

## 11<sup>th</sup> GEM&L International Workshop on Management & Language

Copenhagen, 4-5 July 2017

**COPENHAGEN BUSINESS SCHOOL**  
Porcelænshaven 20, 2000 Frederiksberg, Denmark

*Revisiting Multilingualism at Work:  
New Perspectives in Language-Sensitive Research in International Business*

### PROGRAMME



## PROGRAMME OUTLINE

### Monday, July 3<sup>rd</sup> 2017

- 18:30-19:30 GEM&L advisory board meeting: Restaurant La Vecchia Gastronomia  
 19:30-21:30 Welcome Dinner: Restaurant La Vecchia Gastronomia, Falkoner Allé 17, Frederiksberg,

### Tuesday, July 4<sup>th</sup> 2017

- 08:00-09:00 Registration and coffee: Ovnhallen  
 09:00-09:30 Welcome address: Ovnhallen  
**Dorte SALS KOV IVERSEN**, Vice President for International Affairs, Copenhagen Business School  
**Philippe LECOMTE**, President of GEM&L  
**Dorte LØNSMANN**, Copenhagen Business School  
 09:30-10:30 First keynote address: **Prof. Jo ANGOURI**, University of Warwick  
**"The politics of language in the multilingual workplace"**  
 10:30-11:00 Coffee break  
 11:00-12:30 **Parallel Sessions I:** PH407 – PH408 – PH110  
 12:30-14:00 Lunch  
 14:00-15:30 **Parallel Sessions II:** PH407 – PH408 – PH110  
 15:30-16:00 Coffee break  
 16:00-17:00 Round table : Ovnhallen **"New frontiers in language-sensitive IB research"**.  
**Facilitator : Dr. Betty Beeler**  
 17:00-18:00 **GEM&L annual general meeting:** PH407  
 19:30 Conference dinner : Restaurant Ofelia, Sankt Annæ Pl. 36, 1250 København K  
 EFMD and CARLSBERG Foundation best paper awards  
**Elke CARVALHO HERNANDES**, EFMD

### Wednesday, July 5<sup>th</sup> 2017

- 08:30-09:00 Coffee: Ovnhallen  
 09:00-10:00 Second keynote address: Ovnhallen  
**Brett Scott CHAPPELL**, Nordea, Investment Management  
**"Navigating the linguistic and cultural shoals – an insider's guide"**.  
 10:00-10:30 Coffee break  
 10:30-12:00 **Doctoral session facilitated by senior scholars:** PH407 – PH408 – PH110  
 12:00-13:30 Networking lunch (Carlsberg Foundation)  
 13:30-15:00 **Parallel sessions III:** PH407 – PH408 – PH110  
 15:00-15.30 Coffee break  
 15:30-16:30 Third keynote address: Ovnhallen  
**Prof. Denice and Lawrence WELCH**, Melbourne University Business School, and **Prof. Rebecca PIEKKARI**, Aalto University Business school:  
**"No longer forgotten? Language in International Business"**  
 16:30-17:00 **Closing:** Ovnhallen  
 17:00-18:00 Reception (Institut français) together with EGOS sub-theme Organizations, Language/s and Mobility/ies: Ovnhallen

## FULL PROGRAMME

### Monday, July 3<sup>rd</sup> 2017

- 18:30-19:30** GEM&L advisory board meeting: restaurant La Vecchia Gastronomia,  
**19:30-21:30** Welcome Dinner: restaurant La Vecchia Gastronomia, Falkoner Allé 17,  
 Frederiksberg,

### Tuesday, July 4<sup>th</sup> 2017

- 08:00-09:00** Registration and coffee: Ovnhallen  
**09:00-09:30** Welcome address: Ovnhallen  
**Dorte SALS KOV IVERSEN**, Vice President for International Affairs, Copenhagen Business School  
**Philippe LECOMTE**, President of GEM&L  
**Dorte L ØNSMANN**, Copenhagen Business School

- 09:30-10:30** First keynote address: **Prof. Jo ANGOURI**, University of Warwick  
*“The politics of language in the multilingual workplace”*

- 10:30-11:00** Coffee break  
**11:00-12:30** **Parallel Sessions I:** PH407 – PH408 – PH110

Track 1: New directions in research on management & language	Track 2: Language & power	Track 3: Language identity, networks and social capital
<b>Chair: R. Piekkari</b>	<b>Chair: J. Angouri</b>	<b>Chair: S. Tietze</b>
<b>Room PH.407</b>	<b>Room PH.408</b>	<b>Room PH.110</b>
<b>Helene Tenzer, Siri Terjesen, Anne-Wil Harzing</b> <i>Tübingen University, National American University, Indianapolis, USA, Middlesex University, London, UK</i> Language in International Business: A Review and Agenda for Future Research	<b>Peter Daly, Dennis Davy</b> <i>EDHEC, Lille, France</i> Navigating Institutional Englishization at French Business Schools	<b>Andrew John, Onur Özgür</b> <i>Melbourne Business School, Australia</i> A Network Model of Language Use in Organizations
<b>Wilhelm Barner-Rasmussen</b> <i>Åbo Academy University, Turku, Finland</i> Linguistic and cultural skills – what more is there? An Ability-Motivation-Opportunity perspective on boundary spanning in multinationals	<b>Sierk A. Horn</b> <i>Ludwig Maximilian University of Munich, Germany</i> Language, lies & liability: Stereotypes and their impact on performance in work environments	<b>Anders Klitmøller</b> <i>University of Southern Denmark, Slagelse, Denmark</i> A Bourdieusian practice perspective on the multi-lingual MNC: The role of common-language capital
<b>Claudine Gaibrois</b> <i>University of St Gallen, Switzerland</i> We’re not there yet: Opening up new avenues for language-sensitive research in International Business	<b>Guro Sanden</b> <i>Copenhagen Business School Denmark</i> The second-class Norwegian: Marginalisation of Nynorsk in Norwegian business	<b>Susanne Lesk</b> <i>WU – Vienna University of Economics and Business, Austria</i> Multilingual organisations and staff linguistic identities: Challenging or facilitating performances of employees? A language-needs perspective

- 12:30-14:00** Lunch

**14:00-15:30 Parallel Sessions II: PH407 – PH408 – PH110**

<b>Track 4: Multilingual practices</b>	<b>Track 5: Language policies</b>	<b>Track 6: Language across cultural &amp; knowledge borders</b>
<b>Chair: W. Barner-Rasmussen</b>	<b>Chair: S. Horn</b>	<b>Chair: A-W. Harzing</b>
<b>Room PH.407</b>	<b>Room PH.408</b>	<b>Room PH.110</b>
<b>Stephanie Jo Kent, Jeffrey A. Kappen</b> <i>Drake University, Des Moines, USA</i> Interpreting Eureka! The Possibilities of Plurilingualism	<b>Natalie Wilmot</b> <i>Sheffield Business School, UK</i> The Importance of Luck, Chance and Bricolage in the Language Management Practices of British SMEs	<b>Wannenmacher Delphine</b> <i>CEREFIGE, Université de Lorraine, France</i> The multilingualism in the working teams: when the professional languages create knowledge boundaries.
<b>Päivi Karhunen, Anne Kankaanranta &amp; Leena Louhiala-Salminen</b> <i>Aalto University School of Business, Helsinki, Finland</i>  (Re-) conceptualizing the MNC as a multilingual organization: Insights from sociolinguistics	<b>Michel Lefevre, Corine Navarro, Catherine Pelissero-Bennetau</b> <i>Université Paul Valéry Montpellier 3, France</i>  Linguistics in decision processes: towards a new approach to multilingualism at work.	<b>Michał Wilczewski, Anne-Marie Søderberg, Arkadiusz Gut</b> <i>University of Warsaw, Poland, Copenhagen Business School, Denmark, The John Paul II Catholic University of Lublin, Poland</i> Communication Encounters of Polish Expatriates in a Chinese Subsidiary of a Western MNC
<b>Mary Vigier</b> <i>ESC Clermont, France</i> Strategies for Managing Language Challenges in Multicultural Team Interactions: The Impact of Diversity in Fluency Levels	<b>Maïté Hilty, Hélène Langinier</b> <i>Strasbourg School of Management</i> Introduction of English as a common language thanks to blended learning at Hager Group: a business case	

**15:30-16:00** Coffee break

**16:00-17:00 Round table: Ovenhallen**  
**"New frontiers in language-sensitive IB research".**

**Prof. Anne-Wil Harzing, Dr. Dorte Lønsmann, Dr. Sierk Horn, Prof. Susanne Tietze**  
**Facilitator : Dr. Betty Beeler**

**17:00-18:00 GEM&L annual general meeting: PH407**

**19:30** Conference dinner : Restaurant Ofelia, Sankt Annæ Pl. 36, 1250 København K  
**EFMD and CARLSBERG Foundation best paper awards**

**Wednesday, July 5<sup>th</sup> 2017**

**08:30-09:00** Coffee: Ovnhallen

**09:00-10:00** Second keynote address: Ovnhallen  
**Brett Scott CHAPPELL, Nordea investment Management**  
*"Navigating the linguistic and cultural shoals – an insider's guide".*

**10:00-10:30** Coffee break

**10:30-12:00** Parallel sessions III: PH407 – PH408 – PH110

<b>Doctoral session 1</b>	<b>Doctoral session 2</b>	<b>Track 7: Language issues in international contexts</b>
<b>Chairs: S. Tietze, W. Barner-Rasmussen</b>	<b>Chair: R. Piekkari, L. Welch,</b>	<b>Chair: D. Lønsmann</b>
<b>Room PH.407</b>	<b>Room PH.110</b>	<b>Room PH.110</b>
<b>Albert Krisskoy, Matevž Raškovič</b> <i>Ljubljana University, Slovenia</i>  Language-based exclusion and team cohesion: tripartite mechanism model	<b>Paolo Dal Bo</b> <i>ESCP-EUROPE, Paris, France</i>  Language and expatriates' Psychological health: a Lacanian approach	<b>Stefanie Stadler</b> <i>Nanyang Technological University, Singapore</i>  Humour as conflict management strategy in Japanese business communication
<b>Vincent Montenero, Cristina Cazorzi – Martinez</b> <i>Dauphine University, Paris, France</i>  The enforcement of English as a corporate language by an Italian MNC: what impact on the balance of power between headquarters and subsidiaries?	<b>Kyoungmi Kim, Jo Angouri</b> <i>The University of Warwick, UK</i>  'There is always going to be a language barrier'. Language problems in a multinational company	<b>Juan Carlos Díaz Vasquez, Maria Alexandra Guerra Aranguren</b> <i>Universidad EAFIT, Medellin, Colombia</i>  Term definitions and its impact in accurate communication for Customs Practices at International level. Case Colombia.
<b>Mai Al-Naemi, London School of Economics, GB</b>  The construct of language advice	<b>Kristina Humonen, Jo Angouri</b> <i>The University of Warwick, UK</i>  'Hello Google Translate!' Methodological Implications for Studying Multilingualism in the Workplace	<b>Josiane Martin O'Brien, John E. O'Brien</b> <i>ESCP-EUROPE, Paris, France</i>  International Management Language (IML) confronts Indian Managerial Practice: between Managerial Assertion and Accommodation

**12:00-13:30** Networking lunch (Carlsberg Foundation)

**13:30-15:00 Parallel sessions IV: PH407 – PH408 – PH110**

<b>Track 8: Language &amp; Human resources (careers)</b>	<b>Track 9: New directions in research on management &amp; language</b>	<b>Doctoral session 3</b>
<b>Chair: Mary Vigier</b>	<b>Chair: Betty Beeler</b>	<b>Chairs: J. Angouri, A-W. Harzing, D. Welch</b>
<b>Room PH.407</b>	<b>Room PH.408</b>	<b>Room PH.408</b>
<b>Maria Järström, Rebecca Piekkari</b> <i>Aalto University, School of Business, Helsinki, Finland</i> Too qualified to fit in? How language misfit can affect career mobility	<b>Cheryl Cordeiro</b> <i>University of Gothenburg &amp; ABB Corporate research, Sweden</i> Language as a heteroglot: the bridging qualities of Swedish-English (SweE) and Singapore Colloquial English (SCE) in cross-cultural working environments	<b>Noreen Geenen, Katrin Muehlfeld</b> <i>Universität Trier, Germany</i> Creative work in foreign language settings
<b>Louis-Marie Clouet, Marianna Gyapay, ISIT, Paris, François Grima, IRG/UPEC, Pauline de Becdelièvre, LISPE/IGS RH, ARGÉPA/UNIVERSITÉ PARIS II</b> Career strategies and multilingualism: Career scripts of conference interpreters on the large Parisian market	<b>David M. Boje, Etieno Enang</b> <i>New Mexico State University, USA, University of Strathclyde, UK</i> Antenarrative Embodiment Contributions to Language Performance in International Business	<b>Long Cui, Jong Wook Kwon</b> <i>Kangwon National University, South Korea</i> Language Research in International Business: An author co-citation analysis
	<b>Dardo de Vecchi, Geneviève Tréguer-Felten</b> <i>Kedge Management school &amp; CEDISCOR, Paris 3-Sorbonne Nouvelle, CNRS, France</i> Seeking the hidden areas of management language-related research	<b>Lea Härtel, Maria Thalmann</b> <i>Copenhagen Business School, Denmark</i> Language Policy Common Corporate Language Organizational Change Change Implementation Case Study

**15:00-15.30** Coffee break

**15:30-16:30** Third keynote address: Ovnhallen  
**Prof. Denice and Lawrence WELCH**, Melbourne University Business School, and **Prof. Rebecca PIEKKARI**, Aalto University Business school:  
**"No longer forgotten? Language in International Business"**

**16:30-17:00** Closing: Ovnhallen

**17:00-18:00** Reception (Institut français) together with EGOS sub-theme Organizations, Language/s and Mobility/ies: Ovnhallen

## ABSTRACTS FOR THE CONFERENCE

**Track 1: New directions in research on management & language**

**Helene Tenzer, Siri Terjesen, Anne-Wil Harzing, *Tübingen University, National American University, Indianapolis, USA, Middlesex University, London, UK***

***Language in International Business: A Review and Agenda for Future Research***

A fast growing number of studies demonstrates that language diversity influences almost all management decisions in modern multinational corporations. Whereas no doubt remains about the practical importance of language, the empirical investigation and theoretical conceptualization of its complex and multifaceted effects still presents a substantial challenge. To summarize and evaluate the current state of the literature in a coherent picture informing future research, we systematically review 264 articles on language in international business. We scrutinize the geographic distributions of data, evaluate the field's achievements to date in terms of theories and methodologies, and summarize core findings by individual, group, firm, and country levels of analysis. For each of these dimensions, we then put forward a future research agenda. We encourage scholars to transcend disciplinary boundaries and to draw on, integrate, and test a variety of theories from disciplines such as psychology, linguistics, and neuroscience to gain a more profound understanding of language in international business. We advocate more multi-level studies and cross-national research collaborations and suggest greater attention to potential new data sources and means of analysis.

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

***Linguistic and cultural skills – what more is there? An Ability-Motivation-Opportunity perspective on boundary spanning in multinationals***

The question explored in this paper is why individuals attain positions as 'boundary spanners' in multinational corporations, with a specific focus on linguistic and cultural skills as potential drivers of boundary spanning. Theoretically, the paper is framed in terms of the Ability-Motivation-Opportunity model of human resource management, which considers organizational members' work-related performance to be a function of ability, motivation, and opportunity to perform (e.g., Lepak et al., 2006; Liao, Toya, Lepak, & Hong, 2009; Jiang, Lepak, Hu and Baer, 2012). Previous research on boundary spanners tends to emphasize ability over motivation and opportunity. Yet, my preliminary analyses suggest that these factors may in fact precede or drive ability, whereas ability alone may not be a sufficient condition for boundary spanning. These results highlight the need for holistic and interdisciplinary research accounting for both business, linguistic, and psychological perspectives on boundary spanners.

**Claudine Gaibrois, *University of St Gallen, Switzerland***

***We're not there yet: Opening up new avenues for language-sensitive research in International Business***

This short paper suggests a number of new conceptual, methodological and empirical avenues for further research in language-sensitive International Business research. On a conceptual level, it proposes to question the often implicit equation of languages with national languages by adopting a more dynamic notion of multilingualism. Drawing on linguistic literature, it puts forward an understanding of language use as hybrid process. On a methodological level, the paper suggests to adopt a wider range of methods of data collection. So far, interview-based case studies represent the privileged form of study design in language-sensitive research in International Business. On an empirical level, the paper puts forward that various empirical terrains remain underexplored so far. Also, it claims that given the overrepresentation of managers in research designs and samples, employees in non-managerial occupations and positions deserve more attention. The paper also represents a call for conducting more interdisciplinary research that brings various conceptual and methodological approaches together.

**Track 2: Language & power**

**Peter Daly, Dennis Davy, *EDHEC, Lille, France***

***Navigating Institutional Englishization at French Business Schools***



This paper investigates how business school faculty members in France navigate an increasingly Englishized management academy and how they actively or passively endorse, conform to or resist the use of English in their research, teaching and administrative duties. Englishization within the French business school academic landscape is outlined. Six faculty profiles are identified based on their mastery of English and French and their linguistic background, and interviewed to ascertain their perception of and reaction to this growing Englishization. A discourse analysis framework reveals the issues and challenges facing different faculty profiles at three levels of analysis: a macro management academy system level, a meso institutional level and a micro individual level. This research should be of particular interest to business school administrators and academic leaders, who manage diverse faculty profiles and to academics entering the management academy in France.

**Sierk A. Horn, Ludwig Maximilian University of Munich, Germany**

*Language, lies & liability: Stereotypes and their impact on performance in work environments*

In spite of the significance now ascribed to Anglophone proficiency as a factor of management in multinational organisations, we know little about what assumptions about a strong command of English as a prerequisite for career success does to people. There is a gap between the expectation to simply function in English and the apprehension that one's English expression is insufficient to present oneself in the best possible professional light – often a problem for non-native speakers though native speakers have trouble, too. This study argues that stereotypes about inadequate language proficiency and, connected to this, worries about looking inept for the world of work add extra cognitive and emotional pressure. A series of experiments investigated the effects of 'stereotype vulnerability' of non-native speakers of English on difficult reasoning tests. It varied the extent to which participants could expect to be stereotyped (with Anglophone skill sets being presented as enabling professional ability). Consistent with the claim of this study I found that individuals differ in their performance when conscious about their stereotyped status. The outlook of being at risk of conforming to a stereotype about inappropriate Anglophone communication skills was related to impaired performance. Sensitivity towards possible bias spills over into domains other than the initial impugning sphere. The results are discussed in light of previous work on stereotype threat. In addition to dealing with the challenges posed by difficult reasoning tests, it is argued that participants may have wondered whether their behaviour is interpreted in terms of their situational predicament (and less so in terms of individual merit). Such suspicions seriously divert cognitive resources. The study discusses what can be done about the disadvantages through the imminent insecurity brought about by expectations to compete in Anglophone settings.

**Guro Sanden, Copenhagen Business School, Denmark**

*The second-class Norwegian: Marginalisation of Nynorsk in Norwegian business*

This paper examines the use of the Norwegian language by companies in Norway with a particular focus on the use of the Norwegian written standard Nynorsk. By adopting a legal perspective on the language policy of Norway as stipulated by the Norwegian Ministry of Church and Culture (2008) and The Language Council of Norway (2005) the paper investigates how the 500 largest firms in Norway measured by revenue comply with the Norwegian language requirement of the Norwegian Accounting Act. The findings show that the use of Nynorsk is marginal, as only five of the 500 companies presented their annual reports in Nynorsk for the financial year of 2015. The paper concludes that the current language regulation is too vague to support the official language policy goal of maintaining both Nynorsk and Bokmål as functional variants of the Norwegian language, and current language practices demonstrate that Nynorsk has become a second-class language in Norwegian business.

### Track 3: Language identity, networks and social capital

**Andrew John, Onur Özgür, Melbourne Business School, Australia**

*A Network Model of Language Use in Organizations*

It is well established in the management and international business literatures that multinational firms face particular challenges arising from the need to operate in multiple languages. We build a structural model of language use for information transmission/processing in a simple network to describe business structure: a



single headquarters (H) and a finite number of subsidiaries, where each of these business units is located in a different country where possibly a different language is spoken. We analyse a two-stage game where the business units make choices about language use in the first stage and play a message sending game in the second, with the successful transmission of messages depending on the choices in the first stage. Our model aims to explain (i) team dynamics partly as reactions to language capital and vice versa, (ii) organizational structure as a reaction to language capital and vice versa, and (iii) the relative use-frequency of languages within a network as strategic choices.

**Anders Klitmøller, University of Southern Denmark, Slagelse, Denmark**

*A Bourdieusian practice perspective on the multi-lingual MNC: The role of common-language capital*

In the latter years practice theoretical approaches has gained increased momentum within organization and management studies (Jarzabkowski & Spee, 2009; Schatzki, 2006; Whittington & Seidl, 2014). However, we have yet to explore the full potential of deploying a Bourdieusian lens on language use in the MNC. Consequently, this short paper seeks to contribute to this emergent stream of research by promoting a Bourdieu inspired practice perspective on language use in the multilingual MNC by i) situating the notions of habitus, capital and field within language sensitive studies of the MNC; ii) exploring the interrelation between habitus and capital in the context of the MNC-as-field, by introducing the notion of common-language-capital.

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

*Multilingual organisations and staff linguistic identities: Challenging or facilitating performances of employees? A language-needs perspective*

Drawing on literature from applied (socio)linguistics and management studies, this paper looks at identity constructions in multilingual organisations. Processes of identification in organisations are linked to concepts of employee retention and organisational commitment. This is also true for construction processes of linguistic identity in organisations. Focusing on the identity-building function of languages for their speakers, this presentation examines and reconstructs the linguistic identities of employees and managers in a multilingual setting. First, the notion of the “multilingual organisation” is defined, which is then linked to linguistic identity by introducing a needs perspective. Individual and social parts of linguistic identity are discussed with both individual and organisational needs taken into account. More specifically, it is asked what impact multilingual working environments have on employees’ constructions of linguistic identity. The nature of the chosen research question implies a qualitative design. The study is explorative in character: a case study in a small multilingual enterprise based in a bilingual region in Italy (South Tyrol) has been conducted. The study makes use of multiple sources and methods (linguistic autobiographies of managers and employees, in-depth interviews and observations). In this presentation first results to capture linguistic identities in organisations and their impact on individual and organisational outcomes are shown.

#### Track 4: Multilingual practices

**Stephanie Jo Kent, Jeffrey A. Kappen, Drake University, Des Moines, USA**

*Interpreting Eureka! The Possibilities of Plurilingualism*

Given the rising interest in issues surrounding language use and language policies in contemporary organizations, this paper aims to enrich theorizing on language in global firms by presenting homolingualism and plurilingualism as key tensions that exist within organizations in which multiple languages are used. This theoretical framing has the advantage of highlighting the relational nature of communication whether or not more than one language is actually used within an organization with multilingual employees. Language choices and discursive strategies, embedded within organizational policies and interpersonal relations, create, reinforce, or maintain linguascapes with either plurilingual or homolingual characteristics. We analyze data from fieldwork conducted in a large, multilingual firm in Southern India about language use and innovation to reflect on some underlying and previously unnamed assumptions about solutions to language issues in multinational corporations.

**Päivi Karhunen, Anne Kankaanranta & Leena Louhiala-Salminen, Aalto University School of Business, Helsinki, Finland**

*(Re-) conceptualizing the MNC as a multilingual organization: Insights from sociolinguistics*

This paper advances the understanding of the MNC as multilingual organization with insights from sociolinguistics. We discuss sociolinguistic approaches towards multilingualism in the MNC context, and apply the concept of English as lingua franca (ELF) to elaborate the position of English in the multilingual reality of the MNC. We start from House's (2003) categorization of languages into "languages of communication" and "languages of identification". We extend this conceptualization by further dividing "languages of communication" into two forms that serve different functions; "official" English used in corporate communications and English as a Business Lingua Franca (BELF) used as working language within the MNC. This results in a multi-level framework of the MNC as multilingual organization, where individual-level "languages of identification", interaction-level BELF and corporate level "official" English co-exist and interact. In doing so, we add clarity to the yet underdeveloped concepts of "corporate language" and lingua franca in international management research.

**Mary Vigier, ESC Clermont, France**

*Strategies for Managing Language Challenges in Multicultural Team Interactions: The Impact of Diversity in Fluency Levels*

The purpose of this paper is to explore how newly-formed multicultural teams devise strategies for managing their language challenges, and how these processes may be affected by differences in language fluency within the teams. Using a case-study research design, the author investigated three multicultural problem-solving teams within a management integration program in a multinational company in France. The complete data-set includes 37.5 hours of observations and 49 hours of semi-structured interviews. The data were coded and analyzed using the computer software program for qualitative research methods, NVivo. Findings indicated that all teams experienced language challenges and developed strategies for coping, but these processes varied in form according to the dynamics within each team. Findings also showed that team composition linked to language fluency fault lines impacted on both the language challenges the teams experienced and the effectiveness of the strategies they put into place to handle these. Understanding the effects of language fluency dynamics on cross-cultural team processes enables managers to help members develop more successful behavioral patterns by being attentive to language fluency levels and team composition. The study extends and complements previous multicultural team research by providing in-depth insights into team dynamics and functioning at the micro-level.

## Track 5: Language policies

**Natalie Wilmot, Sheffield Business School, UK**

*The Importance of Luck, Chance and Bricolage in the Language Management Practices of British SMEs*

Although the language sensitive international business literature has grown considerably over the past ten years, the majority of empirical work in this area has been located in MNEs, and thus there is still relatively little known about language management in smaller organisations. Using a qualitative, case study methodology of four British SMEs, this paper explores the practices which smaller companies use in order to manage linguistic diversity in their international supply chains. The study highlights that resource availability is a key issue for SMEs, and demonstrates how they use creative practices and a bricolage approach in order to overcome linguistic boundaries, rather than engaging in strategic decision making in this area.

**Michel Lefevre, Corine Navarro, Catherine Pelissero-Bennetau, Université Paul Valéry Montpellier 3, France**

*Linguistics in decision processes: towards a new approach to multilingualism at work.*

Our paper brings forward research about process decision learning. Using empirical linguistic methods, we explore the notion of decisions within organizations gathering diverse protagonists at cultural and identity levels. Gaining a deep understanding of ante and post decision processes, including linguistic, seems essential in order to improve decision learning such as it is currently available. The academic frame of the contribution is

based upon the « THE TEACHER-STUDENT RELATION » conference by Mary Parker Follett, an American author of the Progressive Era. Follett extends hereby her conception of « RECIPROCAL LEADERSHIP », built upon acts of decision, to teacher student relations. According to her, both teachers and businessmen « are in a position to try out their ideas of human relations ». Investigated corpuses come from groups of entrepreneurs acting from local to international levels. A cognitive frame of decision does appear, including agent, patient, object and implicatures. Henceforth, a central question arises about collective decision building: may the agent be a plural entity?

**Maïté Hilty, H el ene Langinier, Strasbourg School of Management**

*Introduction of English as a common language thanks to blended learning at Hager Group: a business case*

Language policies orientation within MNCs have raised many debates among scholars between the proponents of the imposition of a common language and the ones denouncing this practice as hegemonic. However, an increasing number of organisations strive to introduce a common language -often English- to support their internationalisation strategy. We focus in this paper on the practical aspects of this introduction, what are the better ways for teaching English to a large number of employees in such a situation? At a time when e-learning is developing and budgets are often restricted, it is important for MNCs to optimize their language training processes while making sure of their positive outcome.

In this perspective, we analyse the implementation of the introduction of English as a common language at Hager Group thanks to blended learning through participating observation and interviews. The training method of blended learning chosen by the firm consists of drawing on both e-learning and face-to-face training sessions. The introduction of English as a common language is especially challenging in the cultural context of the organisation of this company located at the French-German border.

#### Track 6: Language across cultural & knowledge borders

**Wannenmacher Delphine, CERFIGE, Universit e de Lorraine, France**

*The multilingualism in the working teams: when the professional languages create knowledge boundaries.*

Organizations and working teams contain various corporate associations. These corporate associations use different professional languages. The professional languages carry of meanings and representations and are anchored in methods and practices. The various corporate associations develop languages and collective tacit knowledge which facilitate the work within a given corporate association but create knowledge boundaries between corporate associations. From the study of two cases with a co-constructivist and pragmatic approach - a multi-actors project about nanomaterials and an operating block using the robotics surgery -, we shall show how the professional languages and the collective tacit knowledge bound to these languages, creates knowledge boundaries. Finally, we give some ways to overtake these knowledge boundaries not to create a common language but rather a collaborative space where new knowledge and new practices can emerge.

**Micha  Wilczewski, Anne-Marie S oderberg, Arkadiusz Gut, University of Warsaw, Poland, Copenhagen Business School, Denmark, The John Paul II Catholic University of Lublin, Poland**

*Communication Encounters of Polish Expatriates in a Chinese Subsidiary of a Western MNC*

This study investigates Polish experts' accounts of encounters with local personnel when building a Chinese subsidiary of a Western MNC between 2011 and 2015. Semi-structured, narrative interviews were conducted with Polish experts. A thematic analysis reveals prerequisites for intercultural communication, language and culture-related communication problems with strategies to mitigate them, and factors that affect communication. The study offers important insights into the Polish-Chinese communication in a specific business context. It highlights research issues for further investigation and implications for practitioners with regard to preparation of top talents for expatriation.

#### Track 7: Language issues in international contexts

**Stefanie Stadler, Nanyang Technological University, Singapore**

*Humour as conflict management strategy in Japanese business communication*

Conflict constitutes an evitable aspect of any workplace setting. Managing conflict efficiently thus forms an important aspect of workplace and business relations. However, how to negotiate conflict in an appropriate manner depends on the cultural context. While some cultures do not shy away from conflict, others avoid conflict at all cost. This is not to say that differences in opinion and conflict do not occur in such cultures. Hence, when they do, interactants tread very carefully. One such way is the use of humour, as has been documented in workplace settings in New Zealand (see Holmes & Marra, 2004). Although the use of humour to mitigate conflict is not unusual, it is not commonly associated with Japanese culture, and perhaps for this reason, it remains a poorly explored domain to date. This paper aims to investigate the nature and functions of humour as a conflict management strategy in Japanese business communication.

**Juan Carlos Diaz Vasquez, Maria Alexandra Guerra Aranguren, Universidad EAFIT, Medellin, Colombia**

*Term definitions and its impact in accurate communication for Customs Practices at International level. Case Colombia.*

The way terms are defined and consequently interpreted is crucial to foster accurate communication in complex processes such as customs practices at international level. This paper aims to carry out an analysis of the definitions presented at the new Colombian Customs Regulation (Decreto 390 de 2016) according to Terminology principles. This new regulation is introduced by the Colombian Government as a document aligned with international conventions such as the International Convention on the Simplification and Harmonization of Customs procedures (revised Kyoto Convention, 1999), the Andean Community and the OECD standards. The theoretical framework provides basic parameters to evaluate definitions as part of the terminology work in specific contexts such as the customs practices. For the specific purpose of this paper the Colombian context has been chosen to exemplify the influence in elaborating consistent, coherent and systematic definitions for the sake of accurate communication in international commerce.

**Josiane Martin O'Brien, John E. O'Brien, ESCP-EUROPE, Paris, France**

*International Management Language (IML) confronts Indian Managerial Practice: between Managerial Assertion and Accommodation*

As a problem of language and meaning across cultural-institutional frontiers, this reports on the consequences for managerial action of a US-style International Management Training delivered by an Indian B-School, for Indian Engineers-Managers from industrial enterprises. Using a grounded-theory approach and successive sessions of ethnographic fieldwork, 52 primary interviews were conducted in India with multilingual managers back on the job an average of 3 years after completing their Indian Post-Graduate Program (PGP). This paper focuses on the influences, across institutional frontiers, of management as a linguistic issue. Backed by Verbatim Data, findings are interpreted using the conceptual frame of Pierre Bourdieu. Training based competence in the newly acquired IML (International Management Language) increased the social-power of trainees. This proved invaluable both within and beyond the enterprise, providing new capacities for independent action, negotiation, compromise and accommodation, balanced to maintain the Indian Culture of Enterprise, while also fitting with international standards.

## Track 8: Language & Human resources (careers)

**Maria Järleström, Rebecca Piekkari, Aalto University, School of Business, Helsinki, Finland**

*Too qualified to fit in? How language misfit can affect career mobility*

The purpose of this conceptual paper is to address the question of how and why language misfit may explain career mobility in international work environments. It makes two contributions to person-environment fit research. Firstly, we offer the novel construct of language misfit which we conceptualize both as underqualification and overqualification of language skills. We argue that overqualified individuals also need to be included in the discussion of misfit. Secondly, we incorporate in our analysis a broad range of career moves, covering functional mobility, organizational mobility, and geographical mobility from a misfit perspective. We argue that individuals resort to career mobility in order to reduce their perceptions of not fitting in – for them, a career move becomes a positive adaptive device, a so called coping mechanism, to reduce psychological

reactions such as boredom or frustration. Our nuanced and holistic analysis of the relationship between language misfit and career mobility highlights both positive and negative aspects of this phenomenon.

**Louis-Marie Clouet, Marianna Gyapay, ISIT, Paris, François Grima, IRG/UPEC, Pauline de Becdelièvre, LISPE/IGS RH, ARGÉPA/UNIVERSITÉ PARIS II**

*Career strategies and multilingualism: Career scripts of conference interpreters on the large Parisian market*

Little research has analysed the career evolution of conference interpreters. Yet linguistic and intercultural skills are at the heart of the profession of conference interpreters and one of the key factors which allows an interpreter to pursue a sustainable career (Van der Heijden & De Vos, 2015). We adopted a qualitative approach by interviewing 30 conference interpreters. Our study focuses not only on the strategies of the individuals, but also the strategies of the profession. Besides, our analysis will allow explaining the interactions between the individuals and the organizations on the issue of sustainable careers. This research allows us to analyze to what extent multilingualism can be a leverage and/or a constraint for career development. Our research can allow us to estimate the evolution of multilingualism in public and private organizations, through the strategies deployed by the interpreters to adapt to a changing environment.

### Track 9: New directions in research on management & language

**Cheryl Cordeiro, University of Gothenburg & ABB Corporate research, Sweden**

*Language as a heteroglot: the bridging qualities of Swedish-English (SweE) and Singapore Colloquial English (SCE) in cross-cultural working environments*

The awareness of Bakhtin's heteroglossia, exhibited in Swedish-English (SweE) speakers and Singapore Colloquial English (SCE) speakers, seems to enable a bridging of context of understanding between individuals of different cultures working in the same environment. A corpus driven study of senior managers in Swedish managed multinational business enterprises (MBEs) in Singapore illustrate that even if Swedish managers might sometimes feel negatively about their inadequate English (Bakhtin's centripetal processes of language centralization and unification), the context of Euro-Englishness allows for them to leverage an inherent awareness of heteroglossia, in order to network for business purposes. This article applies a Bakhtinian lens and the concept of heteroglossia unto cross-cultural communication in an international business context. The aim of this article is twofold, to apply (i) systemic functional linguistics (SFL) as framework of context analysis, the system of field, tenor and mode unto Bakhtin's concept of heteroglossia, where language contains inherent stratifications in use (as reflection of its users); to (ii) illustrate by empirical example how knowledge of SweE and SCE whilst superficially acting as barrier to cross-cultural communication (an illustration of Bakhtin's centripetal forces of centralized language), can in underlying currents have the effect of bridging and bolstering cross-cultural contextual understanding in broader heteroglossic linguascape (an example of Bakhtin's centrifugal forces of language users and language in use).

**David M. Boje, Etieno Enang, New Mexico State University, USA, University of Strathclyde, UK**

*Antenarrative Embodiment Contributions to Language Performance in International Business*

We contribute by identifying the conceptual and methodological 'blind spots' persistent in language-sensitive research in International Business and Management. We will address the conceptual and methodological blind spots in limiting IB to language by looking at antenarrative, defined as what is embodied communicatively before narrative. The aim of the paper is to generate insights into the processes of M&A becoming- the mechanisms underlying the arrival of acquisition outcomes. These insights will be generated using an ante narrative fore-caring enquiry into the M&A process. We propose to bring antenarrativity into language-sensitive research. Antenarrative has gained increased attention in top journals, including *Human Relations*, *Journal of International Business Studies*, and *Organization Science*. An antenarrative approach to M&A process research will enabled us to gain insight into in pre-conscious, pre-reflective, pre-analytic, pre-thematic, pre-narrative, pre-story, pre-abstraction, pre-schematic, and pre-discursive compartments of lived-bodies before, between, beneath, and bets of fore-caring background becoming of an M&A process. We assume the linguistic turn has gone too far in dismissing sociomateriality, and the prelinguistic, prenarrative, and prediscursive processes of communicative action. Empirically, the unexplored research is to study embodiment

ontologically because our embodiment has Being-in-the-world (Heidegger, 1962). There is more to sensemaking than the empirics of seeing, hearing, tasting, smelling, and touching. There are embodied attunements that stem from there being no separation between human body [and] world (Anton, 2001). It is important for IB to study embodiment, the lack of separation, and the non-duality of human [and] world.

**Dardo de Vecchi, Geneviève Tréguer-Felten, Kedge Management school & CEDISCOR, Paris 3-Sorbonne Nouvelle, CNRS, France**

*Seeking the hidden areas of management language-related research*

As a notion, *language* is far from being univocal. The word polysemy is reflected in the various research objects tackled in the data (three special issues dedicated to language and management). To bring forth the currently developed areas of research and point to those yet to be explored, two complementary linguistics-based methodologies were applied. Discourse Analysis describes the way the word is used, highlighting its various meanings and their relative importance, as well as showing the relations it entertains with other notions, thus making the well-covered or under-researched areas emerge; Terminology identifies the various designations concepts or knowledge fields are awarded. Our combined results point to an external approach of language (and languages) that describe its role and potentially deleterious effects; it also indicates that only scarce attempts are made to dig into language context-induced nature and extract the clues that are likely to improve the poor cross-cultural understandings most articles focus on.

## Doctoral papers

### Doctoral session 1

**Albert Krisskoy, Matevž Raškovič, Ljubljana University, Slovenia**

*Language-based exclusion and team cohesion: tripartite mechanism model*

Merging various research streams, we formulate specific mechanisms through which language-based exclusion undermines team cohesiveness. Our theoretical contribution lies in identifying three interrelated, but distinguishable mechanisms working at different levels: (1) the *psychological impact* at the individual level, (2) *social barriers* at the group and sub-group levels, and (3) *information loss* occurring in the communication channel even in cases when the excluded party consciously does not register negative reaction to exclusion.

In this review paper we present a conceptual model to serve as a starting point for future research on the effects of language-based exclusion and its impact on team cohesion. This work answers not only a growing research trend on the role of language in international organizational settings, but will be subsequently tested with Structural Equation Modeling in the empirical investigation.

**Vincent Montenero, Cristina Cazorzi – Martinez, Dauphine University, Paris, France**

*The enforcement of English as a corporate language by an Italian MNC: what impact on the balance of power between headquarters and subsidiaries?*

The paper deals with the consequences of the decision to use English as the official language in an Italian Multinational Company of Central Italy, looking more particularly at the change in power relations between the headquarters and the subsidiaries. Our research is based on a single case-study using different sources of information among which 40 narrative interviews of company members at different moments of the implementation of the policy. The analysis shows that language plays a very important role a high in this company whose culture has always been based on relations and exchanges. If the introduction of English was originally presented as a way of creating more harmonious relations between the MNE different entities, it seems to have increased the power of the headquarters through 1. the creation of a new elite based on the command of English and 2. because most decisions are taken orally, in face to face exchanges done in Italian. We end up with a model distinguishing between written and spoken language occurrences.

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

*The construct of language advice*



Multinational Corporations (MNCs) operating across national borders are represented by employees from multiple countries. With a myriad mix of nationalities in MNC workforces, the demography of the MNCs has called for a need of a common corporate language to facilitate communication across all functions and units. Scholars in international business explain that MNCs have a common corporate language to ease their internal communication between organizational units, which consequently increases efficiency by overcoming misunderstandings, reducing (translating) costs, communicating and delivering in a timely manner (Welch & Welch, 2015). However, it is not a perfect world and language fluency may vary from one employee to another. Therefore, this paper explores a new phenomenon, Language Advice Network. In the form of advice seeking and giving of language-specific knowledge, I define the concept as an unstructured, voluntary use of one's social capital to offer and seek language-related advice by individuals with low and high levels of language capabilities, respectively, in an attempt to improve internal knowledge transfer and conduct the job at hand, efficiently, though utilizing the bulk of information and knowledge that is embedded in the human capital of the firm (Horton et al., 2012; Piekkari et al., 2013). This paper therefore investigates (1) how Language Advice Network (LAN) is formed, and (2) what impact it has on the employees and the MNC?

## Doctoral session 2

**Paolo Dal Bo, ESCP-EUROPE, Paris, France**

*Language and expatriates' Psychological health: A Lacanian approach*

The issue of health among expatriates has not been explored yet and this work aims to investigate it more deeply through a psychoanalytic perspective. In particular through the introduction of a concept elaborated by the French psychiatrist Jacques Lacan who named it *forclusion*. According to him the human being's ability of sharing meaning with the other is inversely proportional to *objectal* relations (substance abuse, risky sexual behaviours, burnout, anxiety, aggressivity). These latter are already shown in the expatriation literature but they remain relatively unexplained. This article tries then to explain, through the concept of *forclusion*, behaviours that arise during expatriation; in particular the paper details a concept that has been only broadly specified by Lacan and links *forclusion* to the *objectal* dimension of the expatriate population through a series of hypothesis grounded on a linguistic dimension. Language is here intended as an instrument that allows the subject to detach from the other or to build meaningful relationships; in other words to set personal boundaries.

**Kyoungmi Kim, Jo Angouri, The University of Warwick, UK**

*'we don't speak proper English ourselves'. Language problems in a multinational company*

MNCs are linguistically diverse and this diversity is often associated with problems assumed to arise from language barriers and variation in language competence. The position we take in this paper is that language 'problems' are typically ideological indexing power struggles at work. We draw on excerpts from interviews in a multinational company. We focus on how language problems are constructed in talk (i.e. interview events). We take an ethnographic approach combined with an interactional sociolinguistic analysis of our data. Our analysis shows that employees' valuation of language competence is related to organisational activities, contingent on the (perceived) situational and institutional context. Language practices in the data become sites to negotiate power relations. We argue that talk *about* language problems can provide an insight into individuals' ideological positioning and multilingual realities (Angouri and Piekkari, 2017). We close the paper with a discussion of our findings in relation to the institutional and social orders and we provide directions for further research.

**Kristina Humonen, Jo Angouri, The University of Warwick, UK**

*'Hello Google Translate!' Methodological Implications for Studying Multilingualism in the Workplace*

A recurrent theme within the international business (IB) literature is the suggestion that companies should adopt a common language policy, as language tends to be seen as the corporate glue which unifies employees worldwide. However, research on multilingual workplaces has shown that employees' use of linguistic resources is extremely diverse within the organisational linguistic ecosystem. As such, it is not always enough to know the official corporate language because of the prevailing language ideologies that contribute to the power (im)balance and social in/exclusion at workplaces. To get a better insight into employees' dynamic language use at work, we argue that there is a need for theoretical and methodological developments that



cross disciplinary boundaries and bring together research in IB and socio/applied linguistics, in particular. We problematize and draw on our own data to illustrate the limitations of the extant body of research which is dominated by essentialist notions of language and culture. We aim to provide a critical discussion on how to undertake a multidisciplinary study for a more holistic and deeper understanding of the complexity of organisational life.

### Doctoral session 3

**Noreen Geenen, Katrin Muehlfeld-Kerstan, Universität Trier, Germany**

*Creative work in foreign language settings*

The influence of foreign language on individuals' creative performance is an underexplored issue in organizational research. We argue that the language setting affects motivational, cognitive, and affective determinants of creativity. Integrating the extant literatures on determinants of individuals' creativity and on (foreign) language in business with cognitive psychological literature on limited mental resources, we hypothesize that high task commitment, superior foreign language proficiency, and low foreign language anxiety result in high creative performance. Furthermore, we expect gender to moderate the relationship between foreign language anxiety and creative performance. An empirical study with 157 participants largely supports our theory. Task commitment promotes creative performance, but only in a mother-tongue setting. Based on a comparison of effect sizes, foreign language anxiety rather than low proficiency appears to be the main obstacle to creative performance in a foreign language setting. Practical and theoretical implications are derived.

**Long Cui, Jong Wook Kwon, Kangwon National University, South Korea**

*Language Research in International Business: An author co-citation analysis*

Language research in international business fields was rapidly increased. However, scholars are still faced with a substantial challenge to empirically and theoretically conceptualize the complexity of the research theme. This study extends existing studies to better understand the main streams of IB research. Our bibliometric study of 203 articles published in the top twelve international business journals from 1975 to 2015 permits deeper analyses than traditional literature reviews and insights into past trends and evolution of the literature. We identify three main research trends: Political view on language, Instrumental view on language and cultural view on language. We also compared the language research trends in IB and those in 16 communication journals to find out whether the research trends between IB and other research fields are similar. We will also see what topics can be borrowed for future IB research.

**Lea Härtel, Maria Thalmann, Copenhagen Business School, Denmark**

*Language Policy Common Corporate Language Organizational Change: Change Implementation Case Study*

The case study of the Danish MNC Ambu A/S investigates how the implementation of a new language policy affects the employees and discusses the extent to which the implementation process can be seen as successful. We adopt an interdisciplinary research approach by combining organizational theory with sociolinguistics. The data collection entails an interview with the Corporate Communication Manager, a questionnaire with 79 responses out of 150 employees at the Danish headquarters and two focus group interviews, including four participants in each. Our findings demonstrate that active communication to and with employees is crucial for successful change implementation. Furthermore, challenges can be overcome by an ongoing institutionalization of the language policy, through initiatives that help employees adopt the change. Based on the insights generated from Ambu, we end with a discussion of managerial implications and recommend activities to support the adoption of the new language.

## Practical information – GEM&L conference

### Conference venue

The conference will take place at Copenhagen Business School, Porcelænshaven 20, 2000 Frederiksberg, which is located in Frederiksberg. The nearest metro stop to the conference venue is Fasanvej. From the city centre you need to take the metro towards Vanløse.

Please note that Copenhagen Business School is located in several different buildings across Frederiksberg. The GEM&L workshop takes place in Porcelænshaven.

### Conference hub

The conference hub is located in Ovnhallen. There will be a member of the local organising committee and/or a conference assistant present there who can help you with any questions you may have.

### Rooms

The keynotes and roundtable take place in Ovnhallen. Paper sessions take place in rooms PH407, PH408 and PH110, which can all be accessed from Ovnhallen. Lunch is served in the Gallery, adjacent to Ovnhallen, and coffee breaks take place in Ovnhallen.

### Internet access

If you have Eduroam at your home institution, you will be able to access the internet automatically. Otherwise, connect to the wireless network CBS-GUEST with:

**Username: geml@konference.cbs.dk**

**Password: Ub6gjd**

### Instructions for speakers

There is a stationary computer, connected to a set of speakers and a projector, in all rooms. It is also possible to connect a portable computer to the projector, the speakers and the internet with cable. If you are a Mac user, you must bring the necessary adapters on your own. As a starting point, it is always necessary with an adapter between our projector (VGA cable) and your Mac. If you wish to use the wired network with a new Mac model (MacBook AIR and MacBook Retina), you also need to bring an adapter for a standard internet cable.

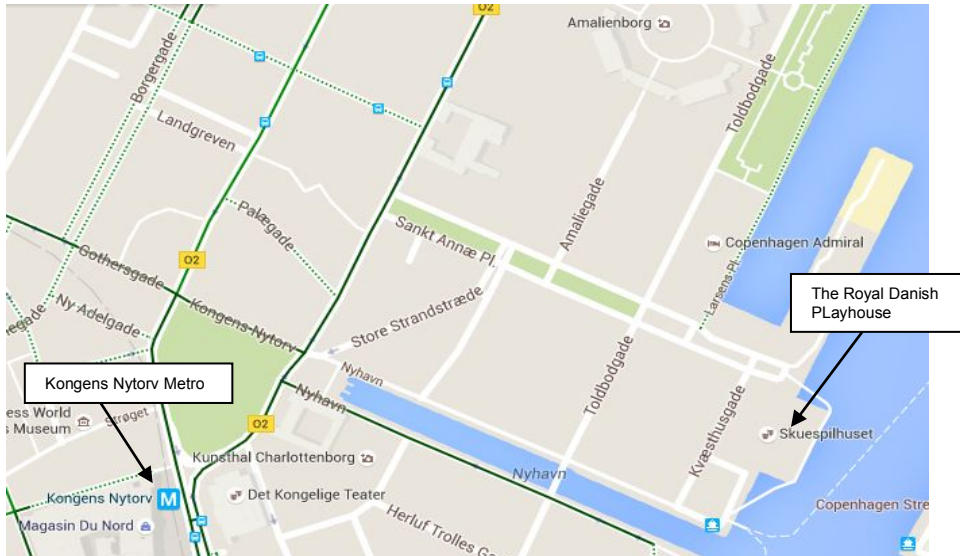
Please use a break to check that your presentation runs as intended. There will be no time to fix technical problems during the actual presentation slot.

### Info about printing and copying

Unfortunately, it is not possible to print or copy in big amounts during the conference so handouts must be prepared and printed before you arrive. However, if you have some last minute issues it is possible to print in small amounts at the conference hub.

### Conference dinner at Skuespilhuset Tuesday 4th July at 19:30

The conference dinner takes place at The Royal Danish Playhouse, Skuespilhuset, Sankt Annæ Plads 36, 1250 København K. It is a nice 15-minute walk from Kongens Nytorv metro station along Nyhavn.



The Royal Danish Playhouse (Danish: *Skuespilhuset*) is a theatre building for the Royal Danish Theatre, situated on the harbour. The Royal Playhouse is designed by the Danish architectural practice Lundgaard & Tranberg and received a RIBA European Award in 2008 for its architecture as well as a Red dot design award for the design of the chairs.

### Reception on 5 July

The reception on 5 July takes place at 17:00 in Ovnhallen after the closing of the conference. The reception is a joint event with participants of the EGOS sub-theme Organizations, Language/s and Mobility/ies.

### Taxi phone number

If in need of a taxi use the number: 35 35 35 35

### Traveling from the airport

Taxi from the Copenhagen airport to the city centre is about 300 DKK, roughly 40 EUR. The metro is a quick and cheaper way to reach the city (~15min).

Map of the metro system:



### **Around the city**

The easiest way to move around the city is the metro system. We suggest you get a 7-day FlexCard (costs 260 DKK for 2 zones; 320 DKK for 3 zones) or a 72-hour CityPass (costs 200 DKK for zones 1, 2, 3, 4). The FlexCard and the CityPass allow unlimited use all types of transportation (bus, train, metro, and water bus).

To find the best public transport connections from one travel point to another, it is best to use the Rejseplanen website (it has an English version). You can also download a Rejseplanen app for your smart phone to plan your trip on the go.

A single 2-zone ticket is 24 DKK. The ticket is valid 1hr to travel within the 2-zone area. This means you can make more than one trip during that time. Tickets and passes for public transportation can be bought at the Copenhagen Airport and every train or metro station. You can find the DSB office on your right hand side as soon as you come out of the arrival area at the airport.

For those of you who want to visit some museums and tourist attractions in addition to our conference, the Copenhagen Card may be your best option. Please check the Copenhagen Card website for information about prices and sales points.

If you want to feel like a Dane, you may want to rent a bicycle; most hotels would have that option. It takes about 15-30 minutes to cycle anywhere in the central area. You can also take the bicycle on the metro, but you have to buy a bicycle ticket.

### **Danish currency**

In most places you will have to use Danish kroner or credit card since local businesses do not accept other currencies. Please note that the banks and the foreign currency exchange offices charge high commission rates for cash exchange. It may be a better option to withdraw cash from an ATM (check the charges and exchange rates with your own bank). There are several ATMs at the airport.

### **Weather**

The average daytime temperature for July is 21° C. It is always a good idea to bring an umbrella and/or waterproof clothes when you travel to Denmark.

### **Tourist attractions in Copenhagen in July**

If you have some days in Copenhagen in the days after the conference there are plenty of attractions and events to participate in. Just below are collected a few of the options. For more information go to: [www.visitcopenhagen.com](http://www.visitcopenhagen.com)

### **Copenhagen Jazz Festival**

*7-16<sup>th</sup> of July*

More than 250,000 people make Copenhagen Jazz Festival one of the biggest, inclusive jazz events of its kind in Europe. The city of Copenhagen becomes alive and vibrant with jazz in the streets, city squares, jazz clubs and unique concert halls when Copenhagen Jazz Festival takes place each summer. Copenhagen Jazz Festival is also one of the city's oldest music festivals, and 2017 will mark

the 39th festival. For more information go to [www.jazz.dk](http://www.jazz.dk) or download the app Copenhagen Jazz Festival from your app store.

### **Copenhagen Street Food**

*Open all summer*

Copenhagen's first and most popular street food market serves up food from all corners of the world paired with perfect sunsets by the harbour front. In the small food trucks you can get delicious sustainable street food from all corners of the world - and enjoy it indoors in the raw halls or in the sun overlooking the city's waterfront.

Address:

Copenhagen Street Food, Hal 7 & 8, Papirøen, Tanggravsvej 14, 1436 København K

### **The National Gallery of Art (SMK) - Danish and Nordic art from 1750-1900**

*Tuesday, Thursday, Sunday 11:00-17:00*

*Wednesday 11:00-20:00*

The National Gallery of Art (SMK) is currently renovating, which means some of the exhibition halls are closed. To make it up to the museum guests, SMK has gathered all their best Nordic art works for a new exhibition, where you can experience great Nordic artists such as Edvard Munch, Vilhelm Hammershøi and P. S. Krøyer. The exhibition takes you through 150 years of mostly Danish paintings, covering the golden age's paintings of everyday life, the new reality in the industrial revolution, symbolism and many other periods.

Address:

SMK, Sølvgade 48-50, 1307 København K

### **The local organising committee**

Merete Borch

Alex Klinge

Dorte Lønsmann

Guro Refsum Sanden

Mette Zølner

### **Conference assistants**

Zainab Iftikhar

Sofie Østergaard Jensen