



9th International GEM&L Workshop

Language in Global Management and Business: Theoretical, Methodological and Empirical Advances

Helsinki, 10-12 June 2015

Aalto University, School of Business
Runeberginkatu 14–16,
00100 Helsinki, Finland



PROGRAMME OUTLINE

Wednesday, June 10th 2015

- 17:00-18:00 Registration, Main lobby
 18.00-19:00 Welcome reception, Board room
 19:30-21:30 Dinner, Restaurant Mamma Rosa

Thursday, June 11th 2015

- 08:30-09:00 Registration, Main lobby
 09:00-09:15 Welcome, Wihuri hall, C-350
 09:15-10:00 Keynote Address, Prof. Nigel Holden, Wihuri hall, C-350
"A brief history of the language of business in three snapshots".
 10:00-12:00 **Parallel Sessions I**
 12:00-13:00 Lunch, Restaurant Perho
 13:00-13:45 Keynote Address, Director Pia Friberg, Communications Operations, Wärtsilä Corporation, Wihuri hall, C-350
"Reflections on working in a multicultural environment: Case Wärtsilä"
 13:45-15:45 **Parallel Sessions II**
 15:45-16:15 Coffee break, Nokia lobby
 16:15-17:45 **Parallel Sessions III**
 18:00-18:30 GEM&L research Workshops agenda
 18:30-19:30 **GEM&L annual general meeting**
 20:00-23:00 Dinner, Restaurant Kappeli
 Aalto best paper award

Friday, June 12th 2015

- 09:00-09:15 Welcome, Wihuri hall, C-350
 09:15-10:00 Keynote Address, Prof. Robert Phillipson, Wihuri hall, C-350
"The Business of English, Global Panacea or Pandemic? Myths and Realities of 'Global English'"
 10:00-10:30 Coffee Break, Nokia lobby
 10:30-12:30 **Parallel Sessions IV**
 12:30-13:30 Lunch, Restaurant Perho
 13:30-15:30 **Parallel Sessions V**
 15:30-15:45 Coffee Break, Nokia lobby
 15:45-17:15 **Parallel Sessions VI**
 17:15-17:30 Plenary on Management & Language & Closing

Thursday, June 11th 2015

09:15-10:00 **Keynote Address, Prof. Nigel Holden, Wihuri hall, C-350**

“A brief history of the language of business in three snapshots”.

10:00-12:00 Parallel Sessions I

Track 1: The Language Factor in IB

Chair: Susanne Tietze

Room: Wihuri hall, C-350

Jo Angouri & Rebecca Piekari

University of Warwick & Aalto University School of Business

Organizing multilingually: Beyond binaries and static oppositions

Guro Refsum Sanden

Copenhagen Business School

Nordea revisited: The Nordic idea and the language policy that came with it

Geneviève Tréguer-Felten

CEDISCOR, Paris 3-Sorbonne Nouvelle, CNRS

A corporate code of conduct revisited

Herrmann Sebastian Dehnen & Toby Schroedler

RWTH Aachen University & Trinity College Dublin

The language path of venture capital receiving companies

Track 2: Multilingualism as a Resource

Chair: Robert Phillipson

Room: Fazer, C-331

Mary Vigier & Helen Spencer Oatey

ESC Clermont & University of Warwick

Code-switching in newly-formed multinational teams: Challenges, strategies and effects

Linda Cohen & Jane Kassis-Henderson

ESCP Europe

Re-visiting culture and language in global management teams:

Towards a multilingual turn

Patchareerat Yanaprasaart

University of Basel

“For us, it’s more about equal not being the same”. Multilingual franca, a model in action for thinking, talking and living corporate diversity?

Cheryl Cordeiro

University of Gothenburg

Using language metafunctions in identifying agency / actorship in organizations in international business studies

13:00-13:45 **Keynote Address, Director Pia Friberg, Wihuri hall, C-350**

Communications Operations, Wärtsilä Corporation,

“Reflections on working in a multicultural environment: Case Wärtsilä”

13:45-15:45 Parallel Sessions II

Track 3: Language & HRM

Chair: Terry Mughan

Room: C-331

Lu Wei

Aalto University School of Business

Does low English proficiency lead to high intention of turnover? A study on Chinese middle managers in a foreign MNC

Markus Pudelko & Helene Tenzer

Tübingen University

The impact of language barriers on the career perspectives of foreign academics in Japanese, Finnish, Spanish and US-American Business Schools

Eeva Boström & Joachim Schlabach

Turku School of Economics

Exploring the plurilingual skills of the individual in the workforce in international business communication: A needs analysis

Tassilo Schuster & Helene Tenzer

Friedrich-Alexander University Erlangen-Nürnberg & Tübingen University

Language barriers in different forms of international assignments

Track 4: Interactional Perspectives

Chair: Nigel Holden

Room: A-401

Jane Lockwood, Gail Forey & Christine Simons

City University of Hong Kong

Virtual team communication: A linguistic perspective on who holds the power.

Johanna Niskavara

University of Tampere Finland

Use of communication rituals in international business. Point of view of a non-native speaker.

Amy Church-Morel

Université Savoie Mont-Blanc

Sensing language dynamics: A team-level approach to comprehensive language auditing

Thursday, June 11th 2015

16:15-17:45 Parallel Sessions III

Track 5: The Role of Translators

Chair: Dardo de Vecchi

Room: C-331

Susanne Tietze, Carole Tansley & Emil Helienek

Keele University, Keele Management School & Nottingham Business School

The translator as agent in management knowledge transfer

Marianna Gyapay & Louis-Marie Clouet

ISIT Paris

Translation as a key strategic tool for performance management

Taeyoung Yoo & Cheol Ja Jeong

Hankuk University of Foreign Studies Seoul

Language barrier and knowledge transfer in multinational organizations: The moderating role of translators' task- and job-identities

Track 6: Language and Image Shaping

Chair: Rebecca Piekari

Room: A-401

Jennifer Takhar (video conference)

Novancia Business School

Postcolonialism and the tendentious narratives of international marketing case studies

Peter Daly & Dennis Davy

EDHEC

Impression management in the entrepreneurial pitch: A critical analysis of French speakers pitching in English

Thomas Köllen & Tom Rankin

Vienna University of Economics and Business

Negative stereotyping of Germans in Austria: The nature and perception of linguistic lines of demarcation in the workplace

18:00-18:30 GEM&L research workshops agenda, Dr Terry Mughan

GEM&L seeks to publish an academic journal in partnership with a publishing house such as Sage, Emerald or Elsevier. As part of its strategy to develop its own resources and expertise in order to enter this market at the highest level possible, GEM&L might consider establishing a series of pilot workshops in 2015/16.

1. What are the aims of these research workshops?
 - a. growing the GEM&L research community by reaching more researchers whose work touches on language issues
 - b. developing young researchers' understanding of the challenges they will face as language researchers and the inter-disciplinary nature of the field
 - c. building a pipeline of research outputs which can stimulate thought and conversation in GEM&L by being discussed on the website
 - d. supporting the further publication of these articles in leading journals and thereby build a catalogue of work which will demonstrate GEM&L's ability to nurture and produce academically robust and innovative work.
2. What should the workshops look at?
 - a. The association already has its annual conference so the workshops should seek to support this event and eventually improve the quality of papers submitted to the conference and increase GEM&L's presence in other circles.
 - b. The conference tends to adopt broad, inclusive themes so the workshops may be seen as an **opportunity for focus**.
 - c. This focus might take different forms:
 - On language and associated (related) disciplines such as linguistics, information technology, organizational theory, marketing, management education, culture etc. Featuring language as a driving research question or as a secondary, associated question for specialists in other disciplines
 - On methodological issues such as grounded theory, ethnography, textual coding (human and automated), etc.
 - On new frontiers such as big data, new software, networks, new demographics and patterns of language use, Twitter etc.
 - On dissertation writing, defending and publishing in eclectic communities

18:30-19:30 GEM&L annual general meeting

Friday, June 12th 2015

09:15-10:00 **Keynote Address, Prof. Robert Phillipson, Wihuri hall, C-350**

“The Business of English, Global Panacea or Pandemic? Myths and Realities of ‘Global English’”

10:30-12:30 Parallel Sessions IV

Track 7: Impact of Corporate Language Policies

Chair: Mary-Yoko Brannen

Room: Wihuri hall, C-350

Anne Kankaanranta, Leena Louhiala-Salminen & Tiina Räisänen
Aalto University School of Business & Aalto University Language Centre
Conceptualizing ‘English’ as a multifaceted resource in the strategic internal communication of MNCs

Alexandru Praisler
“Dunarea de Jos” University of Galati Romania
Marcom language policy and website design with international companies. A case study

Vesa Peltokorpi & Sachiko Yamao
Japan Advanced Institute of Science and Technology & University of Melbourne

Host country national’s corporate language proficiency and reverse knowledge transfer in multinational corporations

Sabine Ehrhart & Helene Langinier
University of Luxemburg & Strasbourg School of Management
Which kind of language ecology for the multilingual workplace?

Track 8: Language and Power

Chair: Rebecca Piekkari

Room: Fazer, C-331

Natalie Wilmot
Sheffield Business School
Language and the faces of power: A theoretical approach

Claudine Gaibrois & Chris Steyaert
University of St Gallen
Beyond essentialism and competition: Investigating productive aspects of power in multilingual organizations

Dorte Lönsmann
Copenhagen Business School
Embrace it or resist it? Employees’ reception of corporate language policies

Betty Beeler & Philippe Lecomte
ESC Saint-Etienne & Toulouse Business School
Shedding light on the darker side of language in multilingual settings: A Bakhtinian approach

Friday, June 12th 2015

13:30-15:30 Parallel Sessions V

Track 9: Language as a Stress Factor

Chair: Jane Kassis-Henderson

Room: A-401

Vasiliki Gargalianou & Katrin Muehlfeld-Kersten
University of Antwerp & Universität Trier

The effects of gender and personality on foreign language anxiety among adult multilinguals

Angela Mazetti
Teesside University Middlesbrough
A burning Issue: How ‘stress talk’ impacts recourse to stress management interventions within the UK Fire and Rescue Service

Vasiliki Gargalianou & Arjen Van Witteloostuijn
University of Antwerp
The impact of foreign language anxiety on employees’ views about their work teams

Track 10: Language and Organization

Chair: Wille Barner-Rasmussen

Room: C-238

Dajung Woo & Howard Giles
University of California, Santa Barbara
Language attitudes and intergroup dynamics in multilingual organizations

Fabio Meira
Universidade Federal de Santa Catarina Brasil
Company-promoted foreign language competency: A necessity or a benefit?

Mehdi Boussebaa & Andrew D. Brown
School of Management - University of Bath
Englishization, identities and discipline

Track 11: The Strategic Dimension of Language

Chair: Rebecca Piekkari

Room: C-331

Jean-Louis Magakian, Valérie-Inès De la Ville & Nadège Mine-Dufraisse
EM-Lyon & IAE-Université de Poitiers
Word and strategy in practice: Living-metaphor as mediation tool for strategic portfolio coherence

Benjamin Cole & Chen Xiao-Ping
Fordham University New York & Michael G. Foster School of Business, University of Washington, Seattle
Planting your idea in your boss’ mind: A preliminary conceptualization of inception and its consequences in organizations
Minna Logemann, Rebecca Piekkari & Mirja-Liisa Charles
Aalto University, School of Business
Identification and textual agency in strategic change: A language-centered approach

15:45-17:15 Parallel Sessions VI

Track 12: Language in Constructing Identities

Chair: Susanne Tietze

Room: Wihuri hall, C-350

Anni Kari Björge & Sunniva Whittaker

NHH Norwegian School of Economics

Social identity in the linguistically and culturally diverse workplace: The impact of corporate values and language

Cornelia Caseau & Mihaela Bonescu

Groupe ESC Dijon

Identity building across cultures: The case of the Viennese Heurige

Gerlinde Mautner

Vienna University of Economics and Business

Organizational behaviour and the linguistic turn: A critical textbook review

17:15- 17:30 Plenary and closing Wihuri hall, C-350

Conference Rooms:

Auditorium Introductory plenary: Wihuri hall, C-350
Auditorium Closing plenary: Wihuri hall, C-350
Rooms Parallel sessions: Wihuri hall C-350, Fazer C-331, C-238 and A-401.

Coffee break, lunch and reception

Reception : Restaurant Proffa
Coffee break : Nokia lobby
Lunch : Restaurant Perho (5 minutes from the School)

Scientific Committee

Christophe Barmeyer, University of Passau, Germany
Wilhelm Barner-Rasmussen, Hanken School of Economics, Finland
Betty Beeler, ESC- Saint Etienne, France
Mary-Yoko Brannen, Gustavson School of Business, University of Victoria, Canada
Linda Cohen, ESCP Europe, France
Eric Davoine, FSES - University of Friburg, Switzerland
Dardo de Vecchi, Kedge Business School, France
Valérie Delavigne, Université Sorbonne Nouvelle, France
Jacques Igalens, Dean of Toulouse Business School, France
Anne Kankaanranta, Aalto University School of Business, Finland
Jane Kassis-Henderson, ESCP Europe, France
Helena Karjalainen, Ecole de Management de Normandie, France
Philippe Lecomte, Toulouse Business School, France
Patrick Leroyer, Aarhus University, Denmark
Leena Louhiala-Salminen, Aalto University School of Business, Finland
Ulrike Mayrhofer, Université Lyon 3, France
Terry Mughan, Gustavson School of Business, University of Victoria, Canada
Rebecca Piekkari, Aalto University School of Business, Finland
Joël Pleutret, Groupe ESC Troyes, France
Susan Carol Schneider, University of Geneva, Switzerland
Susanne Tietze, Keele University, Keele Management School, United Kingdom
Geneviève Tréguer-Felten, CNRS, France
Dorra Yahiaoui, Kedge Business School, France

Organizing Committee

Philippe LECOMTE President of GEM&L, Professor, Toulouse Business School
p.lecomte@tbs-education.fr
Tel : +33 6 62 38 49 13
Linda COHEN Treasurer of GEM&L, Professor, ESCP Europe
lcohen@escpeurope.eu
Tel : +33 6 12 99 67 66
Jane KASSIS-HENDERSON General Secretary of GEM&L, Professor, ESCP Europe
jkassis@escpeurope.eu
tel : +33 1 49 23 27 98
Rebecca PIEKKARI Vice Dean, Professor, Aalto University, School of Business
rebecca.piekkari@aalto.fi
Tel : +358 50 383 7380
Bea ALANKO Assistant to Vice Deans, Aalto University, School of Business
bea.alanko@aalto.fi
Tel : +358 40 353 8445

A word from the president of GEM&L

If we look back over the past three years, it is amazing to see what has been accomplished by GEM&L in that time and we have every reason to be satisfied today when opening the 9th International GEM&L Workshop. The Helsinki Workshop is the first GEM&L meeting outside of France and for the first time it is exclusively in English. It is a good picture of the Internationalization of GEM&L, of its positioning as an academic research member, alongside of its two other goals: higher education in management and links to companies.

The diversity and quality of the presentations in this workshop is a great response to our call for papers. In this respect, I would like to thank Professor Susanne TIETZE and Professor Rebecca PIEKKARI for bringing to GEM&L their academic experience while writing this call. A good call for papers is a necessary but not a sufficient condition for a successful conference. Therefore I thank all colleagues, who have responded and sent a submission. Out of 55 submissions we have selected 46 and at the end of the road we now have 41 presentations.

We have divided the presentations into 12 tracks, which reflect the principal research trends, encompassing macro- and micro level approaches and going from international business, organizational studies, social identity theory, IHRM to strategic issues, language policies, interactional perspective, multilingualism or translation studies.

I would like to thank our three keynote speakers, Professor Nigel HOLDEN, an eminent voice for a non-essentialist approach to cross-cultural studies and knowledge management, Professor Robert PHILLIPSON, a tireless advocate for linguistic diversity and Director Pia FRIBERG, head of Communications Operations at Wärtsilä Corporation, who gives us a challenging vision of corporate management. We are also grateful to Professor Mary-Yoko BRANNEN for her unfailing support, to all other chairpersons of this workshop and to all anonymous reviewers of submitted papers.

As for the future of research in Language and Management, we have set up a special session dedicated to the GEM&L research workshops agenda in order to capitalize on the invaluable dynamics of this workshop. I would like to thank Professor Terry MUGHAN, who has accepted to moderate this workshop, in which future research agendas will be discussed in order to strengthen the community of academic scholars interested in the issue of language in international business.

Our special thanks to Professor PIEKKARI and BARNER-RASMUSSEN for their great generosity. GEM&L is very grateful for your support and for the confidence you have placed in us. Thanks to Rebecca PIEKKARI for her advice and support during the preparation of this workshop and for funding the best paper award, and to Wilhelm BARNER-RASMUSSEN for obtaining the financial support of the Commerce and Industry Fund at Hanken School of Economics.

Finally, we would like to thank all participants at the workshop who have contributed to making this workshop a success. My particular thanks go to Bea ALANKO who has organized the workshop on the spot with great dedication and kindness.

Enjoy the workshop!

Philippe Lecomte
President of GEM&L

A word from the president of the scientific committee

In communication, at work and trading around the world natural languages play an essential role. They can be bridges, but also barriers. Bridges that allow people to construct together or barriers obstructing a construction, and both situations require analysis. Management cannot ignore it.

Communication appears to be an essential matter but it is not the only one. Sharing and transmitting knowledge are essential. Identity and praxis exist too. "Words are programs of action", wrote the French sociolinguist Bernard Gardin*. In any organization, we speak, write, and read because we have reasons to do it, and to do it together. Indeed, there can be no working action without language. Business life implies using languages to do things with people: workers, customers, partners, managers, administrations, etc. What do managers need to know today about language to manage activities around the world? English and its place are evidence, but not alone. Multilingualism is becoming a necessity. International, multilingual, multicultural companies need to manage their linguistic reality and need research for a better understanding of that reality. Internet became a showroom of activity where words are central. Going multilingual must not mean forgetting what happens in monolingual situation. Staff and customers also use a single language, and this needs analysis too because management is a language involved communication act. Studies on metaphors prove it.

Doing things at work in international or local business life needs nowadays understanding the role of language because all its aspects may impact business activity. Accents show identity and/or stigmatization, misuse of words may imply a lack of knowledge that has influence on production, a language level may produce a break in a carrier or put persons in a power position, linguistic policies must be carefully thought; the use of a language in a company may have a relation to History, translating and interpreting have to be understood in their dynamic. The list of topics is far from being closed.

Through all these subjects, research sheds light on the views of managers and future managers that are students today. Is it possible not bringing them explanations, advices, and sometimes solutions about the linguistic reality they face or will face and that may influence the production or development of their business? I don't think so.

The GEM&L 9th international workshop gathers for the first time outside France researchers from many countries with topics that show that languages and their dynamic are part of business life and that the link between management and language enter in curricula of our students and constitute a very wide research program.

I would like to thank all members of our association and growing researcher's community for their contribution to the success of this 9th edition. A special thanks to our hosts in the School of Business in the Aalto University and for the fantastic work that has been done. We hope that language will never be a *forgotten factor* anymore.

Dardo de Vecchi, PhD, hdr.
President of the GEM&L Scientific committee
Associated professor of Business Applied Linguistics
Kedge Business School
France

*Gardin, B. (1995), « Le sens comme production sociale » in *Paroles au travail*, Dir. J. Boutet, Paris, L'Harmattan, p.159.

First keynote speech

A brief history of the language of business in three snapshots

Nigel Holden©

Leeds University Business School

For publication in the proceedings of the 9th International GEM & L Workshop,
Helsinki, June 2105

Abstract

This survey of the language of business focuses on three eras: the Ancient World of the Mediterranean from c.500 BC to 250 AD, the Mediterranean business world from the 14th to 18th centuries, and the contemporary era. The conviction guiding this contribution is that the two historical periods supply not merely distant, but often strikingly direct correlates in countries and cultures right up to the present day, whilst providing an illuminating prism through which to view business language in today's world. Distinctive features of the respective eras will be highlighted: for example, the creation of sophisticated business terminologies in ancient languages, the massive importance of correspondence in the early modern period, and the speed and reach of the modern communication technologies as 'carriers' of the language of business. The survey concludes that in all these eras the defining feature of business language usage has been the navigation of multilingual realities through ad hoc and improvised translations. An augmented theory of language in IB is called for.

Second keynote speech

The business of English, global panacea or pandemic?

Myths and realities of 'Global' English

Theoretical constructs and method, and references for follow-up

Robert Phillipson

Linguicism. *Linguistic imperialism* is one instance of linguicism (cf. racism, sexism), the structural and ideological hierarchisation of languages.

National monolingualism expanded into British/French/... empires

EU as an empire (see RP article in a book in press)?

Examples: *Singapore*: all education exclusively English-medium.

Some *Scandinavian universities*: a structure and ideology of *staff promotion* and/or financial incentives that mainly reward *publication* in English.

EU system

Bologna process ignores language policy, and strengthens English.

English is now the *default in-house language* in EU institutions.

English is the exclusive language of *DG Research*, applications et al.

Experts on higher education recommend English as the *sole language of internationalisation* (High level group, European Commission 2013).

Some *linguistic hegemonic practices* may constitute linguistic imperialism.

Global English activities can constitute linguistic neoimperialism in structure and ideology, linked to US corporate empire and its acolytes, especially the UK.

Progression in legitimization of global Europeanisation and Englishisation:

- *terra nullius* as legitimization for the dispossession of land, cultures, and languages by European colonisers in the Americas, Australasia, etc.
- *cultura nullius*: neoliberal globalisation of capitalist finance and consumerism norms, Hollywood, McDonaldisation, US business school practices.
- *lingua nullius*: the projection of English as 'global', as serving all equally well, as if it is detached from the forces and interests - commercial, military, geopolitical, technological, and cultural - behind its expansion.

Critical analysis is needed of trends in *applied linguistics* and *language policy*:

- *dubious terms*: language death, early start, superdiversity, translanguaging
- loose use of terms such as *domain loss* (cf. *linguistic capital dispossession*); *lingua franca* (cf. *lingua economica, lingua academica, lingua cultura, lingua bellica, lingua frankensteinia*, etc),
- books by *fashionable scholars* (see my reviews of Blommaert and van Parijs)
- the '*English as a Lingua Franca*' gospel, which is empiricist, detached from national and international societal power, and of questionable pedagogical relevance.

Critical discourse analysis should explore the language policies of

- *scholarly prophets of global English and British ELT* (*Crystal, Graddol, Coleman, Ostler*), *English for 'peace-keeping'*, and '*apolitical*' academia
- *US and British government/British Council propaganda and initiatives*
- *higher education policies in Europe, covert and overt.*

Third keynote speech

"Reflections on working in a multicultural environment: Case Wärtsilä"

Director Pia Friberg,

Communications Operations

Wärtsilä Corporation

ABSTRACTS FOR THE WORKSHOP

Track 1: The Language Factor in IB

Jo Angouri & Rebecca Piekkari, University of Warwick & Aalto University School of Business

Organizing multilingually: Beyond binaries and static oppositions

During the past 15 years, research on language diversity and multilingualism in international business (IB) and international management has been burgeoning. This very phenomenon has attracted attention also among researchers in applied and sociolinguistics who have made important advances in understanding the multilingual workplace both conceptually and empirically. Several special issues of journals have been edited (e.g. Angouri, 2014) as well as conferences and conference tracks have been organized to bring together the growing community of researchers focusing on issues around implications of multilingualism, language policy and language use and to consolidate the fragmented contributions. Yet, disciplinary boundaries often prevent researchers in various fields from engaging in a dialogue which could assist in shedding light on the complex and multifaceted nature of multilingualism.

A sign that the field has reached a certain level of maturity is that literature reviews on the state-of-the art, both brief (Brannen, Piekkari and Tietze, 2014) as well as comprehensive ones (Terjesen, Tenzer, Hinger and Harzing, 2014), have started to appear. Terjesen et al. (2014) systematically reviewed 211 articles on language published in 102 management journals (both English and non-English) from 1982-2013. They found that large multinational corporations (MNCs) dominate the study of language diversity at the expense of small and medium sized enterprises (SMEs) or Non-governmental organizations (NGOs). In their suggestions for future research, they identified the importance of examining countries that have more than one official language. Taken together, Terjesen et al. (2014, p. 19) conclude that “the field would strongly benefit from extending the scope of investigated regions, countries and languages” and make a call for more interdisciplinary research. Reviews such as the one by Terjesen et al. (2014) allow us to take stock of the accumulated body of knowledge, critically reflect upon it and outline an agenda for future research. They are also important to bridge the many silos that exist in academia. (...)

In this paper, we argue that the new research trajectory would increasingly shift the discussion from global and regional multilingualism to local multilingualism. At the local level, this does not only include the different languages spoken in particular geographical areas or the current *linguae francae* but also dialects. For the native speaker, dialects of national languages carry different connotations which are being exploited for the marketing of products and services. And for most countries in the world the national languages and the ‘official’ languages are not limited to one. This complex reality has not been studied from an interdisciplinary perspective or in adequate detail – a gap our work aims to address from different angles

Guro Refsum Sanden, Copenhagen Business School

Nordea revisited: The Nordic idea and the language policy that came with it

The financial service company Nordea was formed as a merger of several independent Nordic banks in 2000. Over the years, international business and management scholars have taken a great interest in studying Nordea and its language policy decisions, including the predecessor MeritaNordbanken. This paper is a single case study of present-day Nordea which examines the status of the company’s language policy 15 years after it was first implemented. Based on interview data and written documentation, this ‘revisited’ case finds that Nordea’s previous exposure to language and communication issues has played a key role in the development of the company’s formal language policy as it exists today. The language policy furthermore reflects the company’s economic geography, need for local responsiveness and regulatory compliance, while accommodating employees’ language skills and language needs in relation to global strategic activities, in addition to language policy pressures emanating from the company’s high degree of corporate governance and post-merger corporate culture. The case of Nordea therefore illustrates that language needs may arise from both company-external and company-internal factors.

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

A corporate code of conduct revisited

Echoing the case of an American firm Swedish subsidiary whose staff rejected the ‘badly translated’ copy of the American code of conduct (CCC) they were handed (Helin, Sandström, 2008), this paper addresses translation role in the challenging CCC cross-cultural transfer MNCs face. Should it be *semantic*, as in the Swedish subsidiary aforementioned, or *communicative*, i.e. target-oriented, as in the French firm specific case the paper draws upon? In this case, two supposedly identical versions of the CCC were produced. Their cross-cultural contrastive discourse analysis indicates that the general atmosphere emanating from

the target-text as well as the manner obligations are conveyed to employees differ from the Anglo-American source-text; it also shows that the new text is in line both with CCCs produced in their mother tongue by other French firms and with the local cultural context. I conclude that translation is instrumental in the advocated cultural adaptation of CCCs and of the core corporate values they include.

Herrmann Sebastian Dehnen & Toby Schroedler, RWTH Aachen University & Trinity College Dublin
The language path of venture capital receiving companies

This paper examines the role of foreign languages in the process of attracting funding in the form of venture capital (VC). Based on the theories of psychic and linguistic distance (Dow & Karunaratna, 2006; Piekkari, Welch, & Welch, 2014), it analyzes the linguistic origins and destinations of VC flows in the global market. Using the Thomson-Reuters database on capital attraction of 400 different companies, the flow of capital at 10,628 different stages of funding was studied. The analysis differentiates between five different stages of capital attraction (Seed, Early, Expansion, Later and Bridge). Four different capital attracting markets were studied, namely the US-, UK, Chinese, and French markets. Looking at the linguistic distance variable, the capital origin was divided into three segments (Domestic Market (Do), Low-Linguistic-Distance Markets (LLD) and High-Linguistic-Distance Markets (HLD)). A two stage approach was used to measure the financial impact and relevance for each company in each funding incident, as well as for each funding round (i.e. every single action of funding provision, even when 3 incidents appear in one round). In a subsequent step, the individual differences between funding incidents and funding rounds were analyzed. As a result of this, significant differences between the different stages, between Do and LLD funding and, especially, between Do and HLD were discovered using non-parametric X2-test and Post-Hoc Tests. The extensive statistical analysis confirms that, in the vast majority of cases, companies seeking capital tend to receive their initial funding from their respective domestic market. In later funding rounds, however, the instances where capital is attracted from foreign markets increase significantly. It is, therefore, primarily on the management level of the capital seeking companies that language skills become crucially important in the final stages, immediately prior to the companies' successful Initial Public Offering (IPO), which is discussed in the final part of this paper.

Track 2: Multilingualism as a Resource

Mary Vigier & Helen Spencer Oatey, ESC Clermont & University of Warwick
Code-switching in newly-formed multinational teams: Challenges, strategies and effects

Based on an ethnographic-like case study comprising observations and interviews with members of three newly-formed multinational project teams, our study explores the micro-processes of interactional teamwork and captures how the three teams develop strategies for managing the challenges of code-switching in their interactions. Findings from our study suggest that teams interpret the impact of code-switching challenges differently in spite of the fact that they are performing similar activities, suggesting that factors other than devising procedures to manage the language switches have an effect on team dynamics and processes. Our findings extend theory on the use of a common working language in multinational teams and go beyond this by illustrating how individual teams establish practices for handling the challenges of code-switching, and the effects of these on team interactions.

Linda Cohen & Jane Kassis-Henderson, ESCP Europe
Re-visiting culture and language in global management teams: Towards a multilingual turn

In research on international business and management, a narrow and limited view of language and culture has given way to a greater understanding of the complexity of the interplay of language and culture-related issues in today's world. The 'linguistic turn' in the social sciences along with the more recent unravelling of the deterministic cultural dimension have led to re-examining the importance of language and culture in the social construction of reality.

The key role played by multicultural, multilingual teams in organizations operating on a global scale has spawned much research on the impact of language and cultural diversity within such teams. Some scholars have focused on the negative aspects of such diversity implying that language standardization, through the adoption of *lingua franca* policies and practices, is the most appropriate strategy for collaborating across languages and borders. Others have uncovered the positive side of this diversity; they argue the case for the co-existence of different working languages together with communication practices which facilitate the contextualisation necessary for sense-making processes in multilingual teams.

This has led a growing number of scholars within different research fields to take the 'multilingual turn', exploring novel ideas and concepts emerging around the phenomena of multilingualism (Makoni and Pennycook, 2012; Janssens and Steyaert, 2014; Martin-Jones et al., 2012) and multiculturalism (Benet-Martinez and Hong, 2014, Brannen and Lee, 2014) thereby advancing the discussion among scholars in IB and management studies.

Applying these emerging notions to a study of a multilingual team in an international organization, we question the widely-held assumptions about language, culture and identity and show the need to refresh the way in which these concepts are framed when examining team performance. We posit that this change must be reflected in the perception the individual has on self and others as integrating a limited, and often misleading, framework may block – or even handicap – the individual. This narrow framework has also negatively impacted organizations as they tend to consider this diversity a barrier to team performance.

Patchareerat Yanaprasaart, University of Basel

“For us, it’s more about equal not being the same”. Multilingual franca, a model in action for thinking, talking and living corporate diversity?

Over time, organizations themselves have consequently become more diverse and differentiated internally. Companies have been increasingly recognizing the added value to being different. As Schneider suggests (2011), being “special and unique can be a source of value or competitive advantage for individuals as well as organizations”. This contribution aims to understand how organizations can best manage and balance the need for *divergence* (a need to maintain difference for creativity) and *convergence* (cohesion); that is, generating new ideas while gaining agreement on decisions and actions. How can people demonstrate their uniqueness and added value while collaborating with others? To what extent can “Multilingual inclusiveness culture” better value “uniqueness” for “collectivity”, building a competitive advantage for companies and individuals?

Cheryl Cordeiro, University of Gothenburg

Using language metafunctions in identifying agency / actorship in organizations in international business studies

Even as it is acknowledged that language lies at the heart of international business (IB) activities, where organizations find themselves increasingly having to navigate the different language environments in the context of globalization and international management, few studies outside the field of applied linguistics (especially discourse analysis), have used language as an instrumental tool in understanding the workings of organizations. Modern language inquiry has inherited two dimensions of inquiry – language as (i) object / phenomenon (nature of language) and as (ii) process / function (nature of meaning from language). This paper addresses inquiries of the latter nature, in illustration of how language metafunctions can be used as a tool in understanding agency / actorship in organisation change processes and agency.

Track 3: Language & HRM

Lu Wei, Aalto University School of Business

Does low English proficiency lead to high intention of turnover? A study on Chinese middle managers in a foreign MNC

The central objective of the present study was to find out whether and how foreign language proficiency, a personal level factor combined with factors of job and organisational levels would influence the commitment of middle managers. Investigated with middle managers who used English as foreign language at work in a Chinese subsidiary of a large Finnish multinational company, the results show two combinations of factors that result in high commitment of middle managers. One is high English proficiency combined with fit of reward to employee expectation. The other is low English proficiency combined with fit of employee competence to job requirements and non-fit of reward to employee expectation. Previous research has suggested that low foreign language proficiency tends to contribute to staff turnover. This study finds that when combined with fit of competence to job requirements low foreign language proficiency can result in high commitment as well.

Markus Pudelko & Helene Tenzer, Tübingen University

The impact of language barriers on the career perspectives of foreign academics in Japanese, Finnish, Spanish and US-American Business Schools

Based on qualitative interviews with foreign business scholars working at leading business schools in Japan, Finland, Spain and the USA, this study investigates the impact of language barriers on the career prospects of business academics aiming for tenure outside their native language area. Investigating the interplay between English as the lingua franca of academia and the local languages used by business schools in different countries, we find that language-related barriers to career advancement strongly differ depending on the English proficiency of local faculty and staff and the ease of learning the local language for international recruits. We also distinguish the influence of English and local languages on foreign business scholars’ performance in publishing, funding applications, teaching and administrative work as major career antecedents and on recruitment options and promotions as key career outcomes. On this basis, we develop important practical recommendations for business schools aiming to internationalize their faculty and for internationally mobile business scholars.

Eeva Boström & Joachim Schlabach, *Turku School of Economics*

Exploring the plurilingual skills of the individual in the workforce in international business communication: A needs analysis

Plurilingual and intercultural proficiency are a part of the key competences in international business. In companies operating internationally employees use several languages at the same time, switch between languages, choose suitable languages, and mediate between languages and cultures. Thus far, the teaching of languages and communication in academic business education has targeted monolingual skills; whereas plurilingual competences, such as changing between languages, code-switching, mediating activities, linguistic empathy, and transfer strategies have been disregarded. According to recent studies, only English is not enough, even if it is without contest the language of business (Angouri, Miglbauer 2014: 155).

This article has a multidisciplinary approach as it intends to shed light on the manner an individual employee – regarded as a plurilingual member of staff – uses several languages in multilingual workplaces (Lüdi et al. 2010). In this study we focus on the individual, both as a manager and as an employee. The over-all approach is educational and describes the required skills needed to bridge the gap between languages. The article also considers the most recent results in multilingualism and multiple language learning (Franceschini 2009), and the findings of current studies in 'language in IB' (Brannen et al. 2014). This way of approaching multilingualism – individual plurilingualism and rethinking of teaching methods – contributes to the existing data and research in the field.

The study provides evidence of the pertinence of plurilingual communication skills in international business communication. Moreover, the role of metalinguistic awareness and the implementation of the results in teaching languages and business communication are discussed.

Tassilo Schuster & Helene Tenzer, *Friedrich-Alexander University Erlangen-Nürnberg & Tübingen University*

Language barriers in different forms of international assignments

German companies are increasingly operating on a global scale with business operations in numerous countries. International business activities are always accompanied by language-related barriers as they confront companies with multiple local languages and a multinational workforce. To increase the efficiency of corporate communication, documentation and cross-national teamwork, more than half of all companies listed in the major German stock exchange (DAX) have started to implement common language policies (Marschan-Piekkari, Welch, & Welch, 1999a) and made English their official corporate language. (...)

Expatriates have become one of the most important strategic assets in multinational companies as they execute a broad spectrum of important tasks in foreign subsidiaries with positive effects on various dimensions of subsidiary and headquarters performance (Harzing, 2001; Minbaeva & Michailova, 2004; Shin, Morgeson, & Campion, 2007). To unfold these beneficial effects on performance, it is mandatory that expatriates overcome language-related barriers. (...)

The remainder proceeds as follows: In the next section, we review the key theoretical developments in the emerging literature on language in international business to outline various effects of language on outcomes of international assignments. Next, we discuss selected taxonomies of international assignment types in the expatriate literature and re-classify their constituent parts into a novel language-sensitive typology. Subsequently, we systematically merge the rationales of both literature streams, which allows us to draw differentiated conclusions how language affects expatriate success as a function of international assignment types. Then, we outline the theoretical contributions that our integration of long-standing taxonomies of expatriate roles with recent theoretical developments in language-related management research is making to both literature streams. Finally, we provide important practical implications for expatriate selection, training and global staffing.

Track 4: Interactional Perspectives

Jane Lockwood, Gail Forey & Christine Simons, *City University of Hong Kong*

Virtual team communication: A linguistic perspective on who holds the power.

Much has been written in the academic business management/organisation and technology journals about difficulties of working together effectively in virtual contexts. Many of these studies have focused on the symptoms of communication difficulty such as the quality of technology and leadership, and meeting management skills rather than the causes embedded in linguistic and cultural norms in virtual team management, which may not be shared in this context. However, ways of communicating effectively in spoken English, using technology, in a virtual globalized context has received little attention from applied linguists. The role of language in synchronous computer - mediated discourse (CMD), used in virtual team work is now emerging as a key area of research concern in business management/organisation and information technology disciplines. Sociolinguistic literature deals with co-located workplace practices and has a great deal to say about how power and control is exerted in face-to-face exchange, and specifically how the use of language reflects management's attitude and behavior. However, in virtual team communication, the linguistic insight has been notable in its absence.

This article uses the applied linguistic frameworks of turn-taking in spoken discourse and systemic functional linguistics (SFL), focusing on appraisal analysis (Martin & White, 2005), to demonstrate how a specific manager uses language in his virtual meetings, whether consciously or unconsciously, to dominate and close down discussion with his colleagues. Drawing from a sample of virtual team management meetings, we focus on the interpersonal meanings made that create dominance, power and solidarity within the talk. We first present the key findings that reveal how the manager of this meeting dominated in terms of the number of turns they took and the amount of time spent talking. We then present, through the application of appraisal analysis, how one specific manager opens or contracts the space available for others to participate. We argue that such subtlety in language use is often not intentional nor properly understood by virtual team managers and participants. However, by revealing how power and control unfold through this analysis, the findings may lead to an enhanced self-awareness amongst all members in virtual teams, and reveal how language plays a crucial role in engaging the members during a meeting, or in this case, disengaging them.

Johanna Niskavara, University of Tampere Finland

Use of communication rituals in international business. Point of view of a non-native speaker.

This article studies communication rituals and the challenges they may pose for people using a foreign language in the context of international business, more specifically, for a seller who uses the language of the buyer. Communication rituals are speech acts that build and maintain social relationships. They follow scripts that reflect the values of the culture they belong to. As a result, the scripts vary from one culture to another. In the context of international business, the communicative competence of the seller as a non-native speaker is essential since, in addition to building and maintaining business relationships using scripts of a language that is foreign, the final goals of sales must also be met. The expectations native speakers have regarding the performance of a non-native may vary depending on the communicative competences of the non-native. If a non-native fails to perform the rituals in an expected way, misunderstandings, inappropriate interventions and loss of face may result, and in the worst case, loss of sales.

Amy Church-Morel, Université Savoie Mont-Blanc

Sensing language dynamics: A team-level approach to comprehensive language auditing

Leaders of multilingual teams are placed, de facto, in the position of managing issues of language diversity, whether it be through daily communication routines and practices or the articulation and implementation of more formal policies. The capacity of organizational actors to “manage” language, through their practices and choices, in a way that supports team and organizational performance constitutes a strategic managerial competency. Language audits, a systematic analysis of the language skills and the task-related need for language proficiency within the organization, is an approach that has been put forward as a much-needed strategic tool. However, the practice has not widely adopted by organizations due to the cost and time investment necessary. Building on the concept of language audit, this research aims to develop a framework for strategically analysing and supporting the management of language diversity at the team level. First, I develop an initial framework for language diversity in teams based on an existing model for diversity more generally. Then this framework is illustrated, tested and elaborated by way of a single, in-depth case study of a multilingual marketing team in the business software development industry. The paper concludes with a list of seven questions practitioners might use as a starting point for an audit of language diversity at the team level.

Track 5: The Role of Translators

Susanne Tietze, Carole Tansley & Emil Helienek, Keele University, Keele Management School & Nottingham Business School

The translator as agent in management knowledge transfer

We investigate the transfer of talent management knowledge into a Slovak manufacturing setting from a translation perspective. The translator is shown to be the key agent in the cross-national, cross-language knowledge transfer process, who not only provides linguistic translation, but also cultural and political interpretation of key vocabularies. By drawing on different models of translation we show that a) discourse and language cannot be separated in Knowledge Transfer Interventions and that b) The Translator is a key agent in shaping the transfer process by addressing the ‘discursive void’ that characterises local experiences with, and knowledge about, talent management.

Marianna Gyapay & Louis-Marie Clouet, ISIT Paris

Translation as a key strategic tool for performance management

This communication aims at analyzing the phenomena of meaning construction, and the key role that translation can play in performance in MNCs. Globalization, beyond the growing use of English as a new lingua franca, multiplies economic, cultural, leisure exchanges, but these exchanges take place in a growingly multilingual reality. Translation is nowadays at the heart of daily activities of many firms. In these multilingual and multicultural environments emerges a growing need of translation, as “all work of interlinguistic mediation, that allows communication between members of communities of languages” (Ladmiral 1989: 90).

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

Language barrier and knowledge transfer in multinational organizations: The moderating role of translators' task- and job-identities

The literature on knowledge transfer in multinational organizations has examined the role of language in terms of an organization's internal resources, such as HRM practices and employees' language proficiency, or external environments, such as cultural contexts. However, it has paid little attention to the moderating role of external agents, i.e., translators. This study thus fills the voids by analyzing how translators facilitate knowledge transfer in multinational organizations, particularly drawing on the functions of their job identities in relation to organizations' HRM practices designed for translators. Examining the survey data on 170 translators and 190 HRM managers in Seoul, South Korea, this study proposes that if translators identify themselves as facilitators of cross-cultural encounters (in task) and agents of international business (in job) rather than transmitters of texts and instruments of communications, knowledge transfer in multinational organizations are promoted. Furthermore, the translators' job identities with business rather than with language can be nurtured by organizations' HRM practices designed for translators. The findings pave a way for complementary theoretical and practical considerations in both management and translation studies.

Track 6: Language and Image Shaping

JenniferTakhar (video conference), Novancia Business School

Postcolonialism and the tendentious narratives of international marketing case studies

Peter Daly & Dennis Davy, EDHEC

Impression management in the entrepreneurial pitch: A critical analysis of French speakers pitching in English

One of greatest challenges facing nascent entrepreneurs is how to present their venture in a positive light, developing an engaging, memorable and compelling account to mobilize resources through effective communication. This paper analyses 20 entrepreneurial pitches by French native speakers pitching in English to an international audience to ascertain their usage of various impression management (IM) strategies. A taxonomy of IM strategies with examples of linguistic exponents employed during the entrepreneurial pitch is presented. The findings indicate extensive usage of other-focused ingratiation and self-focused self-promotion strategies with less use of supplication strategies and no instances of intimidation and exemplification strategies. This study is useful for entrepreneurs who wish to influence audience thinking and to manage audience impressions during a pitch. It will help entrepreneurs focus their attention on their outward communicative agency when facing potential investors. The study is also relevant to pitchers with other native language backgrounds and can help educators train entrepreneurs and business students in a variety of cross-cultural/cross-lingual contexts to deliver persuasive entrepreneurial pitches.

Thomas Köllen & Tom Rankin, Vienna University of Economics and Business

Negative stereotyping of Germans in Austria: The nature and perception of linguistic lines of demarcation in the workplace

This article analyses the meaning of expressions that may be used by Austrians to distance themselves from Germans, and the way that Germans perceive this polarization and its consequences. Cross-cultural management research has until now focused mainly on issues related to nationals who work in culturally more distant surroundings. In analyzing the polarizing tendencies at the workplace that occur between nationals of two culturally, geographically and linguistically very close nations, it becomes obvious that the mainspring of these excluding practices is pure nationalism. A two study approach permits insights into both sides of this line of demarcation. A corpus analysis of online newspaper comments reveals that generalizing synonyms for “Germans” as used by Austrians tend to be connoted negatively to different degrees. A quantitative analysis of survey data of about 600 Germans working in Austria shows that these polarizing linguistic practices are perceived by the Germans to be negative and its perceived intensity is associated with the several negative consequences. In focusing on nationalism this article opens up a new perspective on cross-cultural management theory that until now has been regarded only very peripherally. Furthermore, building on linguistic practices enriches the cross-cultural management discourse by a new facet. Implications for management practice are discussed.

Track 7: Impact of Corporate Language Policies

Anne Kankaanranta, Leena Louhiala-Salminen & Tiina Räisänen, *Aalto University School of Business & Aalto University Language Centre*

Conceptualizing 'English' as a multifaceted resource in the strategic internal communication of MNCs

In recent years, the use of 'English' has become everyday practice in multinational companies (MNC) (e.g. Marschan-Piekkari et al. 1999b), in which the need for a shared language inevitably emerges – both on the corporate level and on the level of individual employees. Often the concept 'corporate language' refers to this shared – or assumedly shared – resource suggesting that English is *the* language of a particular corporation and consequently is used in communication, without questioning who uses it, for what purpose, when and why (see Forsbom 2014). For example, is it the language of official communication? Do all employees need English? How are tasks carried out on the grassroots level? In addition, the questions *what is this 'shared resource' like* and *why does it matter* remain largely unanswered. This gap of knowledge creates challenges both for strategic internal communication overall and for the individual employees making sense of corporate strategy in particular.

Our conceptual paper contributes to increasing knowledge about the use of 'English' in the strategic internal communication of MNCs. We argue that the multifaceted nature of the resource has not been fully addressed in international business and management. Although language issues have been investigated to the extent that Piekkari and Tietze (2011) identify this particular research as 'language-sensitive', we feel that applied linguistics in general and sociolinguistics in particular can offer novel perspectives to this inquiry. We want to question the prevailing conceptualization of 'English' of most international management research, in which it traditionally equals standard, native-speaker English. Our argumentation is based on the recently emerged but very rapidly established research field of English as a Lingua Franca (ELF; e.g. Jenkins 2007), and particularly English as Business ELF (BELF; Louhiala-Salminen et al. 2005; Gerritsen & Nickerson 2009). These fields view (B)ELF ontologically separate from native-speaker English and have investigated the use of the resource as a positive, emancipatory factor in interactions among speakers of different mother tongues (e.g. Kankaanranta & Louhiala-Salminen 2010). Our aim here is to further problematize this view by employing tools from sociolinguistics of globalization (Blommaert 2010) and contemplate on how the resource could be investigated by employing multi-site ethnography (Hannerz 2003).

Alexandru Praisler, *"Dunarea de Jos" University of Galati Romania*

Marcom language policy and website design with international companies. A case study

Marketing communications (also referred to as 'marcom') has evolved along the years into a complex process informed by studies and research findings in a wide range of disciplines. The emphasis here is on language as vehicle / language as barrier and the policies adopted by international companies to carry their message across cultures and to reach both local and global target markets, as observable at the level of the webpages created to promote products and services. Under special focus are the Vodafone websites for Romania, which are available at <https://www.vodafone.ro/personal/index.htm#tab-1> (for individual clients) and <https://www.vodafone.ro/business/index.htm#tab-1> (for companies).

Vesa Peltokorpi & Sachiko Yamao, *Japan Advanced Institute of Science and Technology & University of Melbourne*

Host country national's corporate language proficiency and reverse knowledge transfer in multinational corporations

We draw on the ability-motivation-opportunity framework to examine the effects of the corporate language proficiency of host country national employees, the shared vision with the headquarters (HQ), and the communication frequency with the HQ on reverse knowledge transfer. More specifically, we hypothesize that shared vision mediates the positive effect of corporate language proficiency on reverse knowledge transfer. We further hypothesize that communication frequency moderates the positive effects of corporate language proficiency on shared vision and shared vision on reverse knowledge transfer. The data collected at three timepoints from 574 functional units of foreign subsidiaries in Japan support the mediating and moderating effects.

Sabine Ehrhart & Helene Langinier, *University of Luxemburg & Strasbourg School of Management*

Which kind of language ecology for the multilingual workplace?

Language ecology considers linguistic diversity as a benefit and not primarily as an obstacle to communication between partners of different backgrounds. In the past, this relatively new branch of applied linguistics was concentrating on the protection of endangered languages, before focusing on language learning in the institutional contexts of kindergartens, schools and universities. Only recently, language ecology has also started to analyze the linguistic and cultural diversity of the

workplace in international settings (Lüdi, Langinier, de Bres & Franziskus, Franziskus & Gilles, Ehrhart). A holistic approach based on language ecology is interesting for management sciences (Grin & Gazzola) as it leaves behind the traditional models that considered language contacts as fierce battles between hostile armies. In our contribution, we postulate that the combination of language ecology with the recently developed “language-sensitive field” in management sciences can be profitable for both sides. However and despite the close relationship of our fields of research and the shared subject of research, the multilingual workplace, we are aware that interdisciplinary dialogue is a challenge and that there might be moments of misunderstanding or of partial lack of comprehension between the representatives of the different disciplines.

Track 8: Language and Power

Natalie Wilmot, *Sheffield Business School*

Language and the faces of power: A theoretical approach

Although language is gaining increasing attention in the international management literature, much of the existing empirical work takes a mechanistic (Janssens, Lambert and Steyaert, 2004) approach and as such fails to give sufficient attention to the relationship between language policies and power. This paper synthesises the language sensitive literature in international management with that of organisation studies, drawing on the framework of power and resistance of Fleming and Spicer (2007) in order to demonstrate how the choice of language policy can be viewed as a particular application of power, and how employees may seek to resist such choices. In doing so, the contribution of this paper is to extend the understanding of the link between language policies and power by moving away from neutral, pragmatic understandings of language use, and in doing so, provide future directions for empirical research in order to enable a deeper understanding of the microprocesses by which employees subjectively experience and resist the imposition of such policies.

Claudine Gaibrois & Chris Steyaert, *University of St Gallen*

Beyond essentialism and competition: Investigating productive aspects of power in multilingual organizations

This paper suggests that a further conceptual development of power is needed to study multilingual organizations and their “politics”. It proposes to conceptually contribute to research on power in multilingual organizations by developing a more differentiated notion of power that allows moving beyond possessive, competitive and limitation-oriented understandings. The paper aims at integrating other, non-competitive aspects of power by theorizing power as created in relations instead of being a possession, as dynamic and productive. It suggests to conceptualize power relations as discursively constructed and to study power in multilingual organizations by empirically investigating how power relations are created, reinforced and changed in discursive interactions in a qualitative case study of a multinational company located in Switzerland.

Dorte Lönsmann, *Copenhagen Business School*

Embrace it or resist it? Employees’ reception of corporate language policies

Corporate language policies and particularly the use of English as a corporate language have been studied in MNCs for almost two decades now. Despite these volumes of research, very little has been written about the implementation of new language policies. Few studies have examined resistance to or the process of implementing a corporate language, and even fewer have investigated the employee perspective empirically. The present study uses observational and focus group data to investigate reactions to a new corporate language policy in one Danish MNC. The study draws on sociolinguistic stancetaking theory and ethnographic methods and seeks to understand what contextual factors influence employees’ stances towards the introduction of English as a corporate language. English language competence, the local linguistic context and different temporal perspectives are found to be key factors. The paper aims to bring the fields of language in international business and linguistic anthropology together in a study of the barriers experienced in companies implementing a new language policy. The paper contributes to the field of language in international business by exploring when and why corporate language policies encounter resistance. As such the results will shed light on the implementation phase of language policy-making.

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

Shedding light on the darker side of language in multilingual settings: A Bakhtinian approach

The purpose of this paper is to use a dialogical approach to shed light on the “darker” side of language in organizations. In the past two decades, management and international business scholars have contributed to a deeper understanding of the social power of language as a “double-edged sword”, thanks to interdisciplinary research on themes such as shared meaning, social identity, and communication-constituted organizations. However, manifestations of the dark side of language such as linguistic hegemony and language-based in-group behavior remain a persistent reality in multinational organizations. Drawing on Mikhail Bakhtin’s concepts of dialogical relations, polyphony, heteroglossia, addressivity, and responsivity, we show how

Bahktin offers new ways of thinking about language practices such as the exclusive use of a lingua franca in organizations. We report and analyze our findings from a case study of the performance of 25 new managers from nine countries working in teams on a common task at an American multinational company in France.

Track 9: Language as a Stress factor

Vasiliki Gargalianou & Katrin Muehlfeld-Kersten, University of Antwerp & Universität Trier
The effects of gender and personality on foreign language anxiety among adult multilinguals

Angela Mazetti, Teesside University Middlesbrough
A burning Issue: How 'stress talk' impacts recourse to stress management interventions within the UK Fire and Rescue Service

This paper draws on the findings of a wider three-year ethnographic research study with three fire and rescue services and one independent fire training organisation in England, exploring the impact of occupational culture on stress. The paper focuses on how the dominant firefighter culture which exists within the service influences how stress is perceived and talked about within the service. The paper explores how a reluctance to engage in 'stress talk' ultimately impacts employee recourse to both informal and formal stress management interventions.

Vasiliki Gargalianou & Arjen Van Witteloostuijn, University of Antwerp
The impact of foreign language anxiety on employees' views about their work teams

Companies hire people of different nationalities who speak different languages. In order to work together in teams, employees need to use shared languages. However, speaking a foreign language may not be easy for a number of non-native speakers owing to their fear of underperformance in the foreign language and subsequent negative evaluations by others. This is referred to in the linguistics literature as foreign language anxiety (FLA). We explore the argument that excessive FLA may lead employees to feel negatively about their work with their colleagues. Testing our prediction with 103 employees in one faculty of a Belgian and two smaller departments of two Dutch universities, our study reveals that non-native speakers' high foreign language anxiety in the team language (English) becomes the lens through which they perceive their team's activities. They perceive that information exchange between colleagues is inaccurate, and they feel excluded from their team's decision-making processes. In addition, we show that competent but anxious employees believe that the information exchange within their teams is inaccurate. Implications for organizational behavior are discussed.

Track 10: Language and Organization

Dajung Woo & Howard Giles, University of California, Santa Barbara
Language attitudes and intergroup dynamics in multilingual organizations

This paper takes an intergroup communication perspective to conceptualizing language-related issues in multilingual multinational corporations (MNCs). Language is one of the most important and salient identifiers of individuals as well as groups, and managers in MNCs where speakers of different languages rely on mutual interactions to achieve common goals can face serious communication challenges. Many MNCs have adopted a Corporate Common Language (CCL), and while there are many benefits of using this, the fact that a certain language is viewed as 'standard' or common - and others as 'nonstandard' and uncommon - can potentially create tensions between native and nonnative speakers of it. To increase scholarly attention to this topic as well as contribute to the cross-cultural management literature, we discuss three topics related to language attitudes that can affect communication processes in multilingual MNCs: (a) challenges for building teamwork and trust; (b) discrimination, perceived unfairness, and social exclusion; (c) leader-member exchange qualities and favoritism. The implications of, and organizational benefits for, sensitizing managers of MNCs that have adopted a CCL approach to these intergroup dynamics are discussed.

Fabio Meira, Universidade Federal de Santa Catarina Brasil
Company-promoted foreign language competency: A necessity or a benefit?

Purpose: This paper is meant to contribute to studies in the field of business and languages by indicating how multinational corporations (MNCs) influence foreign language (FL) fluency levels and availability in the community where they operate by setting language requirements and sponsoring classes to their employees.

Design: This single-case study consists of interviews with the Human Resources (HR) and a sample of the company's employees as sources of inside data. Outside data came from an interview with local recruiting agencies and a search through local university course curricula.

Findings: The mainstream school curriculum, as well as technical courses and college or university majors in the fields of business and engineering do not provide proper foreign language (FL) knowledge to suffice cross-border communication needs. As a result, MNCs promote FL development by sponsoring and/or providing FL training to their staff, thus building foreign language competencies (FLCs) for their cross-border communication needs and consequently, promoting language development and maintenance in the community.

Research limitations: This study is limited to practices of a USA MNC subsidiary, supported by interviews with two recruitment agencies and a search through business, accounting and engineering curricula in two universities and a technical school in a region of Brazil.

Originality/value: This study draws on inside and outside data and observations to show that MNCs play an active role in the development and maintenance of FLCs in the community where they are located.

Mehdi Boussebaa & Andrew D. Brown, School of Management - University of Bath
Englishization, identities and discipline

This paper examines the identity implications of Englishization in the non-Anglophone academic world. Drawing on fieldwork at a leading French university, we show how Englishization, through disciplinary practices, is 'remaking' French academics as Anglophone professionals while simultaneously being contested and appropriated by them. Our analysis both contributes to a better understanding of Englishization as a means for regulating workers' activities and identities, and advances research on identity work in organizations, highlighting how micro-level identity construction is related to macro discourses. The study also has implications for work on professional identities, illustrating how academics in non-Anglophone contexts are being 're-made' to bolster national competitiveness in the wider context of 'globalization'.

Track 11: The Strategic Dimension of Language

Jean-Louis Magakian, Valérie-Inès De la Ville & Nadège Mine-Dufraisse, EM-Lyon & IAE-Université de Poitiers
Word and strategy in practice: Living-metaphor as mediation tool for strategic portfolio coherence

Benjamin Cole & Chen Xiao-Ping, Fordham University New York & Michael G. Foster School of Business, University of Washington, Seattle
Planting your idea in your boss' mind: A preliminary conceptualization of inception and its consequences in organizations

The purpose of this article is to introduce formally the 'inception' construct in communication to Western audiences who may not be familiar with its use, thus providing a more ambicultural approach to management (Chen & Miller, 2010). The article will entail positioning inception within the broader literatures of semiotics and cross-cultural communication (Adair, Buchan, Chen, & Liu, 2013; Brannen, 2004), psychological priming (Tourangeau, Rips, & Rasinski, 2000), influence tactics and issue selling (Dutton & Ashford, 1993; Kipnis, Schmidt, & Wilkinson, 1980), advocacy (Morrison & Phelps, 1999), and expression of voice (Milliken, Morrison, & Hewlin, 2003). We then define inception's unique features and functions, identify the conditions under which inception will be most effective, and discuss the specific psycho-social dynamics surrounding its use. The article is in keeping with calls for research that taps into the cultural, philosophical and intellectual traditions of the East to enrich the field of management (Barkema, Chen, George, Luo, & Tsui, 2012: 1)

Minna Logemann, Rebecca Piekkari & Mirja-Liisa Charles, Aalto University, School of Business
Identification and textual agency in strategic change: A language-centered approach

Successful change processes in organizations typically rest on the 'buy-in' and collective identification of its members with the new strategic direction. In that context, identification has been conceptualized as a narrative process where organization members discursively construct their identities and influence each other through their narratives (Ashfort et al., 2008). Language use – discourse – is thus a critical social act in the process of identification. But what kind of language will achieve the required collective identification? In the context of strategic changes, language largely remains a "black box" to be fully explored by researchers.

We conducted a qualitative case study of a multinational and multilingual corporation (MNC) at the time of a major strategic transformation. Our case company which, for the sake of anonymity, is called ENOQ, had communicated its new strategy widely and given it the format of a story. The president sent letters to all ENOQ's employees to communicate the new strategy. While he wrote these letters in English, the common corporate language, at lower levels of the organization, in the country organizations and amongst their lower middle managers and employees, local languages loomed large. The data consist of

these letters as strategy text, individual interviews conducted on three continents, and three focus group discussions held in two countries. This data we analyzed qualitatively to uncover language-based claims of identification.

The findings provide empirical support for agency of strategy texts in our case company. By the second year of its launch, the strategy text had displaced the original authority and context given to it by the president of the company. Instead, the strategy text had become an authority of its own 'doing' in the upper-middle managers' narratives (Cooren, 2012; Cooren et al., 2011; Taylor and van Every, 2000), and started enacting change in ENOQ. The collective identification with the new direction, however, portrayed discrepancies between organization levels. In light of our data, on the lower levels of the organization, the identification was a personal rather than a collective process. The use of local languages rather than English in ENOQ's foreign subsidiaries contributed to this finding. As a result of our study, we maintain that a language-centered approach to strategic change is key in creating greater understanding of how identities are constructed.

Track 12: Language in Constructing Identities

Anni Kari Björge, Alexander Madsen Sandvik & Sunniva Whittaker, NHH Norwegian School of Economics

Social identity in the linguistically and culturally diverse workplace: The impact of corporate values and language

Employing corporate values as a cohesive device in the linguistically diverse workplace is challenging, as the terms designating these values will have to be communicated in a language that is not the first language of all. As values terms are semantically fuzzy and subject to culture bound interpretations, it is interesting to explore their function as a cohesive force. The present paper is a corpus-based study using a triangulation of questionnaire and interview results to explore how corporate values are employed in a multicultural organisation that has opted for the local language, not English, as its corporate language. The data distinguish between local and international employees. Our findings indicate that the values are perceived as important for the workforce as a whole. However, proficiency in the local language impacts on whether there is a shared understanding of the values terms, indicating that internationals tend to have a broader and not exclusively professional interpretation. Proficiency was also found to be a factor distinguishing between the two subgroups of international workers, viz. those who invest in learning the local language and who may thus have a long-term perspective on their employment in the organisation, and more nomadic workers who may regard their stay as a stepping-stone in their international career. Thus, proficiency in the local language may be regarded as a marker of social identity, as high-proficiency users may more easily become part of the local employee in-group.

Cornelia Caseau & Mihaela Bonescu, Groupe ESC Dijon

Identity building across cultures: The case of the Viennese Heurige

The *Heurige*, Vienna's traditional wine taverns, have played and still play a vital role in both the Viennese wine and food culture (Keen & Robinson, 2001). The term *Heuriger* ('hɔɪrɪgɐ) in singular, literally meaning 'this year's', has three distinct meanings: young (this year's) potatoes, this year's wine and the traditional wine tavern where the latter is sold (Robinson, 2006). The *Heuriger* was subject to many laws. In 1784, Austrian Emperor Joseph II, son of Maria Theresia and brother of Marie Antoinette, issued the most important law in this regard. The law of Joseph II from his time allows wine growers to open their facility to the public to sell their own wines. The particularity of Joseph II's law lies in a small but significant detail: the sale of wine made from one's own harvest was and still is quasi-free from taxes.

Six of the Viennese wine estate and tavern owners of the new generation, who produce about half of the Viennese high quality wine (FW, 2013), have undertaken proactive measures by forming the *Wien Wein* group, with Fritz Wieninger as their president (FW, 2013). *Wien Wein* is a 'wine-growing institution' with 'political' influence in promoting projects they want to do. No changes can be made to Viennese wine without their agreement. *Wien Wein* has adopted a common strategy, connected to the identity of the Austrian capital. The present paper will try to illustrate what aspects of the identity *Wien Wein* has constructed, and what the visual and discursive elements constituting the heart of their communication are.

Gerlinde Mautner, Vienna University of Economics and Business

Organizational behaviour and the linguistic turn: A critical textbook review

General Information

CONNECTIONS BETWEEN AIRPORT AND HELSINKI CITY CENTER

Aalto University, School of Business is located in the Helsinki city center. The distance from the airport to the city center is 18 km. Travel time by bus 30–40 minutes.

Finnair City Bus

The trip by Finnair City Bus from the main entrance of Helsinki airport to Helsinki city centre (Elielinaukio, next to Central Railway station) takes about 30 minutes. Tickets from the bus driver at **6,30 €** one way.

Payment by cash or credit card.

<http://pohjolanliikenne.fi/fi/index/palvelut/finnair-city-bus.html#citybus-english>

Bus 615

At the airport, the bus 615 leaves from terminal T1, platform 2 and from terminal T2, platform 21.

In Helsinki, the bus leaves from the Railway station (Rautatientori), platform 3.

A one way ticket from the ticket machine or the driver costs 5 €.

<https://www.hsl.fi/en/timetables-and-routes/terminals/airport-connections>

Taxis

All official taxis are safe to use.

Taxi Helsinki : Taxi from the airport to the city center approximately 45 €, +358 100700.

<http://www.taksihelsinki.fi/en/content/ordering-taxi>

Airport Taxi Yellow Line: From airport to city centre with special price, +358 600 555 555,

http://www.airporttaxi.fi/index_airporttaxi_en.html

HOTELS

Please book your room directly from the hotel, except the bookings to Töölö Towers, which should be sent to bea.alanko@aalto.fi.

Radisson Blu Royal, Runeberginkatu 2, 00100 Helsinki, +358 20 1234 700 8 min. walk, 600 m
reservations.finland@radissonblu.com <http://www.radissonblu.com/royalhotel-helsinki>

Scandic Simonkenttä Helsinki, Simonkatu 9, 00100 Helsinki, +358 9 68 380 12 min. walk, 1 km
simonkentta@scandichotels.com
<http://www.scandichotels.com/Hotels/Finland/Helsinki/Scandic-Simonkentta/#.VDPAN6PyVaQ>

Crowne Plaza, Mannerheimintie 50, 00260 Helsinki, tel. 0800 113 113 15 min. walk, 1.2 km
terhi.lahteenmaki@restel.fi or marjaana.salomaa@restel.fi
<http://www.crowneplaza.com>

Scandic Park Helsinki, Mannerheimintie 44-46, 00260 Helsinki, tel. +358 9 47371 14 min. walk, 1.1 km
parkhelsinki@scandichotels.com
<http://www.scandichotels.com/Hotels/Finland/Helsinki/Scandic-Park-Helsinki/#.VDO2FaPyVaQ>

Töölö Towers, Pohjoinen Hesperiankatu 23 A, 00260 Helsinki, +358 (0)2941 24727, 8 min. walk, 650 m
unihome@helsinki.fi. **Please email your room reservation to bea.alanko@aalto.fi**
www.unihome.fi

DOCTORS

Emergency Department of the HUS Töölö hospital is open 24 h, tel. +358 9 4711.

The hospital is located 5 minutes from the School by car, address Töölönkatu 40.

<http://www.hus.fi/en/medical-care/hospitals/toolo-hospital/outpatientclinics/emergency-department/Pages/default.aspx>

Suomen Terveystalo, Jaakonkatu 3 B, 3rd floor, Kamppi, 00100 Helsinki, +358 30 6000.

Located on a 10 minute walk from the School. Open 24 h. <http://www.terveystalo.com/en/>.

WORKSHOP DINNERS

Restaurant Mamma Rosa, a 15 minute walk from the school, <http://www.mammarosa.fi>

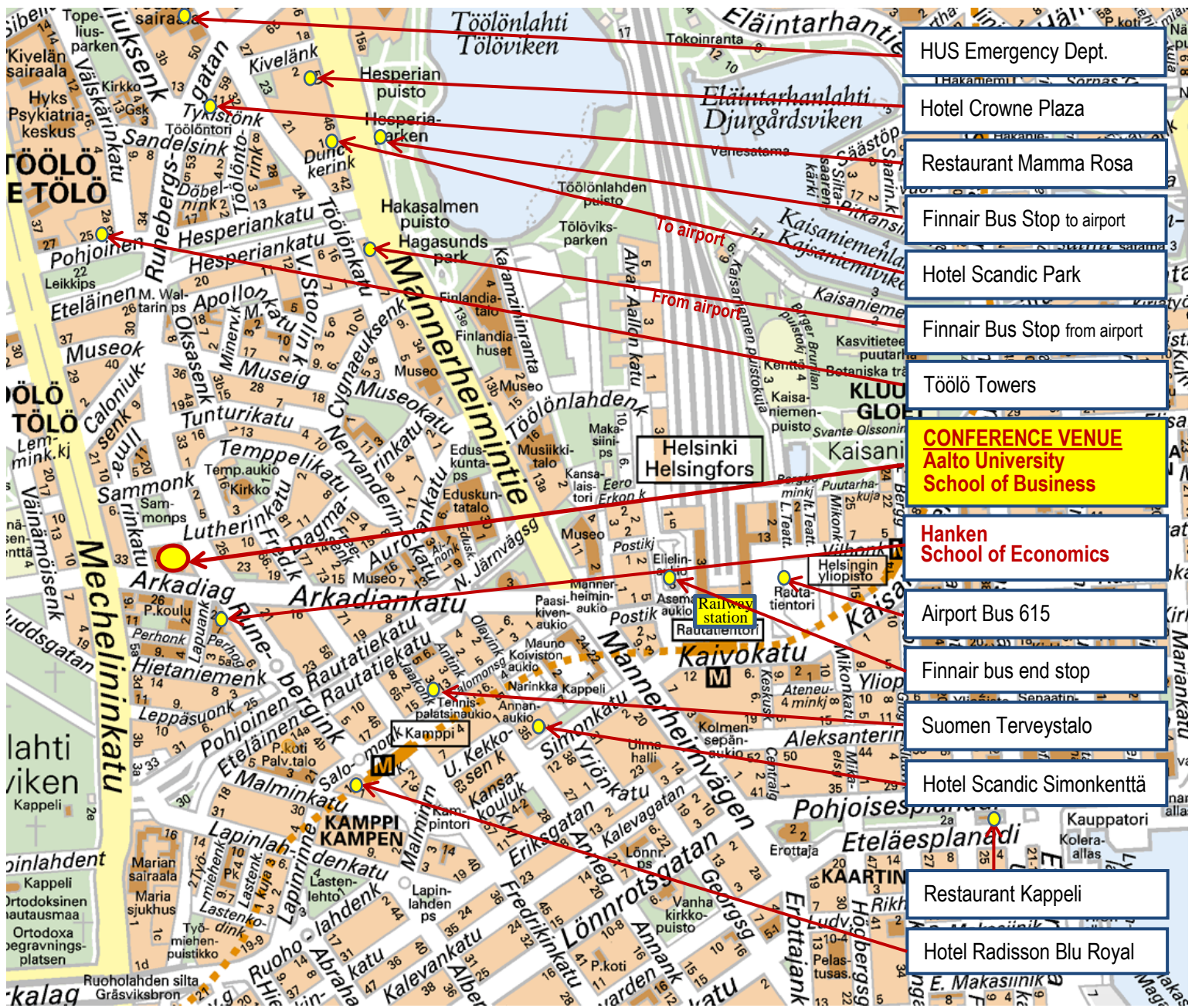


Restaurant Kappeli in the Esplanade park, a 20 minute walk from the school,
<http://www.kappeli.fi>



PLEASE SEE ALL LOCATIONS BELOW ON THE AREA MAP.

AREA MAP OF HELSINKI CITY CENTER



- HUS Emergency Dept.
- Hotel Crowne Plaza
- Restaurant Mamma Rosa
- Finnair Bus Stop to airport
- Hotel Scandic Park
- Finnair Bus Stop from airport
- Töölö Towers
- CONFERENCE VENUE**
Aalto University School of Business
- Hanken School of Economics
- Airport Bus 615
- Finnair bus end stop
- Suomen Terveystalo
- Hotel Scandic Simonkenttä
- Restaurant Kappeli
- Hotel Radisson Blu Royal

200 m



A warm welcome to Helsinki !