



Strategic Interest 07 – International Management (IM)

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Dear EURAM members and friends,

With our theme **“Managing Knowledge: Making Knowledge Work”**, 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.

T 07_04 Cultural Interfaces in International Organizations

Proponents:

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Description:

The existence of cultural diversity and its impact on organizations have largely been diffused from the academic world to managers for over 30 years (Hofstede, 1980). Many international organizations (as MNCs) are also increasingly aware of the need to consider cultural diversity to operate successfully in the global economy and some even aspire to respect cultural diversity for ethical reasons. Yet, there are also ample examples illustrating cultural carelessness among organizations. This raises numerous questions regarding how, when and why these organizations consider - or fail to consider - the salience of culture. For example, how do they deal with cultural diversity in the case of virtual teams when every member works at home? When do they take cultures into account when implementing their corporate policy in various countries and regions?

All these issues are silently pervaded by cultural representations (D'Iribarne, 2014). Literature holds that such representations needs 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). Literature further

illustrates that 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).

The track aims to explore how, when and why cultural interfaces are present but not salient and what happen if international organizations do not consider cultural diversity. Reciprocally, what cultural knowledge is developed and how is it used to manage intercultural interfaces? We invite contributions that employ multidisciplinary approaches and that rely on insights from multiple cultural backgrounds and case studies concerning specific countries and contexts (Piekkari and Welch, 2011).

Questions may include:

- How do cultural differences impact virtual teamwork?
- What are individual and collective strategies to deal with cultural issues in global virtual teams and their consequences?
- When and why do international organizations consider cultural interfaces?
- What cultural knowledge do employees develop and use in dealing with cultural interfaces?
- What are the main subjects and challenges of international transfer and re-contextualization processes?
- How do organizations consider re-contextualization processes? How is common hybrid ground built? What are the results?
- Who are the main actors and their resources? Are there boundary spanners that are able to facilitate the process of turning cultural differences into new creative solutions?

Publish:

Contacts are made to get the best papers of the track published in European Journal of International Management

For more information:

Contact the proponents above mentioned.

Submission Deadline: 10 January 2017 (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 2017 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 2017 website (open as of 1 December 2016: see <http://www.euram-online.org/annual-conference-2017.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.