



## **12<sup>th</sup> GEM&L International Conference on Management & Language**

**Paris, 22-23 May 2018**

**CITE UNIVERSITAIRE INTERNATIONALE**

**MAISON DE LA TUNISIE**  
47 Boulevard Jourdan, 75014 Paris

*The impact of language on knowledge creating and sharing*

### **PROGRAMME**



## PROGRAMME OUTLINE

### Monday, May 21<sup>st</sup> 2018

19:00-21:30 Welcome Dinner: Bistro 32, 32 boulevard Jourdan, 75014 Paris, France

### Tuesday, May 22<sup>nd</sup> 2018

- 08:00-09:00 Registration and coffee: **Fondation ABREU DE GRANCHER (n°1 on the site map)**  
**Access: n° 47, Boulevard Jourdan, Tram line T3, tram station : Montsouris**
- 09:00-09:30 Welcome address: **Maison de la Tunisie, (n°37 on the site map) Salle polyvalente**  
**Philippe LECOMTE**, President of GEM&L  
**Helke CARVALHO-HERNANDES**, EFMD Deputy General Director
- 09:30-10:30 First keynote address: **Maison de la Tunisie, (n°37 on the site map) Salle polyvalente**  
**Prof. Wilhelm BARNER-RASMUSSEN**, Åbo Akademi University, Finland  
*"In the eyes of the beholder. Approaches to knowledge sharing and language in international business."*
- 10:30-11:00 Coffee break: **Fondation ABREU DE GRANCHER (n°1 on the site map)**
- 11:00-12:30 **Parallel Sessions I: Maison des provinces de France (n°33 on the site map):** Room Guyane, room Nouvelle-Calédonie
- 12:30-14:00 Lunch : **Fondation ABREU DE GRANCHER (n°1 on the site map)**
- 14:00-15:30 **Parallel Sessions II: Maison des provinces de France (n°33 on the site map):** Room Guyane, room Nouvelle-Calédonie
- 15:30-16:00 Coffee break : **Fondation ABREU DE GRANCHER (n°1 on the site map)**
- 16:00-17:30 **Parallel Sessions III: Maison des provinces de France (n°33 on the site map):** Room Guyane, room Nouvelle-Calédonie
- 17:30-18:15 **GEM&L annual general meeting: Maison de la Tunisie, (n°37 on the site map) Salle polyvalente**
- 19:30-22:00 Informal dinner : Le Zeyer, 62, Rue d'Alesia 75014 Paris France

### Wednesday, May 23<sup>rd</sup> 2018

- 08:30-09:00 Coffee : **Fondation ABREU DE GRANCHER (n°1 on the site map)**
- 09:00-10:00 Second keynote address: **Maison de la Tunisie, (n°37 on the site map) Salle polyvalente**  
**Prof. Mustafa ÖZBILGIN**, Brunel University London  
*"The way forward for Equality, Diversity and Inclusion: intersectional solidarity and synchronicity"*.
- 10:00-10:30 Coffee break : **Fondation ABREU DE GRANCHER (n°1 on the site map)**
- 10:30-12:00 **Parallel sessions IV : Collège Néerlandais (n°30 on the site map), grand salon + Maison des provinces de France (n°33 on the site map):** Room Guyane  
Round table with invited guest **Prof. Philippe LORINO**, Collège Néerlandais, grand salon (*Joint conference with AGECSO*)

**Objet 'connaissance' ou processus d'enquête ?" sous-titre : "Les apports de la pensée pragmatiste à une théorie de l'apprentissage et de l'innovation".**

- 10:30-12:00 **Doctoral session, Maison des provinces de France (n°33 on the site map): Room Guyane**
- 12:00-13:30 Lunch : **Fondation ABREU DE GRANCHER (n°1 on the site map)**
- 13:30-15:00 **Joint conference GEM&L – AGRH – AGeCSO: Maison de la Tunisie, (n°37 on the site map) Salle polyvalente**  
Invited keynote speaker: **Prof. David BOJE**, New Mexico State University, USA  
**"Globalization Storytelling in Liquid Modernity"**
- 14:15-15:00 Panel discussion  
Betty BEELER, GEM&L  
Dominique BESSON, AGRH  
Eddy SOULIER, AGeCSO  
*Facilitator: Philippe LECOMTE, président du GEM&L*
- 15:00-15.30 Coffee break : **Fondation ABREU DE GRANCHER (n°1 on the site map)**
- 15:30-16:30 **Parallel sessions V: Maison des provinces de France (n°33 on the site map): Room Guyane, room Nouvelle-Calédonie**
- 17:00-17:15 **Closing: Maison de la Tunisie (n°37 on the site map), Salle polyvalente**
- 17:45 FNEGE CELEBRATION**
- 19 :45 Cocktail and closing**

***GEM&L will have a stand at the « Village Académiques et Professionnels » in the Maison Internationale, from 16.30 on Wednesday 23rd May until Thursday 24th May at 18.00. We hope that you will also visit us there !***



**Thursday, May 24<sup>th</sup> 2018**

### **FNEGE Day : 50 years anniversary celebration**

- 08 :30** Accueil des participants
- 09 :00** Ouverture par Carine CAMBY (CIUP), Michel BON (FNEGE), Valérie PÉCRESSE (Région Île-de-France)
- 09 :30** Conférence de Muriel PÉNICAUD, Ministre du Travail
- 10 :30** Conférence-débat n°1 « L'Enseignement Supérieur à la Gestion : une culture d'agilité pour quel avenir ? » et présentation de l'ouvrage sur les 50 ans de la FNEGE
- 10 :30** Conférence-débat n°2 « Les impacts des Business Schools sur la France : constats et ambitions » et présentation de l'étude FNEGE 2018 Déjeuner - Networking
- 15 :30** Conférence-débat n°3 « La recherche en Management au service de la compétitivité de la France » et présentation des résultats du baromètre FNEGE
- 15 :30** Conférence-débat n°4 « Les défis croisés de l'Enseignement en Management et la Société » et présentation de l'étude FNEGE-HEADway
- 17 :00** Clôture de la journée par Frédérique VIDAL, Ministre de l'ESRI

### **Gala dinner : Musée des Arts forains**

## FULL PROGRAMME

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**09:30-10:30** **First keynote address: Prof. Wilhelm BARNER-RASMUSSEN, Åbo Akademi University, Finland**  
*"In the eyes of the beholder. Approaches to knowledge sharing and language in international business."*

**10:30-11:00** Coffee break : **Fondation ABREU DE GRANCHER (n°1 on the site map)**

**11:00-12:30** **Parallel Sessions I: Maison des provinces de France (n°33 on the site map):**

Track 1: Language and Knowledge	Track 2: Language in OS
<b>Chair: Rebecca Piekkari</b>	<b>Chair: Mary Vigier</b>
<b>Room Guyane</b>	<b>Room Nouvelle Calédonie</b>
<b>Tim Andrews, Khongphu Nimanandh &amp; Delphine Desgres</b> <i>Webster University &amp; Chiang Mai University, Thailand</i> Understanding knowledge transfer at the base of the Thai subsidiary corporation: The role of 'minority-language'	<b>Sierk Horn</b> <i>Fachhochschule Vorarlberg, Austria</i> The Place of Language in Non-Ergodic Environments
<b>Anne-Marie Sørensen, Michał Wilczewski &amp; Arkadiusz Gut</b> <i>University of Warsaw, Poland, Copenhagen Business School, Denmark, The John Paul II Catholic University of Lublin, Poland</i> Storytelling and cultural learning—A Polish expatriate's accounts of knowledge sharing with Chinese subordinates	<b>John Fiset &amp; Devasheesh P. Bhave</b> <i>Memorial University of Newfoundland</i> <i>St. John's, Newfoundland &amp; Labrador, Canada</i> Linguistic Ostracism and its Effects on Negative Affect and Performance
<b>Frank Song</b> <i>Macquarie University, Sydney, Australia</i> The unwritten rule of English language for international management: A case study of IT service outsourcing firms of China	<b>Hélène Langinier, Maïté Hilty, Wilhelm Barner-Rasmussen &amp; Sabine Ehrhart</b> <i>Strasbourg School of Management, France &amp; Åbo Akademi University, Finland &amp; University of Luxemburg</i> Introduction of a common corporate language: experiences of a best-practice scenario

**12:30-14:00** Lunch : **Fondation ABREU DE GRANCHER (n°1 on the site map)**

**14:00-15:30 Parallel Sessions II : Maison des provinces de France (n°33 on the site map):**

<b>Track 3: Langage et performativité</b>	<b>Track 4 : Cross-boundary communication</b>
<b>Chair: Martin Stegu</b>	<b>Chair: Wilhelm Barner-Rasmussen</b>
<b>Room Guyane</b>	<b>Room Nouvelle Calédonie</b>
<b>Dardo de Vecchi</b> <i>Kedge Management school, France</i> Quoi dans le langage ? Réflexions autour du rôle des désignations et des dénominations dans la représentation des connaissances	<b>Susanne Tietze &amp; Natalie Wilmot</b> <i>Sheffield Hallam University, UK</i> The Joker in the Pack: The Role of Non-Professional Translators in Shaping Organisational Strategy
<b>Valérie Delavigne &amp; Geneviève Tréguer-Felten</b> <i>Université Sorbonne-Nouvelle- Paris 3, France</i> De quoi parlent-ils vraiment ?	<b>Betty Beeler &amp; Isabelle Horvath &amp; Marc Bonnet</b> <i>Esc-Saint-Etienne &amp; EM Lyon, France</i> Understanding language as a mediating tool in cross-boundary collaboration: The case of theater managers and actors learning to work together
<b>Azza Bchir</b> <i>Télécom Ecole de Management, Evry, France</i> Performativité du discours des experts dans la gestion de l'eau : Enquête quasi ethnographique	<b>Bernard L. Simonin &amp; Layton Croft</b> <i>Fletcher School, Tufts University, Medford, USA</i> The Language of Trust between "Enemies": the case of Value-Sharing and Co-Creation in Cross-Sector Partnerships

**15:30-16:00 Coffee break : Fondation ABREU DE GRANCHER (n°1 on the site map)**
**16:00-17:30 Parallel sessions III: Maison des provinces de France (n°33 on the site map):**

<b>Track 5: Language &amp; management education</b>	<b>Track 6: Terminology &amp; Internationalization process</b>
<b>Chair: Sierk Horn</b>	<b>Chair: Dardo de Vecchi</b>
<b>Room Nouvelle Calédonie</b>	<b>Room Guyane</b>
<b>Claudine Gaibrois &amp; Rebecca Piekkari</b> <i>University of St Gallen, Switzerland &amp; Aalto University, School of Business, Helsinki, Finland</i> Co-creation instead of teaching: Joint production of knowledge on management of language diversity	<b>Alexandra Albuquerque</b> <i>Porto Polytechnic, S. Mamede de Infesta, Portugal</i> The Status Quo of terminology management in companies and the role of terminology in a global knowledge society
<b>Dorte Lønsmann &amp; Alex Klinge</b> <i>Copenhagen Business School, Denmark</i> The Absence of Language(s) from International Business Programmes. Identifying possible barriers.	<b>Heejin Kim &amp; Hiroshi Itagaki</b> <i>Tohoku University, Sendai, Japan</i> Functional language of Japanese MNCs: A predetermined construct or a product of deliberate selection?
<b>Elena Orlova &amp; Tatyana Martynova</b> <i>St.Petersburg State University, Russia</i> From Language Courses to Interdisciplinary Laboratories: New Perspectives for Business Education	<b>Odile Challe, Valérie Lejeune &amp; Cirigliano-Peschard</b> <i>Dauphine PSL &amp; CESI, Nanterre, France</i> Expressions imagées et sons partagés dans les ateliers de créativité : rôle et potentiel générateur de valeur

**17:30-18:15 GEM&L annual general meeting: Maison de la Tunisie, (n°37 on the site map) Salle polyvalente**

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*"The way forward for Equality, Diversity and Inclusion: intersectional solidarity and synchronicity"*.

**10:00-10:30** Coffee break : **Fondation ABREU DE GRANCHER (n°1 on the site map)**

**10:30-12:00** Parallel sessions IV:

<b>GEM&amp;L Doctoral session</b> <b>Maison des provinces de France, Room Guyane</b>	<b>Round table with invited guest Prof. Philippe LORINO,</b> <b>Collège Néerlandais, grand salon</b>
<b>Chair: Wilhelm Barner-Rasmussen, Sierk Horn, Rebecca Piekkari</b>	
<b>Elena Poliakova</b> <b>Georgia State University, USA</b> Communication Contexts and the Diagnostic Role of Metaphors in Intercultural Negotiations	<i>Objet 'connaissance' ou processus d'enquête ?" sous-titre : "Les apports de la pensée pragmatiste à une théorie de l'apprentissage et de l'innovation".</i>
<b>Susanne Lesk</b> <b>WU – Vienna University of Economics and Business, Austria</b> Multilingual decision makers: How does their language biography impact on language awareness among employees and knowledge sharing in multilingual organisations?	
<b>Michelle Dickson</b> <b>The George Washington University, Frisco, USA</b> A Conceptual Framework: Language and Leadership Identity	

**12:00-13:30** Lunch : **Fondation ABREU DE GRANCHER (n°1 on the site map)**

**13:30-15:00** Joint conference AGeCSO + AGRH + GEM&L

<b>Transdisciplinary conference (AGeCSO + AGRH + GEM&amp;L): Storytelling in Organizations</b>	
<b>Maison de la Tunisie, (n°37 on the site map) Salle polyvalente</b>	
<b>13:30-14:15</b>	Keynote Address: <b>Prof. David BOJE, New Mexico State University</b> <i>"Globalization Storytelling in Liquid Modernity"</i>
<b>14:15-15:00</b>	Débat avec les discutants invités et la salle Betty BEELER, GEM&L AGeCSO Dominique BESSON, AGRH <i>Facilitator : Philippe LECOMTE, président du GEM&amp;L</i>

**15:00-15.30** Coffee break : **Fondation ABREU DE GRANCHER (n°1 on the site map)**

**15:30-16:30 Parallel sessions V: Maison des provinces de France (n°33 on the site map):**

<b>Track 7 : Language, social capital &amp; common corporate language policies</b>	<b>Track 8 : The impact of language competency on management education and the workplace</b>
<b>Chair: Claudine Gaibrois</b>	<b>Chair: Jane Kassis-Henderson</b>
<b>Room Nouvelle Calédonie</b>	<b>Room Guyane</b>
<b>Guro Refsum Sanden</b> <i>Aalborg University, Denmark</i> Corporate Cooper: Status, corpus and acquisition planning in multinational corporations	<b>Mary Vigier &amp; Michael Bryant</b> <i>ESC Clermont, France</i> The meaning and impact of business school faculty language competency on internationalisation: insights from a case study in France
<b>Josiane Martin-O'Brien &amp; Jean-Paul Lemaire</b> <i>ESCP-EUROPE, Paris, France</i> The place of Language and international strategy development ( ISD) dynamics: what the literature tells us?	

**17:00-17:15 Closing : Maison de la Tunisie, (n°37 on the site map) Salle polyvalente**

**17:30 FNEGE CELEBRATION**

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## ABSTRACTS FOR THE CONFERENCE

### Track 1: Language and Knowledge

**Tim Andrews, Khongphu Nimanandh & Delphine Desgres**

*Webster University & Chiang Mai University, Thailand*

**Understanding knowledge transfer at the base of the Thai subsidiary corporation: The role of 'minority-language'**

This study examines how minority-status language use affects the propensity and capacity of frontline security staff at the Thai subsidiary of a UK-headquartered MNC to transfer and assimilate organizational knowledge. Whereas prior research focuses on national-level language multilingualism across managerial cadre at the apex of the corporate subsidiary, we explore the interplay of native dialect use and knowledge transfer among security guards within a societal context of poverty, hierarchy and economic inequality. Implications for organizational knowledge transfer and intra-organizational power at the base of the subsidiary organization are progressed, along with implications for practice.

**Anne-Marie Sørenberg, Michał Wilczewski & Arkadiusz Gut**

*University of Warsaw, Poland, Copenhagen Business School, Denmark, The John Paul II Catholic University of Lublin, Poland*

**Storytelling and cultural learning—A Polish expatriate's accounts of knowledge sharing with Chinese subordinates**

This interdisciplinary study is conducted by a multilingual and international research team who studies how knowledge is transferred by expatriate managers and shared with Chinese employees in a subsidiary of a Western multinational company (MNC). It examines, through narrative inquiry and a taxonomy of intercultural learning processes, how and what a Polish female manager learns from critical incidents of knowledge sharing, and how she develops her understanding and creates sustainable work communities across linguistic and cultural boundaries.

**Frank Song**

*Macquarie University, Sydney, Australia*

**The unwritten rule of English language for international management: A case study of IT service outsourcing firms of China**

Drawing on the theoretical perspectives of language sensitive studies in international business, the language operative capacity framework in particular, the study contributes towards a contextually grounded understanding of the English language capital and social capital, and the influence of their interplay on shaping the social reality and managerial issues in information technology outsourcing firms of China. The study examines the impact of the adoption of English as the corporate language on employees' job design, the structure of their work unit, and the knowledge flow process. The study unravels how language standardisation privileges English fluent, spoken English in particular, management by providing them with access to the social network with clients but disadvantages software engineers who lack the language fluency. Delving into the educational and organisational reasons for employees' lack of spoken English fluency, the study argues that the firms should engage employees in more client interactions and thus to increase their motivation to extend their language capital.

## Track 2: Language in OS

**Sierk Horn**

*Fachhochschule Vorarlberg, Austria*

### The Place of Language in Non-Ergodic Environments

We live in uncertain times. Shocks, i.e. sudden and hard-to-predict breaks with cherished routines, are not only conceivable but common. Organisations and actors within them vary in how they look into the future and the extent to which they experience unpredictability. This study argues that how we put feelings of uncertainty into words is inseparable from how we deal with uncertainty. Text, then, reflects sentiments towards abrupt changes and sense-making of ambiguous situations, when what was is no more. Consistent with this claim, a longitudinal study of newspaper coverage of the UK electoral vote to withdraw from the European Single Market revealed changes in levels and movements of subjective uncertainty expressions over time. There is a relationship between negative and positive engagement with disorder surrounding the referendum outcome. However, analysis suggests that we do not move from troubled (anxiety-inducing) to confident (agency-inducing) states in a neat manner. Instead, the ebb and flow of voicing concerns and confidence hint at more dynamic coping mechanisms. This constant tuning of sense-making has theoretical and practical implications for our understanding what key actors can do in the face of chronic uncertainty. These I discuss in the light of language's influential place in non-ergodic environments.

**John Fiset & Devasheesh P. Bhave**

*Memorial University of Newfoundland St. John's, Newfoundland & Labrador, Canada*

### Linguistic Ostracism and its Effects on Negative Affect and Performance

The authors examine the impact of linguistic ostracism— instances where focal employee(s) perceive that others at work have rejected and/or excluded them by using a language that they do not comprehend—on mood and performance outcomes. Results from an experimental study indicate that participants who were ostracized through language reported higher levels of negative affect and showed performance decrements. Belongingness need satisfaction served as the underlying explanatory mechanism for why linguistic ostracism impacted mood and performance. Additionally, participants' fear of negative evaluation moderated the effects of linguistic ostracism on negative affect and performance, such that participants who had a high fear of negative evaluation reported higher negative affect and demonstrated lower performance than those with a low fear of negative evaluation. These findings provide evidence of the phenomenon of linguistic ostracism, which has important implications for organizational diversity research.

## Track 3: Langage et performativité

**Dardo de Vecchi**

*Kedge Management school*

### Quoi dans le langage ? Réflexions autour du rôle des désignations et des dénominations dans la représentation des connaissances

L'explicitation des connaissances nécessite l'utilisation de signes de natures diverses. Cette nature conditionnera le type de langage (langage verbal, gestuel, symbolique, etc.). Les signes utilisés et les fonctions qu'ils remplissent doivent être observés. Au moment d'explicitation une connaissance, les signes, les dénominations et les désignations sont nécessaires pour faire référence au réel. Toutes les entreprises n'utilisent pas les mêmes signes, ne nomment pas tout – ni de la même manière – et peuvent avoir recours à des désignations pour dire le quotidien. La mise en avant de ce phénomène

permet de prendre en considération des éléments porteurs de sens pour la connaissance qui, au moment de la décrire, de la transmettre ou de traduire les textes qui en rendent compte, pourraient passer inaperçus. La prise en compte des désignations permettrait alors d'élargir le champ des éléments sémiotiques utilisés à l'explicitation des connaissances.

**Valérie Delavigne & Geneviève Tréguer-Felten**

*Université Sorbonne-Nouvelle-Paris 3, France*

**De quoi parlent-ils vraiment ?**

Notre propos sera d'ordre méthodologique. Nous visons à mettre en lumière les atouts qu'offrent les sciences du langage, et plus particulièrement l'analyse de discours, pour mieux comprendre et tenter de résoudre les dysfonctionnements qui interviennent lors de tout transfert de connaissances, et plus particulièrement lorsqu'une frontière d'ordre académique, professionnelle ou linguistique est franchie. En nous appuyant sur des exemples de telles situations, nous montrerons comment l'examen des usages langagiers peut, au-delà de l'analyse des seules pratiques de communication, apporter un regard éclairé.

**Azza Bchir**

*Télécom Ecole de Management, Evry, France*

**Performativité du discours des experts dans la gestion de l'eau : Enquête quasi ethnographique**

Contrairement aux problèmes de gestion dans une entreprise, le problème de gestion des ressources en eau renvoie à des systèmes complexes, l'expertise des consultants renvoie à des connaissances formelles et universelles (Ollagon, 1987).

Il apparaît que rares sont les études s'intéressant à la performativité du discours des experts dans la gestion de l'eau, et pourtant une approche par la performativité pourrait être particulièrement pertinente.

Les experts ont pris une place importante dans la problématisation et la proposition de solutions aux problèmes liés à la rareté de l'eau. Le concept de performativité tient son origine notamment dans la philosophie du langage, avec les travaux d'Austin aux Etats-Unis. Pourtant, il s'agit d'un concept multiforme, ce que nous illustrerons en montrant les formes qu'il prend avec Judith Butler et Pierre Bourdieu.

Le but de notre enquête quasi-ethnographique est d'évaluer la performativité du discours des experts. Dans quelle mesure les acteurs sont-ils encadrés dans les représentations de la gestion rationnelle de l'eau conformément au modèle des experts ? Comment ce modèle a-t-il ou peut-il contribuer à la prise de conscience de la part des agriculteurs oasiens du risque de pénurie d'eau lié à une mauvaise gestion rationnelle de l'eau ? Quels sont les différents discours qui se construisent, sur la gestion rationnelle de l'eau ?

Notre méthode de travail met en évidence la complémentarité entre l'importance de l'analyse du discours, l'oralité et l'observation ethnographique.

Pour comprendre le paysan, nous avons besoin de parler avec lui dans son contexte, l'importance de la parole orale devient cruciale avant l'observation.

#### **Track 4: Cross-boundary communication**

**Susanne Tietze & Natalie Wilmot**

*Sheffield Hallam University, UK*

**The Joker in the Pack: The Role of Non-Professional Translators in Shaping Organisational Strategy**

In this paper, we consider the work of non-professional translators in organisations, who act as language nodes, or boundary spanners. This research is based on four case organisations located in the United Kingdom, for which data collection comprised interviewees, observation and document

analysis. We explore the way in which these individuals can exercise their agency in the performance of language-related tasks, and how they position themselves on the basis of their linguistic skills. Finally, we consider how they can influence and change the trajectory of their organisation's strategy in often unforeseen and unplanned ways – in this regard their influence can be described as being like a joker in a pack of cards, as these cards can change the direction of the card game in unexpected ways.

**Betty Beeler & Isabelle Horvath & Marc Bonnet**

*Esc-Saint-Etienne & EM Lyon, France*

**Understanding language as a mediating tool in cross-boundary collaboration: The case of theater managers and actors learning to work together**

In this paper we explore the role of language in collective sensemaking across professional boundaries. Drawing on the work of Peirce (1931), Vygotsky (1978), Engeström (1987 and Lorino (2014), we take a semiotic perspective to show that meaning is not extracted from words themselves but from mediated exchanges between the speakers. Using the methodology of the socio-economic approach to management (SEAM), we examine how language in the form of narratives acted as a mediating tool in a theater company where managers, staff and actors were facing the challenge of working together to save a theater. In our conclusion, we discuss the implications of mediated meaning-making for cross-cultural, cross-lingual and cross-functional sensemaking and the need for more studies on semiotic mediation.

**Bernard L. Simonin & Layton Croft**

*Fletcher School, Tufts University, Medford, USA*

**The Language of Trust between “Enemies”: the case of Value-Sharing and Co-Creation in Cross-Sector Partnerships**

What role does language play in building and sustaining *Trust* when attempting to create shared-value for business and society? Beyond traditional issues of knowledge acquisition and transfers within or between companies, research on the impact of language in hindering or facilitating the flow of meaning across organizational boundaries can be extended to other pertinent areas (motivation of this study): 1) from a focus on “knowledge” *per se* to a focus on “values”; 2) from a context of “business to business” to a plural context of “cross-sector partnerships”; and 3) from a collaborative posture of “partners” to one of “enemies and adversaries”. In such circumstances, how is *Trust* developed, nurtured, and leveraged across multiple stakeholders and what is the role of language? Current research on Cross-Sector Partnerships and existing models of Corporate Social Responsibility (CSR) and of Creating Shared Value (CSV) offer limited explanatory power, having failed to 1) properly account for all key stakeholders, and 2) provide practical ideas for *how* managers in companies can change their attitudes and behaviors to create shared-value for both business and society. Through the in-depth analysis of an unprecedented case-study of cross-sector partnership taken from the mining sector,, this study informs on the process of *Trust-building* between adversarial communities, and highlights the critical role of *Trust* and of the actual *Language of Trust* in the process of value co-creation.

#### **Track 5: Language and management education**

**Claudine Gaibrois & Rebecca Piekkari**

*University of St Gallen, Switzerland & Aalto University, School of Business, Helsinki, Finland*

**Co-creation instead of teaching: Joint production of knowledge on management of language diversity**

Management of language diversity in professional contexts does not represent a core element of mainstream management knowledge. Therefore, it only rarely finds its way into the curricula of

business schools, which represent one of the carriers of management knowledge. This paper presents insights from a one-week intensive seminar at the London School of Economics that put management of language diversity center stage. The seminar was built around the idea of joint production of knowledge in the classroom rather than delivering knowledge by the faculty, thus adopting a transformative approach to learning. Drawing upon students' diverse country and language backgrounds as well as their self-developed qualitative case studies, a productive confrontation between unfamiliar contexts and research questions was created in the class room. This stimulated a learning process for students and faculty alike.

**Dorte Lønsmann & Alex Klinge**  
**Copenhagen Business School Denmark**

**The Absence of Language(s) from International Business Programmes. Identifying possible barriers**

In our paper we take our point of departure in the paradox that over the past three decades much evidence has been accumulated that points to language as a key element in international business – both as a managerial focal point and as a key personal competence – and yet there is little trace of either perspective across the majority of international business programmes. We postulate and pursue some possible barriers that might form part of an explanation of the paradox.

**Elena Orlova & Tatyana Martynova**  
**St.Petersburg State University, Russia**

**From Language Courses to Interdisciplinary Laboratories: New Perspectives for Business Education**

The paper investigates the factors that enhance the effectiveness of a language and communication program redesign at business school. Interdisciplinary approaches that are initiated by language departments reflect multidimensional engagement of academic and professional communities. Incorporation of language departments into a business school research community has great potential and is mutually beneficial for both language and business school faculty professional developments. The main focus of language program redesign is the integration of language and subject-specific disciplines that can contribute to both language and subject learning.

**Track 6: Terminology and Internationalization**

**Alexandra Albuquerque**  
**Porto Polytechnic, S. Mamede de Infesta, Portugal**

**The Status Quo of terminology management in companies and the role of terminology in a global knowledge society**

This paper is both a result and the beginning of a research on corporate terminology management and translation-mediated business communication, carried out from 2010 to 2015.

During those years, the author carried out 3 main studies on language management and business translation in internationalized companies, in order to describe strategies, processes and behaviors related to the topic.

In 2012, we were invited by AICEP Portugal Global's Business Intelligence Unit (BIU) Consortium to design case studies for the fifteenth and sixteenth editions of the Inov Contacto<sup>1</sup> international internship program. The first case study focused on Language Management in International Business Communication (LMIBC) and the second focused on Translation Practices of Companies operating in International Environments (TPCIE).<sup>2</sup>

Both case studies were carried out by Portuguese graduate trainees during their six-month placements in host companies abroad. The trainees collected data from the host company using a survey and, in some cases, interviews, and answered to guided written interviews describing the placement environment and the language and translation management styles.

**Heejin Kim & Hiroshi Itagaki**  
*Tohoku University, Sendai, Japan*

**Functional language of Japanese MNCs: A predetermined construct or a product of deliberate selection?**

How a functional language in MNCs is selected? Is it a predetermined construct or a product of deliberate selection? While existing studies focusing on European and North American MNCs tend to view the choice as a product of deliberate choice, there are scarce researches on a language selection of Asian MNCs. With 41 cases of Japanese MNC's functional language use and two in-depth case studies to understand why they choose a certain language, this study aims to understand the logics of Asian MNCs' functional language choice. Analysis results show that for Japanese MNCs, a functional language choice is a predetermined construct rather than a product of deliberate choice, as Japanese is used in subsidiaries of three Asian countries (China, Korea, and Taiwan), and English in other countries. Especially, Japanese language is chosen for knowledge transfer to overseas subsidiaries of strategic importance.

**Odile Challe, Valérie Lejeune & Cirigliano-Peschard**  
*Dauphine PSL & CESI, Nanterre, France*

**Sharing figurative expressions and sounds in creativity workshops**

Words provide, as a communication and interaction tool, multiple benefits to organizations. This paper examines a creative process that enhances the ability of employees to be creative through the utilization of language. The study was conducted in a mid-size enterprise aiming to transform its corporate-culture to encourage innovation. To tactically perform this strategic ambition, a series of original creative workshops were organized. The workshops process consists in three different phases identified as: divergence, "in-between", and convergence.

We pretend to get closer and experience the organizational culture core. As defined by Schein (1984), the culture core represents the basic assumptions and beliefs that are shared by members of an organization that operate unconsciously.

It has been agreed to focus on the "in-between" phase, identified as privileged intimate moment of the workshop. The purpose is to analyze the constructive diversity of words produced in creative practices. We observe that words operate on people. Some linguistic units, particularly figurative expressions, giving color to language and creating social representations, play a significant creative role, generating an "adaptive value". We mean by this, a created value which is at the same time innovative in the marketplace and in the user's behavior to face our ever-changing world.

**Track 7: Language, social capital and common corporate language policies**

**Hélène Langinier, Maïté Hilty, Wilhelm Barner-Rasmussen & Sabine Ehrhard**  
*Strasbourg School of Management*

**Introduction of a common corporate language: experiences of a best-practice scenario.**

We empirically observe the preparation of the introduction of English as a common corporate language (CCL) in the French-German multinational firm Hager, focusing on challenges linked to the introduction of a CCL that may occur even when employees are offered comprehensive preparation. Our aim is to understand whether, why and how the introduction of English as a CCL in such a case fosters integration or, on the contrary, increases the salience of subgroups sharing different native languages. Our work highlights the crucial role of management in supporting the introduction of a CCL by enhancing the feeling of belonging to a common entity that extends across subunit boundaries.

**Guro Refsum Sanden**  
*Aalborg University, Denmark*



## Corporate Cooper: Status, corpus and acquisition planning in multinational corporations

This paper examines how multinational corporations (MNCs) act as language planners when handling linguistic diversity in the workforce, for example by implementing corporate language policies. By applying Robert Cooper's (1989) theory of status, corpus and acquisition planning in a corporate context, the paper discusses how knowledge creating and knowledge sharing may blur the boundaries between the MNC and the nation state, as demonstrated by two case companies headquartered in Scandinavia. The paper concludes that the language planning activities of MNCs may be more important than those of the nation state in unregulated states without formalised, national language policies. The term 'multicorporate nations' is used to denote a shift in language management agency – a shift where the corporate level represents the new macro level and the national level the new meso level.

**Josiane Martin-O'Brien & Jean-Paul Lemaire**

*ESCP-EUROPE, Paris, France*

**The place of Language and international strategy development ( ISD) dynamics: what the literature tells us?**

The purpose of this paper is to contribute to the development of interdisciplinary research in Language, by identifying areas of knowledge production that remain under-investigated, particularly for the field of International Business Strategy. We reviewed a set of chosen articles, building on Tenzer, Terjesen and Harzing's (2017<sup>1</sup>) comprehensive literature review on Language in International Business; they were categorized according to the International Strategy Phases from Lemaire (2013<sup>2</sup>) and geographically anchored within and between North and South areas of international trade flows (UNCTAD 2016<sup>3</sup>). A matrix is then proposed, that combines language issues in ISD with the successive phases of internationalization, where related academic contributions are thus positioned. Although this exploratory literature review process has limitations – which are discussed- it, nonetheless, provides a possible indication for future language related research orientations.

## Track 8: Language and Academics

**Susanne Tietze & Sarah Maitland**

*Sheffield Hallam University, UK & Goldsmiths, UK*

**'I find this interesting' and 'What do you need?': Academic interest 'versus' business needs in multilingual workplaces in the articulation of a future research agenda.**

This paper presents the early findings of a project\* which aims to bring together the knowledge perspectives of different stakeholder groups, which share an interest in and dependence on understanding the co-existence of multiple languages and their use in commercial and non-commercial workplaces. The stakeholder groups include academics from international business and management; academics from translation studies; business owners as well as managers and employees in multilingual businesses; consultants to such multilingual businesses; paraprofessional and professional translators and interpreters. Findings show that academic interest and business needs as related to multilingual workplaces are currently 'far apart', but that there is possibility to develop new research directions, themes and methods in such a way to bring the interest and needs of different stakeholder groups more closely together. In doing so, novel approaches to knowledge generation need to be developed.

**Mary Vigier & Michael Bryant**

*ESC Clermont, France*

**The meaning and impact of business school faculty language competency on internationalisation: insights from a case study in France**

The purpose of this paper is to explore the impact of language fluency on the internationalisation of business schools. As faculty members are recognised as major drivers of internationalisation (e.g., ACE, 2017; Sharma and Roy, 1996), the authors used a case-study research design and interviewed 21 faculty members at one French business school within the *Grandes Ecoles* network. Findings revealed that the faculty who were the most actively involved in internationalisation processes were those with a global mindset. The data show that language competency contributed to cultivating the knowledge, skills, attitudes and experiences necessary to be considered as globally competent (e.g., Gupta and Govindarajan, 2002; Hunter et al., 2006). The study extends and complements previous research on the internationalisation of business school faculty (e.g., Tietze, 2008, 2018; Tietze and Dick, 2009, 2013) and on their linguistic competence (Daly and Davy, 2017, 2018) on the one hand, and, on the other hand, on the internationalisation of business schools, in general, (e.g., Elkin et al., 2008; Ghemawat, 2008) and at French business schools, in particular (Blanchard, 2009; Bryant, 2013). The originality of the paper stems from the connections between these two research streams.

## Doctoral Session

**Elena Poliakova**

**Georgia State University, USA**

### Communication Contexts and the Diagnostic Role of Metaphors in Intercultural Negotiations

Metaphors – modes of thought which help humans to make sense of abstract concepts – are widely used in negotiations context. However, literature is limited about the use of metaphors in intercultural negotiations. Relying on the theory of convergence and divergence of mental models, we propose that metaphors shared by negotiators result in collaborative negotiation process and better outcome for both parties, and metaphors not shared by negotiators – in competitive negotiation process and worse outcome. We propose that negotiators from cultures different on four contextual dimensions – message, relational, temporal, and spatial – will use different types of metaphors. To facilitate the process of intercultural negotiations and improve the outcome, three approaches are proposed: perspective-taking, code-switching, and creating a common metaphor.

**Susanne Lesk**

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

### Multilingual decision makers: How does their language biography impact on language awareness among employees and knowledge sharing in multilingual organisations?

Managers and employees in companies – like all other persons as well – dispose not only over diverse linguistic competences, but also over different stories where, how, when and why they acquired these competencies. Processes of individual language acquisition and other linguistic experiences in private and professional life, which have been emerging in linguistic contact situations, shape language biographies. The latter find expression in individual conceptions of identity and language awareness, i.e. knowledge about languages and language learning, which is prone to influence decision processes in companies. For instance, one can assume that recruiters notice applicants with comparable linguistic backgrounds more easily than those with other backgrounds and identify the respective candidates as similar to themselves. This paper tries to unveil, to which extent language-related decisions in organisations are influenced by the linguistic autobiographies of decision makers. First results show language aware managers and recruiters are influenced by their own language biography with regard to their attitude towards (new) employees with diverse linguistic backgrounds and with regard to the future implementation of measures raising language awareness among employees. The impact on the actual decision making behaviour seems to be less clear, as other factors than language (e.g. the job requirements on expertise) often have a greater relevance.



**Michelle Dickson**

***The George Washington University, Frisco, USA***

**A Conceptual Framework: Language and Leadership Identity**

This paper presents a conceptual framework to address the question *how language informs leader identity*. The 21<sup>st</sup> century leader is faced with increasing demands in complex organizations and environments. Modern leadership theory has attempted to capture approaches for effective leadership in the context of the leader's traits, behaviors, and complex, conflict riddled environment, but failed to adequately consider the role of language in defining the individual as a leader. The proposed conceptual framework unites the communication based theory of Coordinated Management of Meaning (Pearce, Cronen, Johnson, Jones, & Raymond, 1980) and socially constructed model of leadership (Kellerman, 2012) in an attempt to uncover how modern leaders may find their voice.