



Strategic Interest 7 – International Management (IM)

<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.

T07_03 Interactions between cultures and management: A settled matter or rising issues?

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Short Description

Cross-cultural management has been acknowledged as a key issue for international management. This track welcomes research unveiling the various mechanisms through which cultural diversity intermingles with organizational dynamics. What role do cultures play in the regulation of organizational processes and social interactions? What cultural knowledge is developed and how is it used to manage intercultural interfaces? Are there (bi-cultural) boundary spanners able to overcome cultural differences and turn them into new synergistic solutions? Contributions employing multidisciplinary approaches and relying on insights from multiple cultural backgrounds as well as contextualized qualitative research and case studies concerning specific countries/contexts are very welcome.

Long Description

Cross-cultural management has been acknowledged as a key issue for international management for over 30 years. A large cartography of cultures, each being associated with a set of scores on various indexes, has revealed the relativity of management practices and employees' expectations across the world. Henceforth, managers have attended training sessions to get more familiar with cultural diversity and to develop their cultural intelligence.

Concurrently, globalization fostered, to some extent, standardization of management practices and the spreading of an international business etiquette and management practices across borders. Would this mean that intercultural management is a settled issue? Not really. A closer look at the daily life of international organizations reveals that firms are struggling to face new challenges such as distant outsourcing, virtual teams, firms from emerging countries acquiring companies in advanced economies, bi- or multicultural boundary spanners across organizations, etc. Intercultural interactions take place through new technical devices in the context of renewed power relationships. The worldwide diffusion of management practices and tools is quicker than ever but their cultural embeddedness is still underestimated. New intercultural dynamics emerge. Fruitful hybridizations surface in some organizational contexts while expected synergies fail to happen in others. Some firms manage to make the most of cultural diversity while others experience severe setbacks in their globalization processes.

The literature holds that cultural representations need to be articulated by organizational actors if they are to comprehend assets and challenges when working across cultures (Barmeyer and Davoine, 2011; Blazejewski, 2006; Brannen, 2004; Chevrier, 2009; Dalton and Druker, 2012; D'Iribarne, 2014). Literature also states the need to consider the organizational actors, their sociological profile, cultural resources and interests (Gertsen et al., 2012; Söderberg, 2015; Kostova and Roth, 2002; Primecz et al., 2011) and not only abstract 'cultural distance' to make sense of intercultural encounters.

This track welcomes research unveiling the various mechanisms through which the cultural diversity intermingles with organizational dynamics within cultural, societal and institutional contexts. What role do cultures play in the regulation of organizational processes and social interactions? What cultural knowledge is developed and how is it used to manage intercultural interfaces? When and how are (bi-cultural) boundary spanners able to overcome cultural differences and conflicts and to turn them into new creative synergistic solutions? Contributions employing multidisciplinary approaches and relying on insights from multiple cultural backgrounds are encouraged. Qualitative research and case studies concerning specific countries and contexts are particularly encouraged and welcome.

Publishing Outlets:

The International Journal of Cross Cultural Management is a potential target for submission of papers discussed at this track.

For more information:

Contact the proponents 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.