



**Sheffield
Hallam
University**



13th GEM&L International Conference on Management & Language

**Sheffield
03-05 June 2019**

Sheffield Hallam University

**Howard Street, Sheffield S1 1WB
United Kingdom**

Exploring Multiple Perspectives on Translation in International Business and Management

PROGRAMME



Our special thanks to our sponsors: EFMD and Sheffield Business school

PROGRAMME OUTLINE

Monday, June 3rd 2019

- 14:00-16:00 Registration: Stoddart Main Entrance
 14:00-16:00 Professional development workshop: Stoddart 7516
 16:30-17:30 GEM&L advisory board meeting: Stoddart 7516
 19:00-21:30 Welcome Dinner: Cubanas Tapas Bar, Leopold Street, Sheffield. S1 2JG

Tuesday, June 4th 2019

- 08:00-09:00 Registration and coffee: Stoddart Deli area
 09:00-09:30 Welcome address: Stoddart 7140
Dr. Philippe LECOMTE, President of GEM&L
Prof. Steve JOHNSON, Assistant Dean (Research) Sheffield Business School, Sheffield Hallam University
Dr. Natalie WILMOT, Senior Lecturer in International Business, SHU, United Kingdom
 09:30-10:30 First keynote address:
Prof. Martyna ŚLIWA, University of Essex, United Kingdom
The joy, the stress, the entertainment: A stakeholder perspective on interlingual translation in MNCs
 10:30-11:00 Coffee break: Stoddart Deli
 11:00-12:30 **Track 1: Cultural and disciplinary translation**
Stoddart 7139 - 3 presentations
 12:30-14:00 Lunch: Stoddart Deli
 14:00-15:30 **Track 2: Translation and internationalization**
Stoddart 7139 - 3 presentations
 15:30-16:00 Coffee break : Stoddart Deli
 16:00-17:30 **Track 3: Translation and management education**
Stoddart 7139 - 3 presentations
 17:30-18:15 **GEM&L annual general meeting (Election of the GEM&L board of directors)**
Meeting of the new board of directors.
 19:30-22:00 Gala dinner: Brocco on the Park, Brocco Bank, Sheffield. S11 8RS
 EFMD best paper award

Wednesday, June 5th 2019

- 08:30-09:00 Coffee: Stoddart Deli
 09:00-10:00 Second keynote address: Stoddart 7140
Prof. Kaisa KOSKINEN, University of Tampere, Finland
Boundary spanning and linguistic hospitality in organisations
 10:00-10:30 Coffee break: Stoddart Deli
 10:30-12:00 **Track 4: Language and Organisation Practices**
Stoddart 7139 - 3 presentations
 12:00-13:30 Lunch: Stoddart Deli

- 13:30-15:00 **Round table: *The future of language-sensitive IB research***
Stoddart 7140
Susanne Tietze
Rebecca Piekkari
Wilhelm Barner-Rasmussen
Martyna Sliwa
Kaisa Koskinen
Moderated by Claudine Gaibrois
- 15:00-15.30 Coffee break: Stoddart Deli
- 15:30-17:00 **Track 5: Language, occupations and careers**
Stoddart 7140 - 3 presentations
- 15:30-17:00 **Doctoral session – Stoddart 7139**
- 17:00-17:15 **Closing session – Stoddart 7140**

FULL PROGRAMME

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Track 1: Cultural and disciplinary translation

Chair: Natalie Wilmot

Room : Stoddart 7139

Sarah Maitland and Susanne Tietze
Goldsmiths, UK & Sheffield Hallam University, UK
 Power, Politics and Positionality: Cultural Translation and the Multinational

Tatiana Martynova and Elena Orlova
St. Petersburg State University, Russia
 Intricacies of interdisciplinary communication: facilitating the process of translation from one disciplinary language into another

Hélène Langinier and Wilhelm Barner-Rasmussen
University of Strasbourg, France and Åbo Akademi, Finland
 How do culture and language relate to local and global identity? A conceptual framework

12:30-14:00 Lunch: Stoddart Deli

14:00-15:30

Track 2: Translation and internationalization
Chair: Martyna Śliwa
Room : Stoddart 7139
Natalie Wilmot and Susanne Tietze <i>Sheffield Hallam University, UK</i> Englishization and the Politics of Translation
Palitha Konara, Isabel zur Hausen and Dulekha Kasturiratne <i>University of Sussex and IBT Online, UK</i> The role of translation in the website localization process in active online internationalization
Alexandra Nunes de Albuquerque <i>Polytechnic Institute of Porto, Portugal</i> Translation in the digital and globenglishnized era – augmented efficiency?

15:30-16:00 Coffee break: Stoddart Deli

16:00-17:30

Track 3: Translation and management education
Chair: Marjana Johansson
Room : Stoddart 7139
Mary Vigier <i>ESC Clermont, France</i> Translating English language challenges into a productive learning climate: Perceptions from undergraduate students within an international business program
Claudine Gaibrois <i>University of St. Gallen, Switzerland</i> “Questioning the taken for granted” can’t be taken for granted: The need of translation when using reflexivity in linguistically and culturally diverse management education
Anne Kankaanranta and Päivi Karhunen <i>Aalto University Business School, Helsinki, Finland</i> Bridging the language gap? Introduction of Английский as an academic lingua franca in a Russian business school

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Boundary Spanning and Linguistic Hospitality in Organizations

10:00-10:30 Coffee break: Stoddart Deli

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Track 4 : Language and Organizational Practices

Chair: Susanne Tietze

Room : Stoddart 7139

Marjana Johansson and Wilhelm Barner-Rasmussen
University of Glasgow, UK and Åbo Akademi, Finland

Organizing through and by multilingualism: Writing languages into the study and practices of organizations

Joanpere Mar, Josep Ubalde, Antoni Vidal and Amado Alarcón
University Rovira i Virgili, Spain

What do experts consider and forget about the research on language and occupations? A preliminary approach to the results of an experts' survey

Virpi Outila, Rebecca Piekkari and Irina Mihailova
Aalto University Business School, Helsinki, Finland

Translating employee empowerment in Russia

12:00-13:30 Lunch: Stoddart Deli

13:30-15:00

Round table: *The future of language-sensitive IB research.*

Room : Stoddart 7140

Wilhelm Barner-Rasmussen, Kaisa Koskinen, Rebecca Piekkari, Martyna Śliwa, Susanne Tietze

Moderated by Claudine Gaibrois

15:00-15:30 Coffee break: Stoddart Deli

15:30-17:00

Track 5: Language, occupations and careers	GEM&L Doctoral session
Chair: H��l��ne Langinier	Chair: Rebecca Piekari, Martyna ��liwa, Marjana Johansson
Room : Stoddart 7140	Room : Stoddart 7139
<p>Andrei Kuznetsov, Olga Kuznetsova and Susanne Tietze <i>University of Central Lancashire, UK, Manchester Metropolitan University, UK & Sheffield Hallam University, UK</i></p> <p>Looking for a solution to a language testing conundrum: The case of foreign nurses in the UK healthcare system</p>	<p>Komal Kalra, Carlo Brighi and Mike Syzmanski <i>University of Victoria, Canada & EGADE Business School, Mexico</i></p> <p>It's not what you say, it's how you say it</p>
<p>John Blenkinsopp, Susanne Tietze, Geetha Karunanayake and Agnieszka Szemplinska <i>Northumbria University, UK and Sheffield Hallam University, UK</i></p> <p>Multilingualism in a UK Small Medium Enterprise: A Case Study of Language Policy and Practices</p>	<p>Sazzad Hossain Talukder <i>��bo Akademi, Finland</i></p> <p>HRM practices and inter-unit resource sharing in international SMEs: A conceptual framework from language perspective</p>
<p>Guro Refsum Sanden <i>Aalborg University, Denmark</i></p> <p>Parallel language use in practice: A study of annual reports in Norway</p>	

17:00-17:15 Closing: Stoddart 7140

ABSTRACTS FOR THE CONFERENCE

Track 1: Cultural and disciplinary translation

Sarah Maitland and Susanne Tietze

Goldsmiths, UK & Sheffield Hallam University, UK

Power, Politics and Positionality: Cultural Translation and the Multinational

Using a relational approach to understanding the multilingual, and multicultural, multinational corporation (MNC), this paper is located at the nexus of questions of power, politics, and positionality. Its main objective is to initiate a critical and meaningful dialogue between translation studies and language-sensitive international business/management studies. Drawing on both an imagined scenario of headquarters-subsidary relations that unfolds within an MNC and an in-depth textual analysis of corporate approaches to diversity and inclusion, translation studies vocabulary is introduced as a means through which to theorize and explain the role of *cultural translation*, which we conceptualize as central to the construction of power across an MNC's global footprint. Within this conceptualization, prevalent assumptions in the language-sensitive international business and management scholarship are examined and challenged from a cultural translation perspective, to suggest the primary acts of intercultural mediation at the heart of multinational corporate strategy with regard to language, culture, identity, and difference.

Tatiana Martynova and Elena Orlova

St. Petersburg State University, Russia

Intricacies of interdisciplinary communication: facilitating the process of translation from one disciplinary language into another

This paper represents the analysis of the first stage of integration process aimed at the development of the core communicative competence across disciplines in business education. To foster the integration outcomes we need to be able to translate one disciplinary perspective with its scientific language into a language that is understandable to members of different disciplinary expertise.

We have conducted the document analysis that embraced 63 syllabi out of 71 courses for the 2-year program of Master in Management. It revealed two main groups of courses: communication-exploring courses and communication exploiting courses. The scope and nature of the two groups of courses will be included into the further analysis. In-depth interview with the course designers and instructors will further contribute to interdisciplinary communication process.

Hélène Langinier and Wilhelm Barner-Rasmussen

University of Strasbourg, France and Åbo Akademi, Finland

How do culture and language relate to local and global identity? A conceptual framework

In this conceptual paper, we explore the interplay of culture and language in the evolution of local and especially global identities.

We argue that we need to go beyond the approach of individuals' identification to one or two national cultures because this prevents from grasping important processes of identity development in societies characterized by expanding globalisation and immigration. This questioning is important because we know that bicultural/multicultural individuals have an increasing role in multinational enterprises.

Our conceptualization based on intersectionality and cosmopolitanism suggests that multicultural identities develop in a multi-layered process of identity generation where, in some instances, power

relations may matter more than cultural or language differences, and inversely, cultural and linguistic abilities become a means of accruing and maintaining power and access to it.

Track 2: Translation and internationalization

Natalie Wilmot and Susanne Tietze

Sheffield Hallam University, UK

Englishization and the Politics of Translation

Although the field of language-sensitive International Business is by now firmly established, translation is an area which has largely been overlooked in the literature. This paper provides a systematic literature review on how interlingual translation has been addressed in the management literature. On the basis of this, we argue that its treatment has remained largely superficial, and suggest that expanding the notion of equivalence based on understandings from Translation Studies would help to enrich the field. Additionally, we note that international business research largely takes a domesticating approach to translation, reflecting hidden colonialist assumptions which are inscribed in such texts, and thus suggest approaches which can provide a postcolonial approach to matters of translation and the writing of management research.

Palitha Konara, Isabel zur Hausen and Dulekha Kasturiratne

University of Sussex and IBT Online, UK

The role of translation in the website localization process in active online internationalization

We examine the role of translation and the translation process within the website localisation process in the active online internationalisation. Focusing on US firms' entry into Arabic, British, Chinese, French, German and Spanish markets, we investigate which factors of translation are relevant in the website localisation process and how these factors manifest in these different trade markets. We focus on both lexical transfer of content as well as other considerations/features that go beyond this. Based on nine semi-structured interviews with employees of a firm that undertake website localisation and international online marketing for internationalising firms, our findings show that translation alone is not sufficient for the online internationalisation of companies. Our findings reveal key themes that are important in the translation process: 'Translation', 'Keywords analysis and search engine optimisation' and 'Adaptation vs maintaining the equivalence of content'.

Alexandra Nunes de Albuquerque

Polytechnic Institute of Porto, Portugal

Translation in the digital and globenglishnized era – augmented efficiency?

According to Cronin (2012) "trade, technology, and translation are inseparable in their development" in what he calls the 3T paradigm, and any balanced history of urban cultures must take into account the close interaction between all three Ts. This paper aims at reflecting on the "new" challenges and opportunities that the digital economy is offering to business and to language and cultural mediators in a business environment where English is also not enough. Although English is still the most used business language globally, the digital market is now open to digital natives everywhere in the world who have "a mobile-only mindset, an instinct for ubiquitous computing, and a demand for localized content." (Sengupta, 2018). Technology, namely Artificial Intelligence (AI), is developing parallel and pushing the translation market into two opposite directions, the million-dollar and cents' market, but most importantly giving opportunity to organizations both large and small to make their

products and services available in more languages. “CSA predicts that the language services industry will continue to grow and that the market will increase to US\$56.18 billion by 2021.”

With support from her experience as a machine translation lecturer and from the most recent data on this field, as also from previous research, the author will refer to some of the translation strategies in internationalized companies and discuss how they can optimize international trade and communication in the digital economy. The current translation environments of artificial intelligence (machine translation) will be briefly analyzed and demystified, as humans and machines are cooperating in many fields and will partner more often in work environments and, more and more, be translation partners, with different roles in order to augment efficiency.

Track 3: Translation and management education

Mary Vigier

ESC Clermont, France

Translating English language challenges into a productive learning climate: Perceptions from undergraduate students within an international business program

The present study was conducted within the international track of a business school in France as a means to explore undergraduate students’ perceptions about their experience working in multicultural and multilingual teams, and about the strategies they identified for bridging their English-language challenges. To gain insight into how students interpreted and handled their language challenges in the context of their learning environment, a qualitative research approach grounded within a constructivist epistemology was adopted. Analysis of the semi-structured data was carried out using the thematic qualitative analytic method (Braun and Clarke, 2006). A conceptual framework provides recommendations to help program administrators and students in institutions of higher education understand and manage the influence of linguistic diversity on multicultural group dynamics and processes. Data findings have demonstrated the importance of the language barrier in multicultural teams (MCTs) and have identified seven language-related challenges. Themes that emerged in the analysis include three broad categories of strategies for bridging English-language differences in multicultural and multilingual teams: language management, team cohesion, and task processes. The ultimate goal of the solutions suggested is to translate language challenges into a productive working climate, characterized by comfort, common ground, communication, and collaboration.

Claudine Gaibrois

University of St. Gallen, Switzerland

“Questioning the taken for granted” can’t be taken for granted: The need of translation when using reflexivity in linguistically and culturally diverse management education

The multiplicity of experiences and perspectives represents a fundamental aspect of language diversity. Addressing the topic in management education therefore requires an educational approach which captures this multiplicity rather than minimizing it. This paper proposes that one way to achieve this is the adoption of a transformative learning approach, which fundamentally differs from absorbing knowledge. The paper argues that transformative learning can be stimulated by the introduction of reflexivity, or questioning the taken for granted. The paper discusses insights from a one-week intensive seminar on the management of language diversity at the London School of Economics, in which reflexivity was a fundamental element of the curriculum. It presents a typology of reflexive thinking on multilingualism that was developed based in the individual reflection papers that students had to write after the seminar. It then discusses the challenges of using reflexivity in a culturally and linguistically highly diverse classroom. Based on this, the paper calls for a need to translate the

concept, both by putting the original context back and by encouraging students to self-reflexively contextualize it.

Anne Kankaanranta and Päivi Karhunen
Aalto University Business School, Helsinki, Finland

Bridging the language gap? Introduction of Английский as an academic lingua franca in a Russian business school

Our study based on ten semi-structured interviews explores the perceptions of the introduction of English as working language at a Russian business school. We introduce the concept of “language gap” to analyse the difference between the individual’s perception of their English competence and of the English competence required in his/her job, and solutions to bridge the gap. We found that the perceived language competence focuses both on the mastery of the linguistic system and the ability to use the language in a specific context. The language gap was caused by the difference of the conventions of academic written genres in Russian and English, perception of oral academic communication as highly demanding, and feeling of inferiority towards native English speakers. Organizational measures for bridging the language gap comprised e.g. extrinsic rewards such as bonuses for international publishing, and individual measures included translation in different forms and co-authoring with more English-proficient colleagues.

Track 4: Language and Organizational Practices

Marjana Johansson and Wilhelm Barner-Rasmussen
University of Glasgow, UK and Åbo Akademi, Finland

Organizing through and by multilingualism: Writing languages into the study and practices of organizations

Language has for some time attracted the interest of management and organization researchers, which has produced a rich, multifaceted and interdisciplinary body of research on the relationship between organizations and language. Yet, as we argue in this paper, organization studies (OS) suffer from the significant lacuna of not accounting for what the co-existence of several languages means for organizing and organizations. In this paper we start to outline the ways in which OS research could be developed through drawing on existing research on multilingualism, which so far has been mainly conducted within IB. Specifically, we consider how communicative, discursive and narrative OS research might be enriched. In so doing we build on recent calls for the cross-pollination between OS and IB.

Joanpere Mar, Josep Ubalde, Antoni Vidal and Amado Alarcón
University Rovira i Virgili, Spain

What do experts consider and forget about the research on language and occupations? A preliminary approach to the results of an experts’ survey

Language and occupations is a field where a number of statistic sources provides scattered inductive knowledge over the role of language within occupations. Most of these statistic sources has not been deductively developed by sociologists of language nor sociolinguistics. Given this lack of deductive approach in statistical sources, we depart from an experts’ survey, which show what academicians in language and society consider or underestimate when carrying out their approaches on language and occupations. We consider this expert survey results within a main research project "Language and Occupations" (CSO2015-64247-P, Ministry of Economy and Competitiveness) and "Language Competences in the Digital Age" (2016ACUP00020, RecerCaixa2016). Therefore, our contribution tries to complement deductive (experts approaches and theoretical frameworks) and inductive data (collected by statistical institutions) about language and occupations. Responses from the experts has been able to highlight: 1. Those elements that the experts neglect in their approach and research towards language and occupations, raising possible hypotheses and future studies, and

variables which need to be included in statistical sources, and subsequently 2. Deficiencies in the current statistical sources which are providing data on language and occupation. These 2 main questions are currently under analysis by our research team. Our communication will provide first original results on above elements.

Virpi Outila, Rebecca Piekkari and Irina Mihailova
Aalto University Business School, Helsinki, Finland

Translating employee empowerment in Russia

This paper explores how a Western management practice, employee empowerment, is translated in a non-Western context, Russia. Drawing on Scandinavian institutionalism we aim at shedding light on how local actors translate this practice and how its meaning changes when it travels across borders. The case study shows that Russian managers and employees used proverbs in order to make sense of empowerment. They resorted to proverbs as a means to explain their views and express similarities, differences and tensions between Western and Russian understanding of empowerment. Our research finds that in Russia employee empowerment is characterised by managerial control that aims at supporting employees and preventing them from making mistakes, which could lead to punishment. This stands in sharp contrast to the Western understanding of employee empowerment. We adopt a novel language-sensitive approach to translation as an on-going process and underscore proverbs in theorizing about empowerment in the tradition of Scandinavian institutionalism.

Track 5: Language, occupations and careers

Andrei Kuznetsov, Olga Kuznetsova and Susanne Tietze

University of Central Lancashire, UK, Manchester Metropolitan University, UK & Sheffield Hallam University, UK

Looking for a solution to a language testing conundrum: The case of foreign nurses in the UK healthcare system

This paper offers an original contribution to the discussions on the cures for the UK National Health Service (NHS) capacity shortage by addressing one aspect that is rarely in the spotlight: the implications of testing of the language proficiency of foreign nurses recruited by the NHS. Approaching this issue from the vantage point of language-centred scholarly disciplines, we seek to emphasize some important differences between language and discourse that a traditional recruitment process tends to ignore with detrimental consequences. It follows from our analysis that when choosing between a general and a specialist language proficiency test the recruiting organizations cannot ignore the difference between language and discourse, which implies that the choice should reflect the importance of the social context as a factor of the implementation of professional responsibilities by the members of staff.

John Blenkinsopp, Susanne Tietze, Geetha Karunanayake and Agnieszka Szemplinska
Northumbria University, UK and Sheffield Hallam University, UK

Multilingualism in a UK Small Medium Enterprise: A Case Study of Language Policy and Practices

This paper reports findings from an empirical study of language policy and practices in a UK Small Medium Enterprise (SME) employing a semi-skilled workforce with 14 different native languages. With the aim of facilitating effective organisational communication, English was chosen as the mandated Common Language. The findings of the study advance the debate about the purpose and function of a Common Language as it is shown that, while introduced as a policy, it is operationalised as a practice, which co-exists in relation to other language practices. Our findings challenge assumptions in the existing literature that managers are mandators and enforcers of common language policies and that English, even if treated as practice in conjunction with other languages, remains the more dominant

one. Ad hoc translation is shown to be an omnipresent, if contested, practice which underpins key organizational activities.

Guro Refsum Sanden

Aalborg University, Denmark

Parallel language use in practice: A study of annual reports in Norway

The principle of parallellingualism is given significant importance in the official language policy of Norway, as stipulated by the Norwegian Ministry of Church and Culture and the Language Council of Norway. With reference to the Norwegian language policy, this paper examines language choice in the annual reports of 492 companies in Norway, with a particular focus on the use of parallel languages, e.g. Norwegian and English. The findings show that 44.9 % of the companies produced their annual reports in multiple languages with at least one foreign language in addition to Norwegian. The findings also show that parallellingualism can be implemented in different ways and to different degrees, which makes it a flexible principle with proven practical applicability. By examining various models of parallellingualism, the present study offers insight into how companies can use parallel languages in practice.

GEM&L Doctoral session :

Komal Kalra, Carlo Brighi and Mike Syzmanski

University of Victoria, Canada & EGADE Business School, Mexico

It's not what you say, it's how you say it

Global virtual teams (GVTs) – characterized by globally dispersed team members – are increasingly being employed to conduct projects in MNCs. Given the multilingual and multicultural nature of such teams, and the lack of physical interaction, language and communication play an important role in the smooth functioning of these teams. Previous research has highlighted the formation of subgroups and fault-lines in multilingual teams. In our qualitative research, we study the understudied context of Latin America and find that similar fault-lines exist in GVTs as well. In this study, we propose that multilingual managers who are proficient in the corporate language as well as the dominant language of the specific within-team linguistic subgroups could act as boundary spanners - in that they can be seen as linking-pins - and improve the communication and reduce conflicts in their teams. However, there seems to be a caveat - our findings show that the ethnic accent of multilingual managers, especially those from countries of low socio-economic status can diminish their boundary spanning abilities.

Sazzad Hossain Talukder

Åbo Akademi, Finland

HRM practices and inter-unit resource sharing in international SMEs: A conceptual framework from language perspective

Linguistic diversity within and outside the firm and its impact on firm performance has led growing research interest in investigating language-sensitive HRM practice in international firms. However, there a lack of understanding on how those practices can contribute to inter-unit resource sharing. In this paper, it is argued that when firms language choice are translated into different HRM practices, it can foster inter-unit resources sharing through social interaction, shared vision and mutual understanding of resource utility between unit members. Although resource mobilization between

different units, can be vital for international SMEs to cope with external foreign market environment, resource limitation forces the firm to adopt a mix of informal, flexible, and strategic HRM practices, which may result in increased coordination and integration. For the purpose of this paper, a conceptual framework is proposed to examine the relationship between HRM practices and inter-unit resource sharing in international SMEs from language perspective. In this proposed framework, it is theorized that language-sensitive HRM practices have a positive relationship with inter-unit resource sharing of international SME, as the practices are likely to enhance credibility, acceptance and cooperation between unit members to achieve organizational competitiveness.