concept of communication has enjoyed much greater theoretical status. If not, is the frequent conflation and confusion of the terms language as a generic concept and languages as national codes part of the reason for the low impact of language research in business and management and what can be done about that?

Keywords:

Language, languages international business firm strategy single construct

Track 6: Doctoral session 1

Daniele Taylor
Université Grenoble Alpes, Grenoble INP – CERAG, France

Building team cohesion in multilingual teams: The benefits of virtuality?

Previous studies have demonstrated the mostly negative and sometimes positive effects of language diversity on team dynamics (such as team cohesion) and effectiveness. This paper aims to consider how these effects develop in global virtual teams. In order to better understand how language diversity influences team cohesion in the virtual context, an in-depth case study on a subgroup in a European university network is carried out. The results reveal that language diversity influences the development of team cohesion through language skills, shared identity and communication norms. Furthermore, from a managerial viewpoint, highlighting a team's language diversity can help cohesion.

Keywords:

global virtual team (GVT), language diversity, multilingualism, team cohesion, team identity

Magdalena Viktora-Jones, Komal Kalra, Tomke Augustin
Florida International University, USA; Newcastle University Business School, UK & University of Manitoba, Canada

Bringing an Intersectional Lens to Studying Language Diversity in International Management

As language research in IB increases, sub-groupings of themes become evident. Research dominantly suggests negative effects of language diversity in multilingual workplaces, often due to corporate language mandates. Main themes are emotions and trust, knowledge transfer, headquarter-subsidary relationships, and power and identity. Yet, current research assumes that language is static and linear in its effects. We argue, however, that language is more fluid and should be studied in combination with other identities such as gender and race to account for their impacts on language driven relationships.

Thus, we propose to integrate an intersectional lens. In this paper, we review dominant themes of language research and provide suggestions for future research that incorporate intersectionality

Keywords:

Diversity; Identities; Intersectionality; Gender; Language; Language diversity

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Analyzing the “country-of-origin” effect in the communication on corporate Diversity & Inclusion (D&I): A comparison of Brazilian Portuguese, Italian and American English non-financial disclosure

With this PhD project, I want to contribute to a better understanding of corporate Diversity & Inclusion (D&I) discourses across countries and languages. My aim is to compare the development of D&I discourses by analyzing multimodal non-financial disclosure published in Brazilian Portuguese, Italian and English between 2013 and 2021. The study employs a corpus-based discourse analytical approach building on corpus linguistics and (visual) content analysis to compare multimodal D&I discourses by listed banks in Brazil, Italy, and the United States. Results will provide further indications regarding the so-called “country-of-origin effect” in the communication of corporate D&I. They may further inform corporate communication professionals to guarantee strategic, responsible, socially committed, and impact-oriented communication of D&I across corporations.

Keywords:

diversity and inclusion, multimodal corporate communication, non-financial disclosure, Brazilian Portuguese, Italian, English, corpus-based discourse analysis

Track 7: Doctoral session 2

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Masked In Virtuality: Subtle Discrimination Of Migrant Professionals In Virtual Work

This empirical paper explores how migrant professionals experience subtle discrimination enacted by supervisors, co-workers and customers at a multilingual workplace. The minority status of these professionals of foreign descent stems from their inability to speak the language of their country of location. We undertake a case study of a multinational professional services company before and after the outbreak of the pandemic and combine it with a mixed method design. The results indicate that the shift to virtual work served as a mechanism to mask discriminatory behaviors. While migrant professionals experienced more open linguistic discrimination during face-to-face work, these discriminatory acts turned into covert exclusion during virtual work. The shift to virtual work thus further deepened the divide between employee groups and rendered the fault lines that were previously translucent more impenetrable. We contribute to research on the mechanisms of subtlety behind subtle discrimination and language-based exclusion in virtual work.

Keywords:

subtle discrimination; language-based exclusion; inclusion; diversity; virtual work; minorities; fault lines

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The foreign language effect in business and entrepreneurial decision-making: A review and research agenda

More than half of the human populations are bilinguals, the number of business professionals who work in a foreign language is rising. An important but unaddressed problem is whether people make the same business decisions, regardless of the languages they process. Cognitive psychological research on the “foreign language effect” (FLE) is an emerging domain, arguing that bilinguals make different decisions in a foreign language as compared to their native language. This systematic review synthesizes empirical evidence from 119 experiments, with data sets consist of 17 languages collected in 16 countries in the FLE literature on decision-making. It seeks to interrogate the mechanisms and conditions underpinning these effects, and to suggest future research to examine when and how entrepreneurs and managers may make different decisions between their native languages and foreign languages. It hopes to inspire research on the causal relationships between language, cognition, and decision outcomes, which could open new avenue for language-related studies in international business research.

Keywords:

Foreign language effect, FLE, decision-making, international business, cognitive psychology, behavioural economics, heuristics and biases, entrepreneurial decisions, systematic review

Katul Yousef
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Language policy and real language use: English as lingua franca in a Hungarian multinational company

The article contributes to the field of language in cross-cultural management through an example of a Hungarian multinational company. Studying implementation of English as lingua, semi-structured, in-depth interviews were conducted with 11 company members. Grounded theory was used for data analyses and the result of the research shows in the ways in which a common language can raise challenges especially when the chosen lingua franca is not the headquarters' language. English is a global language and its usage within the company's headquarters can create a sense of powerlessness in less fluent speakers. It can go against the initial goal and divide the company members into similar-minded groups and create a gap among these groups.

Keywords:

corporate language, language policies, English as lingua franca, language management, cross-cultural management, Central-East Europe, linguistic diversity

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French and language ideologies in a multilingual EU institution: Re-constructing the meaning of a language choice

The study aims to demonstrate the complexity of decision-making linked to a language choice in the multilingual workplace and illustrate its possible counter-intuitive social effects. Data were collected in a longitudinal qualitative process in 2020-2021, involving trainees and staff in an EU institution in Luxembourg. Analysis of their sociolinguistic stances will draw attention to moments in which language users don't realize that a shared interpretative framework for their language choice is missing. Effects of two discursive phenomena will be discussed – language “cringe” and “push”. The first will be represented by a reaction to a face-saving strategy preceding the choice of French by a “non-native” trainee, the second will unveil a back-firing social effect of choosing French by francophone seniors in

the meetings where other participants prefer to speak English. Interpretations will be framed by the theory of language ideologies, namely native-speakerism and purism. Eventually, managerial implications will be discussed.

Keywords

multilingualism workplace European Union stance language ideology French discursive cringe native-speakerism purism

Track 8: International business and management education

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Cosmopolitan Distinction – A consideration of English Medium Instruction (EMI) in a French Business School

Our paper explores why, when given a choice between their first language and English, business students who are not native speakers of English choose to study through English as a medium of instruction (EMI) in a non-English speaking setting. Taking Lueg and Lueg's (2015) study of business students' motivations to study in English at a public Danish university as a starting point, we choose a contrasting case and consider the choice for English by students at a private French business school. We contrast Lueg and Lueg's theorizing around EMI for social status with cosmopolitan theory and the idea of choosing EMI for global connectedness per se. Applying stepwise moderated regression to 201 answers from a French business school, we find that these respondents did not choose EMI for job advantage (reflecting social status). In contrast, EMI choice was influenced by students' cosmopolitan attitudes and their peers' support for EMI, both reflecting a cosmopolitan foundation. Our results suggest that in the specific context, student choice for choosing business courses in English may be less instrumental and that it is difficult to make broad generalizations about EMI in management education.

Keywords:

English Medium Instruction, EMI, non-native English speakers, management education, France, business school, cosmopolitanism.

Amy Church-Morel

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Multilingual gratitude practice in international business education

Recent research has shown the ancient notion of gratitude to be a compelling element in many areas of life from mental and emotional health at an individual level to pro-social behavior and corporate social responsibility at the level of teams and organizations. This paper explores the inclusion of gratitude practice in international business education, investigating why this might be relevant and how it might be done in the context of preparing students for collaboration in language diverse and multicultural contexts. A look at the state of the art in research on gratitude is presented first to address the question of whether and if so why the topic of gratitude merits airtime in international business education. This is followed by a description and analysis of one pedagogical initiative carried out in an undergraduate international business program in France to address the question of how it might be done.

Keywords:

gratitude, international business, learning, management education, multicultural, multilingual

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Translation and the strategic management of competences in SMEs: perspectives for language and translation training.

Our research aims at understanding how translation competence (EMT 2017) is employed in business organizations. Building on recent findings about emerging professional profiles connected to this competence in language industry (Miličević Petrović et alii 2021), we focus on non-language businesses, more specifically on internationally active SMEs. At the intersection between management studies and translation studies, we intend to observe how translation competence and its related competencies are dealt with in terms of strategic management of competences (Arrègle et Quélin 2000): How do employers use individual translation competencies? Which strategic value do they attach to them? Which strategic vision for translation as a competence do they have for the organization as a whole? Observed patterns may help develop targeted pathways for professional training in language and translation university programs, while raising interest for translation competence in management studies and potentially making a place for it in management training.

Keywords :

Translation competence, strategic management of competences, SMEs, strategic competences

Track 9: Language, technology and digital media

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Native English-speaking leaders and inflated views on information sharing in global virtual teams

Global virtual teams are characterized by work carried out via digital technologies across time zones, national and cultural boundaries with team members who speak different languages. The promising synergetic potential of these teams can be negatively affected by misunderstandings, stereotyping, and bias. Team leaders may not only be biased in the way they perceive group members' abilities. They could also be biased in their perception of their own abilities to manage and facilitate positive group processes such as sharing information and building team trust. In extant research, information sharing, and team trust have empirically been shown to be critical to positive team processes and outcomes but are found to be much more challenging to realize in global virtual teams. Leadership proficiency in speaking the common language in the team could thus lead to that team leaders believe that information, important to the team trust building process and team outcomes, is widely shared and understood by the team members. However, team members may not agree with team leader perceptions on how well-shared information is in the team. In this paper, we develop hypotheses for how global virtual team leaders, proficient in English as the common language, could possibly have such a bias inflating their perception of how much information is shared in the team, which in turn could have a negative effect on trust in the team and on team outcomes.

Keywords:

Global virtual team leaders, Global virtual team members, Global virtual team outcomes, Information sharing, Language proficiency, Multicultural teams, Team trust

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The role of language in preparing for human-machine collaboration

The increasing automation in companies is a major challenge for dealing with language. Because language shapes reality, and since the collaboration between humans and machines depends

on the extent to which a common communicative basis can be found, language will serve as the anchor for the future framing of the creation of human-machine synergies. This paper systematizes the role that language can play in human-machine collaboration and connects this topic with the existing fundamental parallels to intercultural communication.

Keywords:

Language, automation, human-machine collaboration, synergy, constructiveness, framing, intercultural communication, translation, cultural transduction.

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Communicating “sustainability”: A study of corporate web presence and digital services by Norwegian seafood companies

Due to changes in the business and ecological environment, the subject of eco-services and sustainability have gained increasing interest in the Norwegian seafood industry. In the past decade, Norwegian seafood companies have transitioned in management strategies to incorporate “sustainability” as a mandatory factor in their product-services portfolio. But how is “sustainability” in corporate values embodied, enacted, and communicated to interested stakeholders? This study applies a soft systems modelling (SSM) approach in understanding sustainability and eco-services from a product-services systems (PSS) perspective. Using the seafood industry in Norway as case example, this study presents the qualitative findings on how Norwegian seafood companies communicate “sustainability” via their corporate websites. The method of investigation used is a user perspective content analysis of Norwegian corporate websites and their portfolio of digital services.

Keywords:

communication, sustainability, corporate digital presence, digital services, fisheries, aquaculture, seafood