



19th GEM&L International Conference on Management & Language

BI Norwegian Business School

27-29 May 2026

The Power of Language(s): Communication Dynamics in Contemporary Organizing



Conference venue:
Nydalsveien 37
0484 Oslo, Norway

The organizers wish to warmly thank our sponsors



PROGRAM OUTLINE

All times are CEST (local) time

Tuesday, 26 May 2026, Pre-Conference

- 15:30 **Pre-conference visit to the Nobel Peace Center** (Inform the ticket office that you are attending a conference at BI to receive a 10% discount)
Meeting place: At the entrance, Brynjulf Bulls plass 1, 0250 Oslo
- 18:00 **Welcome Dinner** (pre-paid)
Restaurant: Kverneriet Solli Plass
Address: Henrik Ibsens gate 100, 0255 Oslo
- Participants choose a burger of their choice (vegetarian options available), which will be served with an assortment of fries and dips.
Drinks are not included in the pre-payment, except for tap water at the table.
Other drinks can be purchased individually at the restaurant.

Wednesday, 27 May 2026, Day 1

- 09:00–09:30 Registration [BI main entrance/steps up to A2](#)
- 09:00–09:30 Coffee/tea [Outside of Room A1-030](#)
- 09:30–10:00 **Welcome address** [Room A1-030](#)
Karen Spens, President of BI Norwegian Business School
Guro R. Sanden, President of GEM&L
- 10:00–11:00 **First keynote address** [Room A1-030](#)
Nina Teigland, The Language Council of Norway
- 11:00–11:30 Coffee break with **group photo** [Outside of Room A2-Blue 5](#)
- 11:30–13:00 **Full paper sessions**
- 13:00–14:00 Lunch at staff restaurant [Fine dining area, A7](#)
- 14:00–15:25 **Short paper sessions**
- 15:25–15:45 Coffee/tea [Outside of Room A2-Blue 5](#)
- 15:45–17:00 **Short paper sessions**

17:15–17:30 **GEM&L awards** [A2-Blue 2](#)

17:30–18:00 **GEM&L annual general meeting** [A2-Blue 2](#)

19:00 **Reception & Gala Dinner with Welcome Drink**

Restaurant: Havsmak

Address (inside the Opera house): Kirsten Flagstads plass 1, 0150 Oslo

Welcome drink sponsored by EFMD.

Gala dinner is included in the conference fee.

Thursday, 28 May 2026, Day 2

08:30–09:00 Coffee/tea [Outside of Room A1-030](#)

09:00–10:00 **Second keynote address** [Room A1-030](#)
Markus Pudelko, University of Tübingen

10:00–10:15 Coffee/tea [Outside of Room A2-Blue 5](#)

10:15–12:15 **Full paper sessions**

12:15–12:30 Presentation of the Routledge Companion to Cross-Cultural Management.
Claudine Gaibrois in conversation with Michał Wilczewski [A2-Blue 2](#)

12:30–13:30 Lunch at staff restaurant [Fine dining area, A7](#)

13.30–15:30 **Full paper sessions**

15.30–15:45 Coffee/tea [Outside of Room A2-Blue 5](#)

15:45–17:00 **Short paper sessions**

17:00–17:45 GEM&L Community Building Event (optional) [A2-Blue 3](#)

18:00 **Dinner (pre-paid)**

Restaurant: Mamma Mia Pizza

Address: Nydalsveien 30 A, 0484 Oslo

Pizza sharing menu.

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Friday, 29 May 2026, Day 3

- 09:00–10:00 **Panel discussion:** What happens to Peer Review in the Generative AI Era?
Panelists: **Rebecca Piekkari, Markus Pudelko, Kristin Rygg, Martyna Śliwa, DaJung ("DJ") Woo**
Moderated by **Mike Szymanski**
[A2-Blue 2](#)
- 10:00–10:20 Coffee/tea [Outside of Room A2-Blue 5](#)
- 10:20–12:30 **Paper idea generation workshop** [A2-Blue 2](#)
- 12:30–13:30 Farewell reception. [Staff restaurant, Fine dining area, A7](#)
- 13:30 Afterwork for doctoral students
Sponsored by the Department of Communication and Culture.
Held at the [Department of Communication and Culture, building C4](#)

FULL PROGRAMME
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Track 1: Identity, institutional logic, and global narratives	Track 2: Structural dynamics, policy, and local practice
Room: A2-Blue 2	Room: A2-Blue 5
Chair: Mary Vigier	Chair: František Tůma
Linyu Liu, Jo Angouri & Rebecca Piekkari Where smoke lingers: Cigarette smoking as a gendered practice from a discursive-spatial lens	Victoria S. Nydegger Schrøder “Please implement locally” – Situating local communication practitioners as paraprofessional translators in MNCs

<p>Maria Annukka Jakkula Translational hospitality. A moral compass for epistemic justice in a multinational corporation</p>	<p>Miyuki Takino A function-first approach to multilingual collaboration: BELF as an organisational enabler in global work</p>
<p>Juan Carlos Díaz-Vásquez & Sergi Casals Rispau De-centering the global lingua franca: Developing a multilingual knowledge infrastructure for international business</p>	<p>Zheng Xu, Ornella de Nigris, Silvia Calamai, Alessandra Carbone & Carlotta Contrini Multilingual communication, business & development: An interdisciplinary approach from the LIMS MA Programme (University of Siena)</p>

13:00–14:00 Lunch at staff restaurant. [Fine dining area, A7](#)

14:00–15:25 **Short paper sessions**

<p>Track 3: Workplace policy, mindset, and well-being</p>	<p>Track 4: Internationalization and national Identity</p>
<p>Room: A2-Blue 2</p>	<p>Room: A2-Blue 5</p>
<p>Chair: Tracey Toefy</p>	<p>Chair: Veronika Lovrits</p>
<p>Margaret Schomaker & Sabrina April Language studies as a means of cultivating a global mindset</p>	<p>Carole Couper & H��l��ne Langinier Exploring national identity within the MNE through a cross-language dialogical approach</p>
<p>Swagatika Das, Guro R. Sanden & Anik Nandi Corporate language policy and workplace multilingualism in India: A future research agenda for inclusive workplaces</p>	<p>Johanna Niskavaara Globalist and nationalist internationalization: Narratives from Finland</p>
<p>Estelliane Kermagoret English as a corporate language and the well-being of non-native English individuals within organisations</p>	<p>Nora Freytag Implications for interdisciplinary cooperation: The case of Turkish-German corporate communication</p>
<p>Kristin Rygg & Agnes Bamford A linguistic approach to terroir marketing: How cider producers in Hardanger communicate local identity</p>	<p>Mary Vigier & Michael Bryant An exploratory study to understand the contextual factors impacting international accreditation at business schools in three southern Mediterranean countries</p>

15:25–15:45 Coffee/tea [Outside of Room A2-Blue 5](#)

15:45–17:00 **Short paper sessions**

Track 5: Global teams and post-pandemic dynamics	Track 6: Inclusive language and governance
Room: A2-Blue 2	Room: A2-Blue 5
Chair: Peter Daly	Chair: Maria Annukka Jakkula
Danielle A. Taylor & L. Martin Cloutier A global virtual team competency framework in a post-pandemic and AI-driven world: A comparison of native English and French speakers	Gundula Gwenn Hiller & Minh-Tuan Nguyễn Micro-level governance through language: Enacting inclusive language guidelines in a public employment agency
Sylwia Ciuk, Martyna Śliwa & Wilhelm Barner-Rasmussen Collaborative language practices as relational microfoundations of organising: Insights from foreign subsidiaries of multinational enterprises	Claudine Gaibrois & Angela Ullmann Investigating the intersectionality of language and religion in second language education with a participatory approach: A research project from Switzerland
Ina Celise Sortland How material and spatial conditions shape multilingual workplace practices in a Norwegian fish farming company	Hanne Verhaegen, Chloé Vincent, Tiziana Jäggi, Ute Gabriel & Sofie Decock Gender-inclusive pronouns in Dutch, French and Norwegian: Effects on mental gender representations in workplace communication
Oumnia Abidi The “Accent Nocebo”: How preemptive apologies can hinder speech fluency and trigger cognitive resource depletion	Kim Holmes & Tracey Toefy The language of regulatory compliance: Detecting decoupling through linguistic analysis of bank shareholder letters

17:15–17:30 GEM&L awards [Room A2-Blue 2](#)

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10:15–12:15 **Full paper sessions**

Track 7: Technology, algorithms, and digital leadership

Room: [Room A2-Blue 2](#)

Chair: [Kristina Humonen](#)

Iga Maria Lehman, Gail Fairhurst, Marcin Kosman & Łukasz Sułkowski

From signaling to simulation: Digital leadership charisma in meme ecology

Tsehaye Haidemariam & Guro R. Sanden

Algorithmic pragmatics: How large language models reshape professional communication

Ivana Micinova & Dagmar Sieglöva

Coping with change: Teachers' identity negotiation in technology-enhanced higher education language for specific purposes courses

Hilla Back, Iaroslav Kriuchkov & Philipp Back

One nation, one language? A netnography approach to understanding the polarization of language ideologies

12:15–12:30 Presentation of the Routledge Companion to Cross-Cultural Management.
Claudine Gaibrois in conversation with Michał Wilczewski [Room A2-Blue 2](#)

12:30–13:30 Lunch [Staff restaurant, Fine dining area, A7](#)

13:30–15:30 **Full paper session**

Track 8: Team effectiveness and individual well-being

Room: [Room A2-Blue 2](#)

Chair: [Annelise Ly](#)

Michał Wilczewski

Necessary conditions for intercultural adjustment and well-being: Evidence from international students

Youjeong Song, Mary E. Zellmer-Bruhn & Vasyl Taras

Effects of language diversity on multilingual team effectiveness: The mediating role of language barriers

<p>Elena Poliakova & Adrian Barragan Diaz Breaking the gender script: How negotiating in a foreign language reduces stereotype activation</p>
<p>Michał Wilczewski, Oleg Gorbaniuk, Arkadiusz Gut, Mike Szymanski, Ewelina Wilczewska & Iryna Bilokon Language use as a pathway between perceived cultural distance and cultural adjustment</p>

15:30–15:45 Coffee/tea [Outside of Room A2-Blue 5](#)

15:45–17:00 **Short paper sessions**

Track 9: AI and digital transformation	Track 10: Language in academia and epistemic justice
Room: Room A2-Blue 2	Room: A2-Blue 3
Chair: Sergi Casals Rispau	Chair: Claudine Gaibrois
<p>František Tůma Intercultural competence and AI: Students' critical stance-taking in virtual exchange</p>	<p>DaJung ("DJ") Woo Whose expertise counts—and in what language? Rethinking expertise in multilingual organizational contexts</p>
<p>Yasemin Tekinkaya Kacir & Guro R. Sanden How digital language management transforms employee resources: A study of motivation and stress in MNCs</p>	<p>Veronika Lovrits 'Not knowing' as epistemic practice in organisational ombuds work: "Elementary, my dear Watson"?</p>
<p>Mike Szymanski & Carlo Brighi Does AI level the playing field? Native and non-native speakers in AI-supported teamwork</p>	<p>Anupam Das, Ishita Rastogi, Khwaish Kapoor, Somanatham Sai Sriy & Viswa Laxmi Venugopal The multilingual ecosystem as a site of epistemic (in)justice: Identity negotiation and linguistic standardization in retail work</p>
<p>Amy Church-Morel & Carlo Brighi Language diversity and organizational creativity: A research agenda</p>	<p>Peter Daly & Mette Vinther Larsen 'Linguistic Reflexivity' in academic scholarship</p>
	<p>Annelise Ly Local language proficiency and power dynamics in academia</p>

17:00–17:45 GEM&L Community Building Event (optional) [A2-Blue 3](#)

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Panellists:

Rebecca Piekari, Aalto University School of Business, Finland

Markus Pudelko, University of Tübingen

Kristin Rygg, NHH Norwegian School of Economics, Norway

Martyna Śliwa, University of Bath, UK

DaJung ("DJ") Woo, Rutgers University, USA

Moderated by **Mike Szymanski**, University of Illinois at Urbana-Champaign,
USA

[A2-Blue 2](#)

10:00–10:20 Coffee/tea [Outside of Room A2-Blue 5](#)

10.20–12.30 **Paper idea generation workshop** [A2-Blue 2](#)

12:30–13:30 Farewell reception. [Staff restaurant, fine dining area. A7](#)

13:30 Afterwork for doctoral students

Sponsored by the Department of Communication and Culture.

[Department of Communication and Culture, building C4](#)

KEYNOTE ADDRESSES

Norwegian language policy and the role of the Language Council



Nina Teigland is acting director of The Language Council of Norway. Teigland has worked at the Language Council since 2010, and thus has experience as a practitioner in implementing language policy. The focus of her work has been to strengthen Norwegian as the main language in Norway in areas such as higher education, terminology, language technology, in media and culture, business and work, and in integration of immigrants. She has also had responsibilities for implementing the language policy concerning Norwegian Sign Language. She holds a master's degree in Scandinavian languages and is currently working on submitting her Ph.D. thesis on Norwegian language policy. Teigland's research applies a public policy approach to Norwegian language policy and includes articles on evaluation of the language policy design, the implementation process and the monitoring of the implementation by linguistic indicators. She has previous work experience from the Ministry of Education, publishing and teaching.

Abstract

The presentation will give a brief historical overview of the Norwegian language situation and Norwegian language policy, bringing us up to today's situation. The Norwegian language policy today operates within a multilingual society where governance requires both political decision-making and continuous practical implementation. In this landscape, the Language Council of Norway functions as a key operational body. The presentation will focus on the Norwegian language policy as a public policy, its implementation processes and its potential to distribute and re-distribute power.

Multilingualism and multiculturalism: Resources, abilities and outcomes



Professor Markus Pudelko is Director of the Department of International Business at Tübingen University School of Business and Economics. He earned Master degrees in Business Studies (University of Cologne), Economics (Sorbonne University) and International Management (Community of European Management Schools - CEMS) and a PhD (University of Cologne). Before joining the University of Tübingen, he worked for eight years for the University of Edinburgh Business School. His current research focuses on multinational individuals and teams, the impact of language on international business, trust, international HRM, Chinese and Japanese management and cross-cultural management. He has published on these topics in books, book chapters and journals such as *Academy of Management Journal*, *Human Resource Management*, *Human Resource Management Journal*, *Journal of International Business Studies*, *Journal of Management*, *Journal of World Business*, and *Leadership Quarterly*. He has received over 40 research awards, among others from the Academy of Management and the Academy of International Business. Currently, he is senior editor of the *Journal of World Business* and on the editorial board of more than ten other journals.

Abstract

Language-sensitive international business research is largely dominated by attempts to solve the problem that people speak different native languages and therefore must overcome the language barriers between them. This focus mirrors cross-cultural management research, which primarily investigates how individuals of different nationalities can overcome cultural hurdles. In contrast, the focus of this keynote is not on people divided by different languages and cultures, but on those who have multiple native languages and cultures incorporated within themselves. Accordingly, the subject of the talk are multilinguals and multiculturalists and the power they possess to influence the communication dynamics in contemporary organizations in positive ways. More specifically, the keynote will show that multilingual and multicultural individuals possess distinct resources that enable them to develop particular abilities, which they can deploy for the benefit of themselves, other individuals, and their employing organizations. The talk will therefore examine which resources they can draw on, which abilities they can develop on this basis, and which outcomes they can ultimately achieve. To do so, the keynote draws on two studies, one recently published and the other currently under review, that focus on bridging linguistic and cultural barriers and on the formation of social capital.

CONFERENCE PAPER ABSTRACTS

Track 1: Identity, institutional logic, and global narratives

Linyu Liu, Jo Angouri & Rebecca Piekkari

Aalto University School of Business, Finland; University of Warwick, UK; Aalto University School of Business, Finland

Where smoke lingers: Cigarette smoking as a gendered practice from a discursive-spatial lens

Despite formal equality policies, gender inequality persists, increasingly reproduced through informal interactions in unmarked workplace spaces. Yet, the ways in which mundane interactions, spatial arrangements, and informal norms work together to produce gender exclusion remain under-theorized. Drawing on an ethnography-informed study of a Finnish multinational in China, we examine the gendering process of an informal organizational practice, specifically cigarette smoking. We conceptualize this practice as a subtle, yet resilient mechanism of gender inequality that takes place in a smoking room – a material space that actively shapes gendered power relations – thereby excluding women from the male smoking circle. By examining the discursive-spatial constructions of the act of smoking, the smoking room, and the smoking circle, our study shows how these elements collectively reinforce and perpetuate a societal-level ideology of masculinity, sidelining women from critical workplace networks. Building on our findings, we propose a dynamic model that explains the perpetuation of gendered organizational practices through routine, unmarked, and situated activities. Adopting a critical, feminist constructionist view, we advocate for a discursive-spatial lens to analyse how gender inequality is lived, enacted, and reinforced in everyday organizational life.

Keywords: Gendered organizational practices, informal spaces, cigarette smoking, a discursive-spatial lens

Maria Annukka Jakkula

Tampere University, Finland

Translatorial hospitality. A moral compass for epistemic justice in a multinational corporation

Language-sensitive international business research has started to recognise the ethical significance of interlingual translation within multinational corporations (MNCs). This ethnographic case study examines interlingual translation as a practice of epistemic justice at an MNC headquarters. Building on the concepts of linguistic hospitality, translatoriality, and hospitality, the study conceptualises translation as a hospitable organisational act that shapes how knowledge flows, how partner relationships are nurtured, and how fairness is enacted in linguistic diversity. To capture these dimensions, the article to a new integrative concept of translatorial hospitality, identifying its conceptual foundations and its relevance for an ethically grounded future. The analysis draws on selected data from two years of ethnographic engagement, including field notes, interviews, spontaneous employee reflections, and internal documents collected through an agreed research collaboration. The study contributes to language-sensitive IB by offering a nuanced lens for understanding ethical and epistemic dynamics of everyday translatorial work. It demonstrates that interlingual translation is not a task limited to language, but an organisational practice with implications for justice, inclusion, and responsible management in multilingual business settings.

Keywords: Epistemic justice, ethnography, hospitality, linguistic hospitality, translatoriality, translatorial hospitality

Juan Carlos Díaz-Vásquez & Sergi Casals Rispaú

Universidad EAFIT, Colombia

De-centering the global lingua franca: Developing a multilingual knowledge infrastructure for international business

The dominance of English as a global lingua franca in International Business (IB) has created a systemic linguistic power asymmetry, leading to conceptual blurring, i.e., the erosion of localized professional meanings and institutional territory. This paper addresses this blurring by proposing a framework for systematic terminological alignment. Drawing on the lens of domain loss and the Semantics of Business Vocabulary and Business Rules (SBVR), we shift the focus from superficial linguistic parallelism to conceptual precision. Our framework is organized around four pillars: semantic community identification, concept isolation via predicate logic, ontological mapping, and multilingual alignment. We demonstrate this approach through the ongoing development of a multilingual knowledge infrastructure at a business school. The preliminary findings suggest that by formalizing conceptual boundaries, organizations can foreground local professional identities, rebalance linguistic power dynamics, and enhance the validity of cross-language knowledge transfer in global management.

Keywords: International Business, domain loss, knowledge transfer, multilingualism, power dynamics

Track 2: Structural dynamics, policy, and local practice

Victoria S. Nydegger Schrøder

NHH Norwegian School of Economics, Norway

“Please implement locally” – Situating local communication practitioners as paraprofessional translators in MNCs

This empirical article joins a recent emerging stream of literature on the work of paraprofessional translators in Multinational Corporations (MNCs). It frames the implementation of a corporate project from headquarters into subsidiaries as a process of paraprofessional translation and explores how an integrated translation approach combined with the view of translation as a situated activity may offer a conceptual tool to investigate the travel of ideas and practices in multilingual international organisations. The article specifically proposes that employees working in the communication department take on paraprofessional translation work as a natural part of their work responsibilities. In this paper, I describe how a corporate project of a French MNC is handed over to and received by the communications leads in four subsidiaries (Denmark, Norway, Belgium, the Netherlands) for local implementation, and how these employees experience this process. The data used in this study was collected over a period of 6 months and consists of semi-structured interviews, an observation of a digital meeting, corporate documents, corporate emails, and publicly available information on Group and subsidiary websites. The data is multilingual: English, French, Norwegian and Danish.

Keywords: Paraprofessional translation, International corporate communication, multilingual multinational corporations, integrated translation approach

Miyuki Takino

Keio University, Japan

A function-first approach to multilingual collaboration: BELF as an organisational enabler in global work

This paper advances a conceptualisation of English as a Business Lingua Franca (BELF) as an organisational enabler for multilingual collaboration in business. It argues that BELF becomes more valuable when deliberately organised as a shared and flexible communicative infrastructure that enables participation, knowledge mobilisation, and decision-making across languages. Bridging linguistics-informed BELF/ELF scholarship and language-sensitive international business (IB) research, this conceptual and practice-oriented paper develops a mechanism-based design framework for organising English-mediated collaboration in multilingual and AI-mediated work. The argument is informed by diagnostic insider material from a post-merger integration between a multinational corporation and a Japanese specialist firm, which is used to surface recurrent organisational design tensions. The paper makes two contributions. First, it reconceptualises BELF as a cultivable organisational capability and proposes a six-component BELF Enabler Bundle, positioning institutional bilingualism and organisational learning as enabling conditions that make BELF routines collectively learnable, scalable, and transmissible. Second, it introduces AI calibration as an organisational support logic that aligns AI-mediated drafting, translation, and summarising with locally negotiated BELF practices while addressing structural risks to voice and negotiated meaning, including “surface fluency” and “silent cultural adjustment.” The paper offers an implementable framework for designing BELF-oriented communication systems in multilingual and AI-mediated organisations.

Keywords: English as a Business Lingua Franca (BELF), multilingual organizing, AI-mediated collaboration, knowledge mobilization, corporate language policy, post-merger integration

Zheng Xu, Ornella de Nigris, Silvia Calamai, Alessandra Carbone & Carlotta Contrini

Siena University, Italy

Multilingual communication, business & development: An interdisciplinary approach from the LIMS MA Programme (University of Siena)

This paper examines how multilingual education and content-based instruction prepare future professionals for international business, development, communication and cooperation. Drawing on the Italian LIMS master’s programme (Languages for Business and Development) at the University of Siena–Arezzo Campus, the study analyses an interdisciplinary curriculum that integrates advanced language training in Chinese, English, French, Russian, and Ukrainian with economic, legal, and intercultural studies to develop multilingual, intercultural, and professional competences. Conceptually, multilingual competence is treated as an integrated professional repertoire and a strategic organisational resource rather than a purely linguistic outcome. The paper focuses on two pedagogical models adopted in selected LIMS courses: English-Medium Instruction (EMI) and Content-and-Language Integrated Learning (CLIL). While EMI familiarises students with English as a professional working language, CLIL integrates subject knowledge and additional languages to support disciplinary learning in multilingual contexts. To assess the applicability of these competences beyond the classroom, the study draws on ongoing empirical material from stakeholder interviews, student theses, internship reports, and international mobility experiences. The paper also outlines future research directions, including the development of an expandable multilingual corpus of interviews, questionnaires, and grey literature related to language use in professional contexts, aimed at supporting training and research in multilingual business and communication.

Keywords: Multilingual education, EMI, CLIL, business, communication, corpus linguistics

Track 3: Workplace policy, mindset, and well-being

Margaret Schomaker & Sabrina April

Université Laval, Canada

Language studies as a means of cultivating a global mindset

Research on global mindset development has traditionally emphasized international work and travel experience. This exploratory paper proposes language studies and multilingualism as significant source of an individual's international experience pertinent to the development of a global mindset. We review the literature on global mindset definitions, developmental antecedents, and outcomes, and then introduce a more nuanced conceptualization of international experience. We argue that language study provides cognitive and cultural exposure relevant to the development of the three core components of a global mindset. The paper outlines a proposed empirical investigation examining the relationship between international experience – in particular, multilingualism – and a global mindset. We further propose to disaggregate the effects of multilingualism, by looking at the number of languages, levels of fluency, and cumulative linguistic distance. By comparing multilingualism with foreign travel, and international management education, we propose assessing their differential effects on specific global mindset components. This research aims to extend theory and position language study as an accessible pathway to global mindset development.

Keywords: Individual multilingualism, international experience, global mindset, travel abroad, international business courses

Swagatika Das, Guro R. Sanden & Anik Nandi

Woxsen University, India; BI Norwegian Business School, Norway; Woxsen University, India

Corporate language policy and workplace multilingualism in India: A future research agenda for inclusive workplaces

Research on the connection between workplace language inclusivity and human resource management (HRM) in the Indian context remains scarce, even though India is home to more than 780 languages (Seetharaman, 2017) and 22 scheduled languages. In practice, English is often treated as a neutral skill in HRM functions in India, yet, only 12% of the total population reports having working knowledge of the colonial language (Census of India, 2011). English language skills complement the rise in wages and the inclusion of talent pools in MNCs. This linguistic tension highlights the existing exclusion and discrimination of the talent pool, impacting the Indian labour market and income distribution more broadly. Such language biases further contradict commitments to the social pillar of the Environmental, Social, and Governance (ESG) framework. Building on the research framework of Corporate Language Policy (Sanden, 2020), which dissects how organizational structure regulates language use, this paper will offer a nuanced understanding of 1) how do language ideologies shape HRM functions in a multilingual nation such as India, 2) how do language hegemony operates as a hidden axis of workplace exclusion, 3) how to theorize language-based exclusion across individual, organizational, and policy levels.

Keywords: Language, corporate language policy, international business, ESG

Estelliane Kermagoret

University of Paris Nanterre, France

English as a corporate language and the well-being of non-native English individuals within organisations

The corporate world as well as the world of international institutions have undergone a massive “Englishization” since the emergence of information and communication technologies (Boussebaa, M., & Brown, A. D., 2017). The workforce has become more and more international: multinational companies and global organisations have been confronted with a strategic choice when it comes down to choosing a language as a global interface. Most of the time, English is chosen to become the official corporate language, reaffirming its prominence as today’s *lingua franca*. English is now a prerequisite at work all over the world. This research using a qualitative approach aims to explore the impacts on the well-being of individuals who happen to be non-native English speakers of such a job-demand.

Keywords: English, job demand-resource, corporate language, non-native English speakers, well-being

Kristin Rygg & Agnes Bamford

NHH Norwegian School of Economics, Norway; BI Norwegian Business School, Norway

A linguistic approach to terroir marketing: How cider producers in Hardanger communicate local identity

The current paper is a work in progress relevant to the GEM&L conference theme ‘Language across disciplines’. It aims to contribute to transdisciplinary research, specifically by fostering the cross-fertilisation of linguistics and marketing. The paper demonstrates how language-sensitive business research can provide vital insights to the field of marketing.

Keywords: Cider production, linguistics, local identity, marketing, terroir

Track 4: Internationalization and national identity

Carole Couper & H  l  ne Langinier

University of Birmingham, UK; Ecole de Management de Strasbourg, France

Exploring national identity within the MNE through a cross-language dialogical approach

National identity is a salient and topical concept for international human resource management (IHRM) research within the Multinational Enterprise (MNE) in the age of nationalism and growing geopolitical tension. National identity is formed through identification with an ‘imagined’ community that shares national roots, history and interests. The concept can influence the management of multinational companies in significant ways, shaping the perception of different national groups by each other and framing individuals’ interactions within the firm. We argue that national identity is a more complex and dynamic concept than currently understood and operationalised in IHRM, with the role of language in individuals’ perception of their self and others’ national identity being underplayed. We propose to develop a multivocal understanding of the concept across linguistic and national communities through

a cross-language dialogical approach; the approach has the potential to shed light on the various meanings attributed to national identities and offer new learning towards the management of national identities within the MNE.

Keywords: National identity, MNE, cross-language research, dialogical approach, dialogism, IHRM

Johanna Niskavaara

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Globalist and nationalist internationalization: Narratives from Finland

Internationalization is usually treated as firms expanding into new markets. However, this view overlooks other aspects of internationalization, such as inward internationalization through international migration. Migration has typically been studied as a societal phenomenon, but recent research recognizes the important role firms play in shaping migration. In this paper, I approach internationalization as a co-evolution of firms and society. Internationalization is typically assessed through quantitative measures, but they do not reveal the meanings attached to internationalization. Through a qualitative analysis of policy and public discourse in Finland, I show there are different interpretations of internationalization. A globalist discourse emphasizes openness, mobility, and use of other languages, particularly English. On the other hand, nationalist discourse welcomes global connections but sees migration as a threat to national culture and language. This study shifts attention from internationalization as just firm expansion and approaches it as an intertwined relationship of firms and society where different interpretations of internationalization have distinct goals and outcomes.

Keywords: Internationalization, migration, language, society, globalism, nationalism

Nora Freytag

Bielefeld University, Germany

Implications for interdisciplinary cooperation: The case of Turkish-German corporate communication

This article discusses the international business communication from the perspective of foreign language studies. It summarises salient findings on language, particularly German, in the business context across the research disciplines of linguistics respectively second language acquisition (SLA), and international business (IB) and management, highlighting the parallels that exist between these two research domains. It points out limitations of the research fields and with that focuses on the relevance of interdisciplinary cooperation of IB and SLA research to gather a deeper understanding of the wide range of language aspects influencing international business communication. Subsequently, the text will propose the research questions and research design of the outlined study. The present study examines the corporate communication between Turkish and German companies and seeks to understand the impact of insufficient German skills in these business relations. Therefore the study aims to identify linguistic-communicative and in particular job-specific requirements in German in order to spot conditions necessary for successful corporate communication.

Keywords: Turkish-German business relations, international business communication, interdisciplinary, German for professional purposes, linguistic-communicative requirements

Mary Vigier & Michael Bryant

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An exploratory study to understand the contextual factors impacting international accreditation at business schools in three southern Mediterranean countries

International accreditation has become a central mechanism through which business schools seek legitimacy, reputation, and global visibility. However, significant cross-national differences persist in accreditation achievement, even among countries that are linguistically and culturally similar. This exploratory study, still in its early stages, aims to examine the contextual factors influencing international accreditation in business schools in France, Italy, and Spain, three southern Mediterranean countries displaying marked disparities in the number of AACSB and EQUIS accredited institutions. Despite comparable levels of English proficiency and broadly similar cultural profiles, accreditation outcomes differ substantially.

Drawing on institutional theory, the study intends to investigate how coercive, mimetic, and normative pressures interact with national higher education systems, governance models, institutional missions, and resource constraints. The research will adopt a qualitative design based on semi-structured interviews with senior leaders from accredited and non-accredited business schools across the three countries. As a work in progress, the study aims to propose a theoretically grounded framework for understanding how global accreditation standards are interpreted and enacted within distinct national contexts, contributing to debates on institutional isomorphism and legitimacy in international business education.

Keywords: International accreditation, business schools, culture, language

Track 5: Global teams and post-pandemic dynamics

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A global virtual team competency framework in a post-pandemic and AI-driven world: A comparison of native English and French speakers

This research outlines the development of a global virtual team (GVT) competency framework. Complementing human capital theory with a contingency perspective, we conceptualize knowledge, skills and attitudes (KSAs) as building blocks of competencies and acknowledge their context-dependent nature. Specifically, we explore two contextual factors influencing the relevance of competencies: virtuality and native language. To carry out this study, we engage participants in a group concept mapping (GCM) approach with the focus prompt, “The knowledge, skills and attitudes that are essential for effective global virtual team collaboration are...”. Through a multi-step process, we generate a concept map with competency clusters showing relationships and conceptual proximity between clusters, data on the importance of each cluster as well as specific KSAs to focus on for future development. By developing a GVT competency framework, we aim to contribute to global talent management in a post-pandemic and AI-driven world.

Keywords: Competency, global virtual team (GVT), group concept mapping, knowledge, skills and attitudes (KSAs), language, virtuality

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Collaborative language practices as relational microfoundations of organising: Insights from foreign subsidiaries of multinational enterprises

In this paper, we draw on recent conceptual developments in the study of microfoundations of organisations to challenge the dominant conceptualisation of language diversity and language differences as ‘barriers’ invariably detrimental to organising. We move away from considering language skills at the level of individuals; rather, we approach them in a way that is consistent with advances in linguistics and the accompanying shift in some recent IB research towards conceptualising language as a social practice. Our analysis is underpinned by a qualitative study with seventy-nine employees of nine foreign subsidiaries of MNEs carried out in Europe, Latin America, and South Asia. We examine how and with what effect local employees in foreign subsidiaries, that often share the first language, engage collaboratively in language-focused practices as part of their daily work. Based on our study, we contend that everyday bottom-up language practices play an important microfoundational role within MNEs.

Keywords: Collaborative language practices, linguistics, microfoundations of organisations, multilingual language use, subsidiaries of MNEs

Ina Celise Sortland

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How material and spatial conditions shape multilingual workplace practices in a Norwegian fish farming company

This short paper explores the role of materiality and space in two offices in a multilingual workplace, drawing on video recordings and ethnographic material from a Norwegian fish farming company. The role of materiality and the physical setting in language use and language learning in multilingual contexts, particularly in workplaces, remains a fairly unexplored area of research. In this article, I aim to shed light on the pivotal role of the physical environment and material conditions in shaping language practices in the multilingual workplace. In addition, the analysis also attends to interactional practices and other dimensions that affect language practices, such as norms and policies. To examine language practices in a multilingual workplace holistically and beyond static binaries (cf. Angouri & Piekkari, 2018, pp. 17-18), the study draws on theories of assemblage, material culture and translanguaging space (Aronin, 2018; Aronin & Ó Laoire, 2013; DeLanda, 2016; Deleuze & Guattari (1987); Pietikäinen, 2021; Wei, 2011)

Keywords: Multilingual workplace, assemblage theory, materiality, translanguaging space

Oumnia Abidi

Toulouse School of Management, France

The “Accent Nocebo”: How preemptive apologies can hinder speech fluency and trigger cognitive resource depletion

Research on non-native accents has shown that they influence listeners' perceptions and can trigger bias. However, this research has mainly adopted a listener-centered perspective, under-exploring the perspective of the speakers themselves. A non-native speaker may begin their speech, particularly in a

professional context and in a globalized work environment, by apologizing for their accent. Even if this behavior is intended to facilitate interaction and reduce their anxiety about speaking, I suggest that it may also result in unintended cognitive costs for the speaker. I draw on previous research on self-monitoring and its effects on performance to argue that preemptively apologizing for one's accent increases the speaker's attention to their speech, which disrupts their fluency. In addition to disrupting speech fluency, it may also impair performance on concurrent tasks by limiting cognitive resources. In this developmental paper, I develop and outline an experimental protocol, following a within-subject design, to examine the effects of preemptive apologies for accent on speech, fluency, and working memory capacity.

Keywords: Non-native accents, preemptive apology, self-monitoring, working memory.

Track 6: Inclusive language and governance

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University of Applied Labour Studies, Germany

Micro-level governance through language: Enacting inclusive language guidelines in a public employment agency

Inclusive language guidelines are increasingly adopted by organizations as low-threshold instruments to promote inclusion and signal respect. In practice, however, their implementation often generates persistent tensions, particularly in client-facing public services where linguistic choices are closely tied to clarity, credibility, and service efficiency. This short paper examines how inclusive language guidelines operate in everyday professional communication and under what conditions they function as enabling orientation, interactional friction, or contested symbols. Drawing on a mixed-method study conducted at the Bundesagentur für Arbeit, Germany's Federal Employment Agency, the paper conceptualizes inclusive language guidelines as instruments of micro-level governance whose legitimacy is negotiated in frontline interaction as perceived by professionals (Dobbin & Kalev, 2016). The findings indicate that enactment is shaped by a combination of normative orientations, perceived feasibility, interactional concerns, and organizational support structures rather than by attitudinal agreement alone. By focusing on guidelines-in-use rather than formal policy design, the paper contributes to language-sensitive management research on the power of language in contemporary organizing and offers a practice-oriented perspective on how linguistic inclusion is enacted, adapted, or selectively set aside in demanding public service contexts.

Keywords: Inclusive language, micro-level governance, public administration, professional communication, organizational legitimacy

Claudine Gaibrois & Angela Ullmann

Bern University of Applied Sciences, Switzerland

Investigating the intersectionality of language and religion in second language education with a participatory approach: A research project from Switzerland

This short paper presents an early-stage research project which investigates the intersectionality of language and religion in organizational contexts. The project focuses on reception classes of newly arrived national and international migrant students in public schools in socially diverse, post-migrant Switzerland as a context with a significant degree of religious and linguistic diversity. As previous

research indicates, in the context of migration, specific combinations of language and religion might lead to stereotyping processes and exclusion, particularly in the case of Muslims. The research project views religion as 1) adding to oppression experiences, 2) as identity category that interacts with other diversity dimensions, 3) as reflexive discourse on intersectional inequalities. It adopts a participatory approach, in which the involved practitioners, in this case teachers and management of the reception classes, are active participants throughout the entire research process. On a theoretical level, the project aims at contributing to deepen our understanding of how the underresearched combination of language with religion, two diversity dimensions which in addition do not belong to the 'big six' social identity categories, shapes individuals' experiences in organizations. On a practical level, the project aims at strengthening educational institutions' religion- and diversity-sensitive, constructive approaches to conflict.

Keywords: Language diversity, religion, intersectionality, second-language education, conflict culture, participatory research methods

Hanne Verhaegen, Chloé Vincent, Tiziana Jäggi, Ute Gabriel & Sofie Decock

University of Ghent, Belgium; University of Ghent, Belgium; University of Fribourg, Switzerland; Norwegian University of Science and Technology, Norway; University of Ghent, Belgium

Gender-inclusive pronouns in Dutch, French and Norwegian: Effects on mental gender representations in workplace communication

Organizations increasingly aim to foster workplace inclusion, yet linguistic practices can unintentionally undermine these efforts. In many languages, third-person singular pronouns remain limited to masculine and feminine forms, reinforcing binary gender norms and androcentrism. Masculine generics in particular are known to elicit male-biased mental representations, which may hinder the inclusion of women and nonbinary individuals. This research examines whether recently introduced gender-neutral pronouns in Dutch, French, and Norwegian can counteract such biases when used for generic reference in workplace communication. Across two studies, we investigate mental gender representations elicited by different referential strategies, first through a Dutch pilot using a naming task and subsequently through an optimized open-description method applied cross-linguistically. Results from the naming task show that masculine generics produce a male bias, while some gender-inclusive strategies attenuate this effect, especially among women. The open-description method extends this investigation across languages to assess the potential of gender-neutral pronouns to promote more inclusive cognitive representations.

Keywords: Gender-inclusive language, gender-neutral pronouns, mental gender representations, masculine generics, workplace inclusion, cross-linguistic comparison

Kim Holmes & Tracey Toefy

University of Pretoria, South Africa

The language of regulatory compliance: Detecting decoupling through linguistic analysis of bank shareholder letters

This proposed research aims to investigate how international banks signal regulatory compliance commitment through letters to shareholders, examining whether linguistic patterns distinguish authentic from symbolic compliance commitment. Drawing on the concept of decoupling behaviours and using signalling theory, this longitudinal quantitative study analyses annual shareholder letters from international banks (2005-2025) using linguistic content analysis. The sample comprises banks

sanctioned for AML non-compliance and those without AML sanctions, enabling comparison between 'decouplers' (symbolic compliance) and 'implementors' (authentic commitment). The 10 hypotheses test for decoupling across six linguistic dimensions: analytical thinking, time orientation, confidence, emotional tone, authenticity, and vagueness.

The study aims to extend signalling theory by establishing how linguistic choices serve as compliance commitment signals. Practically, it aims to provide regulators, investors, and executives with empirically grounded methods for assessing genuine compliance beyond traditional enforcement metrics.

The findings are expected to have implications for regulatory effectiveness and financial system integrity, potentially enabling proactive risk-based supervision and informed investment decisions. Through their use of linguistic mechanisms, banks have the power to signal or obscure compliance commitment, this research contributes to building a more transparent global financial system.

Keywords : Decoupling, linguistics, symbolic compliance, signaling

Track 7: Technology, algorithms, and digital leadership

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WSB University, Poland; Vizja University, Poland; University of Cincinnati, USA; Jagiellonian University, Poland

From signaling to simulation: Digital leadership charisma in meme ecology

This article develops a theory of digital leadership charisma by analyzing how political internet memes construct charismatic meaning in participatory online environments. While signaling theory emphasizes the importance of leader-projected cues in the creation of charisma, our study shows that in meme ecologies it emerges through collective remixing, symbolic layering, and recursive circulation. Drawing on a multimodal discourse analysis of 37 high-engagement memes featuring Donald Trump and Elon Musk, we integrate leadership studies with media and rhetorical theory to explain charisma as an emergent effect of participatory culture. We introduce a simulation-based typology, adapted from Baudrillard's (1981) concept of *simulation*, which classifies memes across four levels, ranging from realist reflections to mythic simulacra, capturing how digital charisma spans distinct yet interconnected registers. Findings demonstrate that memes function as a space for distributed authorship: audiences, influencers, and creators co-produce charismatic narratives by recycling, exaggerating, and mythologizing leadership imagery. We conceptualize this process as *charismatic stratification*, the iterative build-up of symbolic and affective associations that sustain leaders' presence across digital publics. The paper makes three contributions: it extends leadership theory beyond leader-centric signaling by showing how charisma is co-authored through participatory practices; it develops a simulation-based typology that explains how memes move between realism and myth; and it bridges leadership, media, and political science literatures by positioning meme culture as a consequential site where charismatic narratives are constructed and contested.

Keywords: Charismatic leadership, digital leadership, charisma, charismatic stratification, meme culture, participatory media

Tsehaye Haidemariam & Guro R. Sanden

BI Norwegian Business School, Norway

Algorithmic pragmatics: How large language models reshape professional communication

Large Language Models (LLMs) fundamentally transform human–machine communication and professional communication in organizations. Unlike earlier systems LLMs generate context-sensitive discourse, modulate tone and stance, and filter information through selective summarization. This article introduces Algorithmic Pragmatics, a system-level theoretical framework explaining how LLMs reshape communicative action despite lacking intentions or grounded understanding, particularly in the context of international business communication by drawing on language-sensitive international business and management research. The framework identifies four mechanisms through which LLMs influence meaning-making: algorithmic generation of linguistic acts, algorithmic modulation of interpersonal tone, algorithmic filtration of salient information, and cybernetic interaction, whereby recursive human–model feedback loops normalize algorithmically patterned communication. These mechanisms collectively reorganize the conditions under which linguistic meaning is produced, interpreted, and distributed in business communication. They also carry far-reaching societal and ethical implications, including shifts in epistemic authority, the emergence of algorithmically enforced linguistic norms contributing to linguistic homogenization, widening accountability gaps in hybrid human–machine authorship, and new forms of communicative inequality shaped by differential access to AI literacy and the privileging of dominant languages. The article concludes with three implications for professional communication, specifically in relation to hybrid communication systems; cognitive offloading and sensemaking; and communicative convergence.

Keywords: Algorithmic pragmatics, large language models, professional communication, communication technology

Ivana Micinova & Dagmar Sieglöva

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Coping with change: Teachers' identity negotiation in technology-enhanced higher education language for specific purposes courses

The integration of digital and AI-based technologies is reshaping higher education language teaching, yet its implications for teachers' professional identity, competence, and well-being remain insufficiently understood. This qualitative study examines how teachers of Languages for Specific Purposes (LSP) in higher education experience and interpret technology-enhanced teaching under conditions of continuous change. Drawing on asynchronous written semi-structured interviews with 14 LSP teachers working in 8 Czech higher education institutions, the study employs reflexive thematic analysis to explore teachers' orientations towards technology, perceived pressures, and coping practices. The findings indicate that teachers' engagement with digital technologies is shaped by an ongoing negotiation of professional control and competence rather than by stable attitudes. Technology-related demands, such as rapid technological change, tool complexity, and increasing workloads, function as identity and emotional stressors when they undermine teachers' autonomy, self-efficacy, and professional credibility. In response, teachers adopt coping strategies including selective technology use, boundary-setting, collegial collaboration, self-directed learning, and well-being practices, which operate as forms of identity work aimed at restoring agency and professional sustainability. Integrating perspectives from language teacher identity research and Self-Determination Theory, this study underscores the importance of human-centred approaches to sustainable technology integration in LSP higher education.

Keywords: Coping strategies, language teacher identity, Self-Determination Theory, teacher technological competence, teacher well-being, technology-enhanced language teaching.

Hilla Back, Iaroslav Kriuchkov & Philipp Back

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One nation, one language? A netnography approach to understanding the polarization of language ideologies

Increasing migration can be perceived as both a valued necessity and a threat to national values and norms. These oppositional views can be reflected in societal language ideologies, i.e. shared sets of beliefs about language(s) amongst particular social groups. Especially in non-Anglophone countries where the influx of migrants is marked by an uptake in the use of English as a common corporate language, language ideologies may become polarized and nationalistic. This, in turn, may serve to exclude migrants who do not speak the local language. In this study, we take a netnography approach to study language ideologies in the national context of Finland. By engaging in immersion across several online communities – including online comment sections of Finland’s largest broadsheet newspaper (Helsingin Sanomat), Discord, and Facebook – we detail how the affordances of digital technologies evoke and exacerbate language-based groupings, contributing to the polarization of language ideologies. In doing so, this study extends language-sensitive international business (IB) research and sheds light on the role of information communication technology in socio-cultural polarization.

Keywords: Migration, language ideology, information communication technology (ICT), intersectionality, social identity

Track 8: Team effectiveness and individual well-being

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VIZJA University, Poland

Necessary conditions for intercultural adjustment and well-being: Evidence from international students

A rich body of literature on international student adjustment has examined the antecedents of student success. While scholars often infer the necessity of these factors, they have not been directly tested. This study addresses this gap by assessing the conditions necessary for cultural adjustment and psychological well-being using Necessary Condition Analysis (NCA) and its effect size sensitivity extension (NCA-ESSE) on data from 225 international students from 43 countries studying in a Central European country. Additionally, Importance-Performance Map Analysis (IPMA) identifies key factors whose improvement can enhance adjustment and well-being. The findings refine intercultural communication and adjustment theory by empirically validating several necessary factors, including host language and English proficiency, intercultural willingness to communicate, low ethnocentrism, cultural empathy, multicultural personality, cultural intelligence, psychological capital, low stress, inclusive climate, and cultural similarity, as well as various adjustment domains related to sociocultural, psychological, and academic adjustment. These results provide practical guidance for higher education institutions in developing support structures that enhance the intercultural and academic success of international students.

Keywords: Cultural adjustment, psychological well-being, intercultural communication, intercultural competence, inclusive climate, Necessary Condition Analysis (NCA)

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Effects of language diversity on multilingual team effectiveness: The mediating role of language barriers

Multilingual teams are increasingly common. On teams with language diversity, where members speak different primary languages and/or have different levels of proficiency in a common language, i.e., lingua franca (LF), language barriers often undermine performance. Drawing from linguistic theories, we introduce a three language barrier typology—syntactic, semantic, and pragmatic—and develop and validate a scale to measure these barriers. Applying the categorization-elaboration model, we theorize and test a framework that captures the effects of primary language variety, average LF proficiency, and LF proficiency separation on team performance and team inclusion via team language barriers. This paper makes several contributions to the language, team, and diversity literatures by incorporating diverse theoretical perspectives to explain language barriers and by providing a model and a scale that capture different types of language barriers and their effects on teams.

Keywords: Team language diversity, language barrier, multilingual teams, categorization-elaboration model

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IESEG School of Management, France

Breaking the gender script: How negotiating in a foreign language reduces stereotype activation

Gender stereotypes continue to shape negotiation behavior and outcomes, often constraining women's performance. Building on research on the foreign language effect (FLE) in decision-making and the dual-process theory, we examine whether negotiating in a foreign language attenuates gender stereotypes and alters negotiation processes and outcomes. Across two studies (N = 382), we find that foreign language use reduces the activation of gender stereotypes for both men and women. Importantly, negotiating in a foreign language increases women's negotiation ambition, reflected in higher target points or more assertive first offers depending on contextual constraints. In face-to-face negotiations, foreign language use is also associated with greater use of integrative conflict management strategies and higher joint outcomes. Together, these findings suggest that foreign language use weakens stereotype-based constraints and promotes more adaptive negotiation preparation and behavior, highlighting language as a situational factor that can reshape gender dynamics in negotiation.

Keywords: Foreign Language Effect, negotiation, gender, foreign language, native language

Michał Wilczewski, Oleg Gorbaniuk, Arkadiusz Gut, Mike Szymanski, Ewelina Wilczewska & Iryna Bilokon

VIZJA University, Poland; Marie Curie Skłodowska University, Poland; Nicolaus Copernicus University in Torun, Poland; University of Illinois Urbana-Champaign, USA; VIZJA University, Poland

Language use as a pathway between perceived cultural distance and cultural adjustment

This study examines how language use and perceived cultural distance (PCD) shape international students' sociocultural and psychological adjustment. We conceptualize language as a social action that structures access to host-cultural knowledge and propose that PCD influences adjustment primarily through language use rather than communication partners. Using longitudinal survey data from 253 international students in a non-English-speaking country, we tested a mediation model complemented by Necessary Condition Analysis (NCA). PCD did not predict with whom students communicated but strongly predicted how they communicated: higher PCD was associated with greater use of English as a lingua franca (ELF) and reduced use of the host language (HL) and mother tongues (MTs). Language use showed asymmetric effects: HL use enhanced sociocultural and psychological adjustment, MT use hindered these outcomes, and ELF use showed no direct effects. NCA indicated that perceived cultural similarity was a necessary condition for HL and MT use, and that sociocultural adjustment was necessary for psychological adjustment. Qualitative interviews with 41 students contextualized these patterns, highlighting how language choices afford or constrain access to host contexts and relationships.

Keywords: Language, communication network, cultural distance, cultural adjustment, mediation process analysis, Necessary Condition Analysis (NCA), reflexive thematic analysis, mixed-methods approach

Track 9: AI and digital transformation

František Tůma

WU Vienna University of Economics and Business, Austria

Intercultural competence and AI: Students' critical stance-taking in virtual exchange

The increasing use of artificial intelligence (AI) in business and our everyday lives raises critical questions about how future professionals engage with AI-generated outcomes, which may reproduce stereotypes and cultural biases. This study examines the manifestations of students' intercultural competence when critically engaging with AI-generated images in the settings of a virtual exchange. Drawing on video-recorded interactions from six student groups participating in two international virtual exchanges between universities in Austria, Czechia, and Finland, the study analyzes how students collaboratively take a critical stance to AI-generated images that depict everyday situations in their university cities. Using conversation analysis, the paper demonstrates how students reject or problematize AI-generated representations by ridiculing the AI-generated content or by assessing some aspects of the images as inaccurate. These interactional practices reveal how intercultural competence emerges in the situated and collaborative process that involves negotiation of perspectives and critical assessment of AI-generated images. The findings contribute to the emerging body of research that calls for criticality when assessing AI-generated outcomes as well as research on higher education by showing how virtual exchanges can foster critical intercultural competence and AI literacy among students.

Keywords: Intercultural competence, virtual exchange, generative artificial intelligence, critical stance-taking, conversation analysis

Yasemin Tekinkaya Kacir & Guro R. Sanden

Independent researcher, Türkiye; BI Norwegian Business School, Norway

How Digital language management transforms employee resources: A study of motivation and stress in MNCs

With the rapid development of artificial intelligence (AI) and communication technology, multinational companies (MNCs) have increasingly pursued digital transformation, incorporating digital language management practices to coordinate work, communication, and collaboration in multilingual organizational contexts. However, there has been limited research on the impact of digital Language Management (LM) on employee psychology and behavior.

The present paper outlines a qualitative research design grounded in Conservation of Resources (COR) theory, which conceptualizes digital language management as a double-edged phenomenon shaping employee behavior through resource-based pathways of motivation and stress. Methodologically, the study presents a qualitative multi-case research design in which data are planned to be collected through in-depth interviews and organizational documents and analyzed using thematic analysis following Braun and Clarke (2006). Findings of the proposed study are expected to contribute to language-sensitive international business and management literature by providing a more resource-based understanding of digital LM and by clarifying the conditions under which AI can be a helpful asset rather than a burden for multilingual employees.

Keywords: Digital language management, resource gain/loss, motivation, stress, conservation of resources theory

Mike Szymanski & Carlo Brighi

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Does AI level the playing field? Native and non-native speakers in AI-supported teamwork

Generative artificial intelligence (GenAI) is increasingly used in management education, often framed as a tool that can scaffold learning and reduce linguistic barriers for non-native English speakers. Building on a classroom-based quasi-experiment examining AI use in team-based problem solving, this research note reanalyzes the data to explore language background as an unanticipated boundary condition. While AI-supported teams produced broader solutions, exploratory analyses reveal systematic differences between native and non-native speakers in confidence in the proposed solution, recall accuracy, and cognitive elaboration. These patterns suggest that GenAI may function as both a linguistic scaffold and a cognitive shortcut, with implications that vary by language background. We conclude by outlining directions for future research on AI, language, and learning in management classrooms.

Keywords: Generative artificial intelligence, experiential learning, elaboration likelihood model, cognitive debt, non-native speakers

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Language diversity and organizational creativity: A research agenda

Creativity is a key part of innovation, and creative processes are embedded in language and take place through language(s) in many forms. Given this intrinsic connection, we argue that understanding the relationships between language diversity and creative processes is essential for establishing clear insight on how organizational creativity in collaboration is fostered or hindered and how creative capacity in organizations develops. While this is particularly relevant to international management and organizing, we argue that all collaborations are language-diverse in some way and to a certain degree. In this research, we explore the connections between language diversity and organizational creativity. Our objective is to identify and better understand the extant literature, such as the cross-fertilization work contributed recently by Loderer and colleagues (2024) on the effects of foreign language use on team creativity. Based on this, we aim to propose avenues of research for further development.

Keywords: Language diversity, creativity, organizational creativity; creative processes

Track 10: Language in academia and epistemic justice

DaJung ("DJ") Woo

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Whose expertise counts—and in what language? Rethinking expertise in multilingual organizational contexts

Research across sociology, communication, and management has increasingly conceptualized expertise as a socially constructed and interactional accomplishment. Yet this literature largely assumes linguistically neutral contexts, overlooking how multilingual work settings shape the recognition and valuation of expertise. This short paper addresses this gap by theorizing expertise as linguistically mediated. Integrating insights from expertise research and international business scholarship, the paper develops a framework that distinguishes four linguistic conditions of expertise recognition based on native-language alignment among interactants and the language used in interaction. The framework demonstrates how different linguistic conditions shape whose expertise becomes visible, credible, and consequential, and how various forms of linguistic inequality can emerge in multilingual organizations. By foregrounding language as a constitutive condition of expertise recognition, this paper provides a conceptual tool for examining how language practices, corporate language policies, and interactional dynamics jointly structure expert status and authority in multinational corporations.

Keywords: Expertise, organizational communication, authority, linguistic injustice

Veronika Lovrits

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‘Not knowing’ as epistemic practice in organisational ombuds work: “Elementary, my dear Watson”?

Referring to the narrative function of the literary figure Dr. Watson, whose questions made the structure of Sherlock Holmes’s investigative process engaging and visible, this paper examines a central paradox

of organisational ombuds practice: the value of “not knowing.” In internationalised higher education, organisational ombuds operate in complex, multicultural environments shaped by diverse epistemologies and varying norms of conduct. Considering the conditions of ombuds practice in such contexts, the paper offers a conceptual-methodological exploration of “neutrality.” Often framed as impartiality or non-alignment, neutrality is here conceptualised as an epistemic practice – an internal, reflective self-discipline in which the practitioner monitors cognitive bias, suspends premature judgement, and pluralises interpretive frames. By framing neutrality as a cognitive-ethical achievement rather than a behavioural stance, the study primarily aims to contribute to ombuds scholarship and professional development, but may also serve qualitative researchers by offering insights into the principles of reflective practice in linguo-culturally complex organisations. Methodologically, the study employs self-study and analytic reconstruction, using the practitioner’s own reflective processes as primary data. This approach respects the ethical constraints imposed by the confidentiality of ombuds work while treating diverse cultural expectations as interpretive frameworks shaping professional cognition.

Keywords: Ombuds, epistemic authority, neutrality, reflexivity, university, multicultural

Anupam Das, Ishita Rastogi, Khwaish Kapoor, Somanatham Sai Sriy & Viswa Laxmi Venugopal

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The multilingual ecosystem as a site of epistemic (in)justice: Identity negotiation and linguistic standardization in retail work

This paper investigates the linguistic ecology of a modern retail environment, HiLite Mall, Calicut, India, to understand how multilingual professionals leverage their skills. By analyzing interactions involving Malayalam, English, and Hindi, the study explores how staff navigate "identity work" to bridge local authenticity with global professionalism. Drawing on Communication Accommodation Theory and Sociolinguistic Capital Theory, the research highlights how organizational practices—such as the co-construction of "hybrid dialects"—enhance value creation. Linguistic diversity here is not incidental but central to social interaction, shaping identity and institutional authority. The findings further suggest that multilingual competence extends beyond fluency to include "pragmatic adaptation," encompassing both verbal and non-verbal cues. These findings underscore the critical need for multilingual policies in retail environments, as it entails the ability to navigate shifting linguistic repertoires, accommodate diverse communicative expectations, and strategically deploy language in ways that foster inclusion, trust, and equitable participation within culturally diverse service-sector organizations operating in globalised local markets.

Keywords: Multilingualism, communication accommodation, sociolinguistic capital, retail work, linguistic identity.

Peter Daly & Mette Vinther Larsen

EDHEC Business School, France; Aalborg University Business School, Denmark

‘Linguistic Reflexivity’ in academic scholarship

Linguistic reflexivity is the ongoing practice through which individuals treat language as both a medium of meaning and an object of critical awareness. This paper reflects on how language is positioned within the concept of reflexivity in the literature and provides a working definition based on these conceptualisations. Through the synthesis of key contributions from sociology, linguistic anthropology and discourse theory, it is shown how language constitutes a central mechanism through which

reflexivity is enacted, organized and constrained. We propose that by attending to linguistic reflexivity, we can provide managers, academics and students with robust analytical tools to understand managerial sensemaking and organizational change. The article concludes by suggesting reflexive prompts that hopefully will support academics in practicing linguistic reflexivity in their scholarship and academic life.

Keywords: Reflexivity, language, linguistic reflexivity, academic scholarship, reflexive prompts

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Local language proficiency and power dynamics in academia

This short paper provides an account of a study in progress that explores how local language proficiency relates to power dynamics in academia. Drawing on the concepts of linguistic capital and symbolic power (Bourdieu, 1991) and epistemic injustice (Fricker, 2007), the study aims to illuminate how language shapes inclusion, career opportunities, and the everyday academic experiences of international faculty.

Keywords: Language, power, academia, linguistic capital, epistemic injustice.

PRACTICAL INFORMATION AND RESTAURANT GUIDE

Welcome to Oslo and BI Norwegian Business School! To ensure your conference experience is as seamless and comfortable as possible, we have compiled essential practical information regarding campus facilities, internet access, navigation, and detailed directions to our evening dining venues.

Campus Internet Access (Wi-Fi)

Two wireless network options are available for participants at the BI campus:

1. Eduroam (Recommended)

If your home institution is a member of the Eduroam network, you can log in directly using your standard academic credentials (e.g., username@institution.edu). No additional registration is required.

2. Guest Network (BI-Guest)

If you do not have access to Eduroam, you are welcome to use BI's complimentary guest network:

1. Select the **BI-Guest** network on your device.
2. Enter your **mobile phone number**, accept the terms of service, and click **Register**.
3. You will immediately receive a temporary passcode/PIN via SMS.
4. Enter this code on the login portal to complete your connection.
5. *Please note that guest access is active for 12 hours per session and can be used on up to three devices simultaneously.*


Campus Navigation & Room Guide (BI Nydalen)

The BI campus is a modern, architectural landmark divided into four interconnected blocks (A, B, C, and D). All conference sessions will take place in **Block A**.

To navigate the campus efficiently, we highly recommend using **Mazemap**:

 [Click here for the Mazemap Campus Map for BI Oslo](#)

 Or Google 'Mazemap BI Oslo'

 **Navigation Tip:** To find a specific room, simply type the room number (for example, A2-040 or A1) directly into the search field on the Mazemap website or app, and it will guide you to the exact location.

Key Locations for the Conference:

- **Registration:** Located near the BI main entrance and the stairs leading up to **A2** (2nd floor).
- **Keynotes lectures:** Held in **A1** (1st floor, situated close to the main entrance).
- **Session Rooms:** All standard session rooms are located on the **A2** level (A-building, 2nd floor).
- **Lunch and farewell reception:** Served in the restaurant on the **A7** level (7th floor – please use the central elevators).
- **After Work for PhD student:** Held at the Department of Communication and Culture in **C4** (Block C, 4th floor).

Public Transportation in Oslo

Oslo features a highly efficient, integrated public transport network (metro/T-bane, trams, buses, and ferries) operated by **Ruter**.

- **Ticketing:** Please note that tickets **cannot** be purchased with cash on board. We strongly recommend downloading the **Ruter mobile app** prior to your journey to purchase tickets easily (a Single Ticket for Zone 1 covers all travel within this guide). Alternatively, you can pay using contactless credit/debit cards at the card readers located on the station platforms before boarding.
- **Nearest Station to BI: Nydalen Metro Station (T-bane)** is located immediately outside the main entrance of the BI campus.

Restaurant Guide & Directions

Below are the detailed itineraries and logistics for the three dining venues scheduled during the conference.

Tuesday, 26 May 2026 (Pre-Conference)

18:00 – *Welcome Dinner*

- **Venue:** Kverneriet Solli Plass
- **Address:** Henrik Ibsens gate 100, 0255 Oslo

Directions from BI (Approx. 20 minutes):

1. Depart BI and enter the **Nydalen Metro Station** (1 min).
2. Take **Metro Line 5** (direction *Sognsvann* or *Ringen via Majorstuen*) or **Line 4** (direction *Bergkrystallen*) southbound to **Nationaltheatret Station** (travel time approx. 11 minutes).
3. Take the exit marked towards *Henrik Ibsens gate / Solli plass*.
4. Walk west along Henrik Ibsens gate towards Solli plass (approx. 6–8 minutes walk,

500 meters). The restaurant is located on your right, just before the Solli plass roundabout.

Wednesday, 27 May 2026 (Day 1)

19:00 – Reception & Gala Dinner

- **Venue:** Havsmak (Located inside the Oslo Opera House)
- **Address:** Kirsten Flagstads plass 1, 0150 Oslo

Directions from BI (Approx. 20-25 minutes):

1. Access the **Nydalen Metro Station** (1 min).
2. Take **Metro Line 5** (direction *Vestli via Majorstuen*) or **Line 4** (direction *Bergkrystallen*) southbound to **Jernbanetorget Station / Oslo Central Station (Oslo S)** (travel time approx. 13 minutes).
3. Exit the station following signs towards *Oslo S / Sjøsiden / Bjørvika*.
4. Walk across the pedestrian plaza or the white marble roof-path directly towards the Opera House. Restaurant Havsmak is situated on the ground level inside the main lobby (approx. 5–7 minutes walk from the station).

Thursday, 28 May 2026 (Day 2)

18:00 – Informal Dinner

- **Venue:** Mamma Mia Pizza
- **Address:** Nydalsveien 30 A, 0484 Oslo

Directions from BI (Approx. 5 minutes):

1. Exit BI through the main entrance (Nydalsveien 37).
2. Cross the pedestrian bridge over the Akerselva river.
3. Walk directly across the street to **Nydalsveien 30 A**.
4. *No public transportation is required, as the restaurant is located just a brief walk from the campus entrance.*

Practical Travel Tips for Oslo

- **Cashless Society:** Norway is almost entirely cashless. Credit and debit cards (Visa, Mastercard, Apple Pay, Google Pay) are universally accepted, even for very small transactions.
- **Emergency Contacts:**
 - Fire: 110
 - Police: 112
 - Ambulance: 113