



Strategic Interest 5 – Gender, Race, and Diversity in Organisations (GRDO)

<http://www.euram-online.org/annual-conference-2018.html>.

Dear EURAM members and friends,

With our theme **Research in Action**, we invite you to participate in debate about how we can use and develop our knowledge better so that solving problems and dealing with issues can become more effective. We look forward to receiving your submissions.

T05_03 Diversity / identity / power: Intersections of cross-cultural management

Proponents:

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Short Description

Despite being formally placed in a single specific Strategic Interest Group (SIG), this track actually emerges from the intersections of the International Management (IM) and the Gender, Race, and Diversity in Organizations (GRDO) SIG. With this track, we wish to challenge cross-cultural management (CCM) knowledge from three intersecting angles, namely diversity, power and identity. As diversity research informs us, the perceptions and realities of difference are not power-free, and markers such as race, gender, ethnicity and religion and others contribute to inequalities in management, organizations, and beyond. This is not yet acknowledged by CCM, and, due to this, traditional CCM focus groups and themes might have lost their relevance for the societal, organizational and managerial challenges ahead. For overcoming these limitations, CCM needs to acknowledge diversity, power and identity as part of the CCM responsibility, to focus on contemporary issues such as migration, religion, and to consider intersections of culture/identity, power and diversity. This might mean to focus on refugee movements instead of professional expatriation, to learn from diversity at home instead of describing cultural differences abroad, and to challenge commonplace cultural explanations as a power-mechanism by which some groups affirm their interest over others. Ideally, these contributions come from scholars currently locating themselves within AND outside the field of Cross-Cultural Management, so that we can have a stimulating and interdisciplinary debate.

Long Description

From a social constructivist (Berger and Luckmann, 1966) or interpretive viewpoint (Primecz, Romani and Sackmann, 2011), culture is the learned and social dimension of human beings, by which they ‘give meaning’ to and ‘make sense of’ the world. Across cultures, this implies that meaning needs to be negotiated, and we must assume that multiple perspectives shape perceived social realities. At first sight, the social constructivist approach to CCM suggests that our biology or critical diversity markers should not be part of CCM theory or practice.

On the other hand, critical diversity scholars have since long pointed out that inequalities are intrinsic to social relations at work and beyond, and might even be institutionalized (e.g. Ridgeway, 2009). These are no simple and mono-causal effects, but it seems that there is inter-categorical complexity, which is most commonly referred to as intersectionality (e.g. McCall (2005).

However, as critical scholars point out, intercultural interactions are not well-balanced in the sense that representatives of different cultures meet ‘in the middle’, but rather, the interaction needs to be considered in its wider context, for instance, as related to organizational hierarchies or implicit assumptions about ‘how to manage’, and this suggests that power or power-inequalities are part of virtually every CCM context (Primecz, Mahadevan and Romani, 2016). As a result, cultural explanations and categorizations are attached to visible and invisible diversity markers such as gender, race, ethnicity, religion, sexual orientation, age, and so on, and majority-minority relations and processes of identification and recognition influence how they play out. This suggests that social identity and diversity processes are actually a crucial aspect to be considered for a more balanced management and organizational studies, and it also challenges the mainstream CCM focus on national, societal and organizational cultures.

Intersectionality emerged from the finding that even women are suppressed everywhere, but the form and the degree of subjugation varies according to the context. Crenshaw’s (1991) famous statement that she is not welcomed among white feminists, because she is black, and she is not welcomed among anti-racist movements due to male bias (Kerner, 2012; Wells, Gill, and McDonald, 2015) opened the discussion of intersectionality. From there, several studies have pointed to the inter-categorical complexity (McCall, 2005; Kerner, 2012) which emerges from the intersections of multiple identity and diversity markers, such as age, gender, religion, race, ethnicity, social class, ability, sexual orientation, gender identity and many more.

An intersectional approach to CCM therefore enables us to see how cultural explanations are not merely ‘cultural’ – they are a power mechanism. We must therefore consider that collective identities, critical diversity markers and other power-effects shape and influence whom we perceive as different and to which root causes we ascribe this difference.(Mahadevan, 2017, ch 4, 5). In short: we must assume that diversity, identity and power intersect in shaping contemporary CCM, and that we need to investigate and overcome such inequalities.

To problematize contemporary CCM from an intersectional viewpoint and help researchers and practitioners to ‘imagine otherwise’, we invite conceptual and critical papers that challenge contemporary CCM knowledge, bridge the diversity-cultural divide, and integrate the fields of GRDO and CCM. Furthermore, we wish to propose that CCM should focus not only on how individuals are perceived as different but also acknowledge how they are related, and how our identities are linked to power-effects and shape whom we perceive as different and why. This also implies that CCM researchers need to explicate their own position (Rahman, 2016).

Topics may include but are not limited to:

- Gender, race, ethnicity, religion, sexual orientation, age, gender identity and CCM

- Multiple cultures / social identities (e.g. organizational, professional, functional) and their intersections and power-effects in specific CCM contexts
- Identities and identifications beyond dominant cultural categories (e.g. halfie identities, migrant individuals, bicultural or cosmopolitan individuals)
- Challenging dominant CCM categories such as expatriation, internationalization, intercultural competencies or 'boundary spanning'
- Theoretical or conceptual considerations on 'power' in CCM
- Considerations on how to integrate critical diversity studies and international management
- Reflexive approaches to CCM research (e.g. auto-ethnography) and researcher identity
- New avenues of CCM in organizations beyond a merely instrumental CCM
- Ethics and ethical dilemmas in CCM

References

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Publishing Outlets:

Special Issue in the *International Journal of Cross-Cultural Management*

For more information:

Contact the corresponding proponent above mentioned.

Submission Deadline: **10 January 2018 (2 pm Belgian time)**

Authors Guidelines and Submission Deadline:

As an author, it is crucial to follow the guidelines and formatting instructions to prepare and submit your paper in order to have it published in proceedings.

ONE PRESENTING AUTHOR PER PAPER SUBMISSION

Each individual is limited to one personal appearance on the programme as a presenting author. This policy precludes acceptance of papers for more than one presentation. In other words, **an author can submit and present only one paper**. However, a presenter can always be a non-presenting co-author on additional papers.

Please read the instructions carefully prior to submitting:

1. Each paper can only be submitted to ONE track.
2. Submitted papers must NOT have been previously published and if under review, must NOT appear in print before EURAM 2018 Conference.
3. To facilitate the blind review process, remove ALL authors identifying information, including acknowledgements from the text, and document/file properties. (Any submissions with author information will be automatically DELETED; author information and acknowledgements are to be included in a SEPARATE document).
4. The entire paper (title page, abstract, main text, figures, tables, references, etc.) must be in ONE document created in PDF format.
5. The maximum length of the paper is 40 pages (including ALL tables, appendices and references). The paper format should follow the [European Management Review Style Guide](#).
6. Use Times New Roman 12-pitch font, double spaced, and 1-inch (2.5 cm) margin all around.
7. Number all of the pages of the paper.
8. No changes in the paper title, abstract, authorship, track and actual paper can occur AFTER the submission deadline.
9. Check that the PDF File of your paper prints correctly and ensure that the file is virus-free. Submissions will be done on-line on the EURAM 2018 website (open as of 1 December 2017: see <http://www.euram-online.org/annual-conference-2018.html>.)
10. Only submissions in English shall be accepted for review.
11. In case of acceptance, the author or one of the co-authors should be available to present the paper at the conference. A presenting author can only present one paper at the conference.