

Intercultural & International Perspectives on Management

Annual Report 2016-2017 – Research Theme Convenor Professor Chris Smith

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The Intercultural and International Perspectives on Management Research Group was established in 2012 to provide a supportive environment in which to nurture and promote international and comparative research across the School of Management. The creation of this group reflects long-standing, rich empirically based intellectual strengths in these topic areas within the School.

The group brings together an interdisciplinary collection of staff and doctoral students. [Group members](#) possess interests and expertise in international business, human resource management, organisation studies, strategy, entrepreneurship, accounting, marketing, and technology and information management. In terms of region, our activities have highlighted research conducted in locations as diverse as Germany, India, China, Turkey, Japan, post-Soviet countries, Africa, Malaysia, the United Kingdom, Taiwan and Bulgaria.

Major research strengths and interests

- Business and management in emerging/transitional economies
- Analysis and study of multinational corporations, including those operating from developed countries in transitional economies and those from transitional economies operating in other contexts
- Depth of knowledge and expertise developed and enhanced through extensive and long-term field research and linguistic knowledge
- Institutional perspectives/broader contextual impacts on the firm
- Transfer of knowledge and organisational practices
- Comparative approaches to entrepreneurship in small and medium-sized enterprises

Three seminars and a research day formed the core activity of the group in 2016-17 – the details of which are given below. The attendance at events was patchy, but involvement of those who came to all events was high and feedback was very good. All seminar speakers were from outside the College, and research links were established between School participants and speakers at several events. The research day was focused on methods, and brought together a range of experts who had used different approaches in the field of intercultural and international research. We were especially grateful to the contributions of Dr Martin Krzywdzinski, from WZB Berlin, Germany and Prof Phil Almond, now Loughborough University, for speaking working in international research teams for conducting comparative research. PhD students who attended the research day found the discussion on methods especially helpful.

Research Seminars 2016/17

Seminars:

1. **Dr Laurence Romani**, Stockholm School of Economics, Sweden [Stockholm School of Economics](#) Centre for Advanced Studies in Leadership: Title - **“From an imperialist to a responsible agenda: going beyond the limitations of cross-cultural training models for global work”**

Abstract

Cross-cultural training (CCT) is one of the most commonly applied interventions aiming at improving global work across cultural boundaries. Despite severe critique of the knowledge and models applied in CCT, no research thus far has looked at whether the professional community of interculturalists, those who deliver the training, address these challenges in their daily work. This research presents results of a longitudinal multisided ethnography of the community in its attempt to articulate and overcome the limitations of the models delivered in CCT. The most problematic limitations touch upon the imperialist, orientalist and oppressive potentials of the models. Our empirical investigation shows the solutions elaborated by the practitioners to address the multiple shortcomings of the models. Yet, a close scrutiny indicates that in overall, the trainers adopt an evasive approach that

2. **Dr Nikolaus Hammer**, School of Management, University of Leicester: Title: **"Factory regimes in European apparel manufacturing: divergent reshoring?"**

Abstract:

This paper investigates the factory regimes that sustain clusters of apparel manufacturing in high-wage economies. On the face of it, the rise in apparel manufacturing in countries such as Italy and the UK benefits from speed-to-market production, the proximity to large consumer markets, as well as the existence of a captive workforce at the boundary of the informal economy (see e.g. Italian-Chinese workers in Prato, a largely British-Asian workforce in Leicester). Rather than taking the renewed, albeit localised, growth of apparel manufacturing simply as a reversal in the terms of comparative advantage, this paper

underlines the role of the social organisation of production and investigates the differences in the respective factory regimes and the trajectories they have taken.

[Dr. Rutvica Andrijasevic](#), University of Bristol: Title: '**From labour migration to labour mobility?: The return of the multinational worker in Europe**'.

Abstract

There is currently a large knowledge gap about intra-European labour migration. Commentators are caught up in a debate over whether such movement is best understood in terms of social dumping and hence a race to the bottom, or in terms of business opportunities and benefits for firms, states and mobile workers. The argument put forward in this article is that both approaches are inadequate in that they focus attention on a linear east-to-west Europe movement and discuss it from the vantage point of the state, businesses and trade unions in the country of destination. In order to gain a clearer understanding of emerging migration patterns in the enlarged Europe this seminar adopts a *mobility of workers* perspective as the analytical lens through which to examine the integration of labour markets as well as the tensions between capital, trade unions and labour to which mobility gives rise. Building on fieldwork conducted at Foxconn electronics assembly plants in the Czech Republic, the seminar suggests that the term 'multinational' worker is best suited to convey the experiences and practices of this emergent workforce.

Intercultural and International Perspectives on Management Research Day 8 May 2017 – 10am-4pm

The main theme of the day is around the different ways in which international and intercultural research can be conducted. We will have speakers who have used different methods, from participant observation of single workplaces to multi-country, multi-site studies involving teams of in-country researchers. The day is not intended to rank different approaches, but to explore in detail the benefits and dilemmas of different research strategies. The presenters will offer a rich picture of the different ways in which international research can be conducted, and provide first-hand accounts of the process of doing research, writing up and publishing.

Agenda

10-10:30 Meeting and Coffee

10:30-11.00 Andre Clarke – 'Race in the Metropolitan Police Service – Career Progression: Starts and Stops'

11:00-11:30 Sara Alshareef 'Saudi Women Entrepreneurs – Mobility and Immobility Problems'

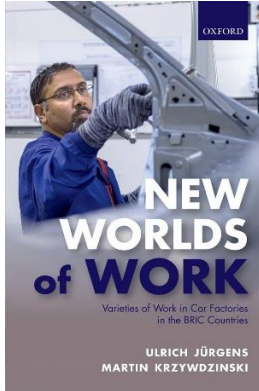
11:30-12.00 David Drabble 'The Role of Language Asymmetries in Trust Development Within Global Virtual Teams'.

12-1:00 Lunch

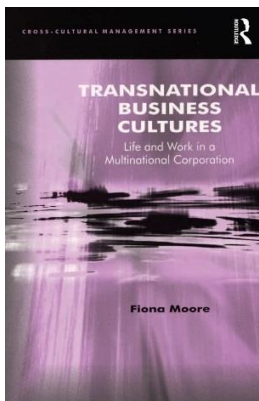
1-4:00 Round Table Discussion on 'Doing International Research' - Chair - Chris Smith

Speakers: Martin Krzywdzinski, Fiona Moore, Jos Gamble, Yu Zheng, Phil Almond

Martin Krzywdzinski WZB, Berlin, Germany – Joint author of *The New Worlds of Work: Varieties of Work in Car Factories in the BRIC Countries*. 2016 Oxford University Press.

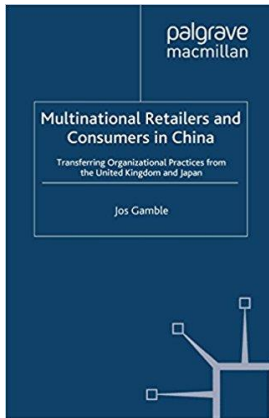


Fiona Moore, Royal Holloway University of London – author of - *Transnational Business Cultures: Life and Work in a Multinational Corporation*. 2016 Routledge

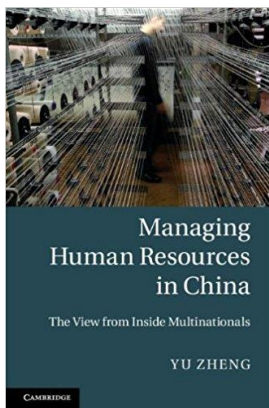


Discussion

Jos Gamble, Royal Holloway University of London – author of *Multinational Retailers and Consumers in China: Transferring Organizational Practices from the United Kingdom and Japan*. 2011 Palgrave.



Yu Zheng, Royal Holloway University of London – author of *Managing Human Resources in China: The View from Inside Multinationals*. 2013 Cambridge.



Phil Almond, Comparative Employment Research Centre (CERC), De Montfort University, UK. 'A 'slow' manifesto for comparative research on work and employment' (with Heather Connolly) <http://thecroweblog.our.dmu.ac.uk/files/2017/03/Slow-crowe-blog.pdf>.

Seed corn funding

Two colleagues, both in the SIBE Group, won seed cord funding:

1. Dr Endrit Kromidha - Lecturer in Entrepreneurship and Innovation, was supported with £400 to support his Research and Enterprises Project on “Barriers to digital crowdfunding finance for development”.
2. Dr Hui Tan – Reader in Strategy won £1450 for a Project “Innovation ecosystems and the leapfrogging of China’s new energy automotive industry: The role of enterprising local governments”