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PROCEEDINGS 2019

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Cross-Cultural Business Conference 2019

15th–17th May 2019
School of Management, Steyr Campus

Intercultural or International Perspectives in
» Global Business and Export Management
» Marketing, Sales and Service Management
» Higher Education Research, Teaching and Learning
» Innovation and Entrepreneurship
» Human Resource Management

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Cross-Cultural Business Conference 2019

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Sessions

Intercultural or International Perspectives in Global Business and Export Management

Intercultural or International Perspectives in Marketing, Sales and Service Management

Intercultural or International Perspectives in Higher Education Research, Teaching and Learning

Intercultural or International Perspectives in Innovation and Entrepreneurship

Intercultural or International Perspectives in Human Resource Management

Editors

Margarethe Überwimmer

Robert Füreder

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PREFACE

In times of globalization and digitalization, cross-cultural and economic topics are increasingly becoming the centre of attention in a variety of fields of business and research. Therefore, it is crucial for both researchers and practitioners to continuously enhance and share their knowledge of their particular research areas and to embrace intercultural and international aspects in their everyday working lives.

The research group Global Business Management at the University of Applied Sciences Upper Austria, Campus Steyr performs research activities for the study programmes Global Sales and Marketing, addressing cross-cultural topics in an innovative global business setting. The 8th Cross-Cultural Business Conference 2019 serves as a platform for research and teaching co-operations in this specific field. Therefore, the CCBC 2019 is carried out to deal with intercultural or international perspectives in:

- Session A: Global Business and Export Management
- Session B: Marketing, Sales and Service Management
- Session C: Higher Education Research, Teaching and Learning
- Session D: Innovation and Entrepreneurship
- Session E: Human Resource Management

We would like to thank all conference participants who made their valuable contributions and we hope the conference will strengthen our international partnership and network and serve as a platform for further research cooperation.

Sincerely,
Cross-Cultural Business Conference Team

Dr. Gerald Reisinger
University President

Prof. Dipl. -Ing. Dr. Margarethe Überwimmer
Head of Studies Global Sales and Marketing

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Reviewers

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Assessing Managers' Learning Process of Intercultural Competences

Margarethe Überwimmer, Dagmar Strohmeier, Petra Wagner

University of Applied Sciences Upper Austria, Austria

ABSTRACT

In times of globalization and digitalization, intercultural competences are key for successful business and management. Companies are increasingly faced with the demand to prepare their managers for successful intercultural exchange. There is a need for an assessment tool that is theoretically sound and can be applied easily. The authors have already developed the PICO model (process model of intercultural competencies) and developed a rather long questionnaire to be applied in educational settings. However, a shorter assessment tool is needed for practical settings. Based on the newly developed MPICO model (managers' process of intercultural competence learning), a short questionnaire comprising 40 items was developed and tested with 220 (54% women) business and management students enrolled at the University of Applied Sciences Upper Austria, Campus Steyr. The authors introduce the main ideas of the MPICO model, test the reliability of the newly developed questionnaire, and explain the interpretation of competence profiles for future applications to managers.

Cross-Cultural Interaction: Ukrainian, Swedish and Mongolian Multicultural Companies

Tetyana Blyznyuk, Tetyana Lepeyko, Batkhuu Gavaa

Simon Kuznets Kharkiv National University, Ukraine

ABSTRACT

At the present stage of development of the world economy and activization of globalization processes in all countries of the world, one of the most important aspects of modern companies' activity has become cross-cultural interaction, as a process of interaction between representatives of different cultures. Unlike the inter-cultural communication, cross-cultural interaction has its own peculiarities, associated with changes in the original cultural norms of the participants in the interaction or their adaptation to the norms of another culture (acculturation). The cross-cultural interaction process depends, first of all, on personal characteristics of the participants, namely, their level of readiness for cross-cultural interaction.

It has been proved that to assess the readiness of an individual to cross-cultural interaction it is necessary to evaluate his/her ethnic identity, according to the socio-psychological law on the existence of a link between positive ethnic identity and ethnic tolerance, since it is on the basis of ethnic identity that each participant determines his/her place in a cross -cultural society and the behavior inside and outside of his/her cultural group. It is proposed to assess the company's personnel readiness to cross-cultural interaction to evaluate the ethnic identity of the company's staff.

The purpose of this study is to assess readiness of the personnel in multinational companies in Ukraine, Mongolia and Sweden for cross-cultural interaction on the basis of a comprehensive methodological approach for assessing ethnic identity and identifying behavioral strategies of staff in the process of cross-cultural interaction. This approach is based on the use of a scale questionnaire "Types of Ethnic Identity" that diagnoses ethnic identity and its transformation in conditions of cross-cultural tension. The main advantage of this methodological approach, unlike other methodological approaches to the comprehensive assessment of ethnic identity and tolerance, is the use of the ethnocentrism scale. On its basis types of ethnic identity are determined. This scale of ethnocentrism includes a continuum of identity types (with varying degrees of quality and ethnic tolerance manifestation) from the "denial" of identity (when negativism and intolerance are recorded in relation to its own cultural group) to national fanaticism (intolerance and a higher degree of negativism in relation to other cultural groups). The staff's integration level of readiness for cross-cultural interaction in a multination company is determined by the main components method. In general, the personnel of Ukrainian and Swedish multinational companies have a more positive ethnic identity in comparison with the personnel of Mongolian companies, indicating readiness for cross-cultural interaction. All staff of Ukrainian and Swedish multinational companies is ready for cross-cultural interaction, while only some of the personnel of the Mongolian companies are ready for this interaction. The results of the survey can become one of the key aspects for developing practical recommendations for the strategy of personnel management in multinational companies, taking into account readiness of their staff for cross-cultural interaction.

The Impact of Global Market Transformation on Foreign Direct Investments into the Russian Economy

Ekaterina Novikova

Plekhanov Russian University of Economics, Russian Federation

ABSTRACT

This research paper includes the analysis of foreign direct investments inflows and outflows into the Russian economy taking into account the global market transformation based on digitalization and automation of production processes. Additionally, the correlation between the participation of countries in global value chains in the percentage out of export and investment activity has been carried out for the list of countries, which have the highest volumes of investments into the Russian economy. As a result, there was developed the methodology on two factors correlation verification, which can be used for any economies in the world.

The matrix of the most active Russian partner countries both in the field of foreign direct investments and trade turnover has been provided and it correlation has been verified.

Print Media in Slovenia: Creating Public Opinion toward FDI

Zoran Vaupot, Milena Fornazarič

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ABSTRACT

The stock of foreign direct investments (FDI) in comparison to GDP in Slovenia and Visegrád countries shows that Slovenia is receiving less FDI. We argue that the most important roots of this phenomena are to be found in the year 1992. It was the first normal year after 1991 when Slovenia gained its independence. In 1992 the political discussions concerning which methods of privatization to choose were at their highest and the media were playing an important role in creating public opinion concerning participation of potential foreign investors in the privatization process.

The media landscape in Slovenia is for the last three decades a typical transitional one, with a strong role of public TV, growing share of commercial TV (owned mostly by foreign companies), with the declining role of print, underdeveloped internet and local radio. Being a tiny media market with a highly competitive environment, media as profit companies are struggling for ad budgets, especially those from state-owned companies, which are for decades the largest local advertisers. The owners of private and state-owned media are therefore highly connected to the political elites since the independence of Slovenia. They had and have besides political, also commercial interest in the privatization process of the state-owned companies.

We first try to explain the lesser importance of FDI in Slovenia with existing research concerning the role of institutions. We highlight public opinion as an important informal institution in the process of the foreign-investment decision-making process.

In the second part we present the analysis of selected data. In evaluating the press clippings for the year 1992 we choose the printed articles published in the selected Slovenian journal with a focus on selected key words linked to foreign investments. We present derived conclusions concerning public opinion in Slovenia in 1992 and its influence on existing and potential foreign investors.

A Study of the Impacts of Domestic Energy Deregulation on West Texas Intermediate Crude Oil Prices

Steve Yallouz

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ABSTRACT

On July 1, 2014 the benchmark price of crude oil in the United States (US), West Texas Intermediate (WTI) was trading at US$106.06/barrel. In less than 18 months the WTI price dropped to US$35/barrel. While there have been similar price declines in the past, the duration of this decrease has been the longest since the mid 1970s when the Organization of Petroleum Exporting Countries curtailed production in an attempt to prop up global crude oil prices. The implementation of federal and state deregulatory policies encouraged the US energy industry to develop crude oil production in the 1980s and 1990s and natural gas and renewable energy production in the 1990s and 2000s. As a result, this appears to be the first time since the globalization of crude oil pricing that domestic energy supply sources have had a direct and prolonged impact on WTI prices. The most recent WTI price decline, which began in June 2014, has now lasted over 1000 days and a recovery to pre-decline price levels does not yet appear imminent. The current downturn in WTI prices is now the longest since crude oil became a global energy source in the late 1970s. This research critically analyzes the recent drop in WTI prices, focusing on changing energy supply conditions and the impact of growing natural gas production and continuing renewable energy development initiatives. It forecasts the impact of growing natural gas and renewable energy production on future WTI prices and determines if a significant percentage of the recent price drop has a permanent component. The findings illustrate that the price of WTI crude oil is predicted to range between and a low of $46.05/barrel and a high of $80.99/barrel, through to and including 2025. Furthermore, the research concludes that at least 24.9% of the current WTI price decline, which began in June of 2014, is likely permanent.

Advertisement Wars? Watch whom you really offend

Dagmar Sieglova

Škoda Auto University, Czech Republic

ABSTRACT

The rapid development of global business brings along a highly competitive environment among industries across cultures. Companies have been seeking ways to win customers over their rivals around the world, using technological development and know-how for their marketing. Communication tools and strategies to convince consumers about the superiority of their brand are becoming increasingly subtle, while social and cultural aspects are gaining in importance. But successful businesses know that it is not only about a good advertisement for their products or services, but also good relationships with a wider range of audiences.

The presented paper focuses on the way marketers, in their attempts to establish themselves within their industry over competition, manage comparative advertisement strategies. The study does not analyze factual consumer behavior or perceptions, but provides a socio-linguistic perspective on advertisement as a communication act. In a pursuit to show the dynamics enacted in advertisement messages, it focuses on the pragmatic function of offense, its socio-cultural contexts, and external effects on the interaction between companies and their customers. Examples of advertisement wars between industry rivals are analyzed to demonstrate how the use of comparative advertisement strategies affects the actors and their audiences. The results show that when adopting the linguistic format of offense, a communicative act problematic in nature and ensuing normative processes, it is of utmost importance to carefully consider the end audiences, their interests and feelings, as well as the consequences if the message hits the wrong target.

Industrial Service Excellence in Manufacturing Companies: a neo-configurational Perspective

Margarethe Überwimmer [1], Anna Biedersberger [2], Doris Ehrlinger [1], Stefan Mang [2], Christian Stadlmann [1], David Tempelmayr [1]

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ABSTRACT

There is a trend among manufacturing companies to augment their product offering with services due to competitive and economic reasons as well as changing customer demand. However, offering services is often a challenging task for manufacturing companies, as their core capabilities are in the manufacturing business. Therefore, this paper tries to identify which aspects are important to offer excellent industrial services and therefore constitute Industrial Service Excellence. The results of our research based on literature and interviews with 26 managers from manufacturing companies in Austria and Bavaria show that there are five dimensions: high service quality, competitiveness of the services, economic efficiency, flexibility and internal service involvement. We use fuzzy set Qualitative Comparative Analysis within a sample of 242 manufacturing companies in Austria and Bavaria to analyze the configurations of the dimensions of Industrial Service Excellence and sales force capabilities as well as firm size and importance of services that lead to financial performance of the service business, nonfinancial performance of the service business as well as enabler for the product business. We show that there are equifinal configurations that lead to performance and that these configurations depend on the contingency factors of firm size and importance of services. The dimensions of Industrial Service Excellence are interdependent, as shown in the various configurations. As the configurations leading to the three performance dimensions are different, companies have to decide what their aim of servitization is in order find the configuration that supports their aim.

Readiness, Use and Enablers of Digital Customer Interaction Tools in Austria

Michael Wenzler, Michael Schmidthaler

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ABSTRACT

This contribution presents a first holistic measurement of Austrian B2B companies' readiness to improve customer interaction and sales performance through the application of digital communication services. To this end, the necessary steps to craft a sustainable and comprehensive corporate strategy for this subject matter are highlighted and the *status-quo* of implementation in Austrian Businesses is presented by means of a novel digital customer interaction metric on a scale of 1 to 100. The discussed digital communication services entail - but are not restricted to – well-known social media outlets as well as the interaction facilitated though digital communication such as LinkedIn, Twitter, Facebook, Blogs and YouTube, which belong to the most widely used tools globally.

The conducted empirical analysis, which was carried out by means of a quantitative analysis among 74 representatives from different economic sectors, assessed the effects, which directly influence the degree to which Austrian businesses have implemented structured digital communication processes in sales and customer interaction service. The thereby gathered evidence supports the hypothesis of personal and industry-specific factors exhibiting the most significant effect on the introduction of digital customer interaction tools, as do the sales experiences based on digital lead and prospect generation. However, other often cited criteria, such as the size of the company, have not been found to directly influence the level of implementation likelihood.

The Relationship between Emotional Intelligence and Sales Performance in a Business-to-Business Environment; with Implications for Cross-cultural Adaptability

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ABSTRACT

The existing empirical findings on the connection between emotional intelligence (EI) and sales performance are inconsistent. Possible reasons are examined: The non-linearity of the relationship between EI and sales performance as well as the interaction of EI with professional skills and demographic variables. The empirical research was conducted as a census of sales representatives within the Austrian branch of an international company in the construction sector. Data was collected using three different methods to reduce effects appearing from method variance. Hierarchical regression modeling including three-way-interaction analysis was applied. Results show a direct relationship between EI and sales performance in the form of an inverted 'U' as well as moderating effects of EI on the relationship between selling (but not technical) skills and sales performance. Higher order inter-action analyses reveal compensation effects of professional experience, age and education as well as EI. Younger sales representatives, such with less experience, and those with less formal training use EI more strongly to turn their selling skills into sales success. Implications for marketing and sales practices include: EI contributes to sales performance in B2B companies, also in the construction sector, often referred to as 'unemotional'. The effect is non-linear, which means that the 'the-more-the-better' paradigm is to be critically questioned when selecting sales staff. For tasks requiring a high percentage of technical competence, the effect of EI is less (it can even be negative) than in tasks that primarily require sales skills. Sales and marketing managers should consider EI in recruiting and personnel development. Particular attention should be paid not only to sales staff with weak, but also to those with very strong EI levels. As the results or this study are subject to high cross-cultural variability, thoughts on potentially different results in other than the Austrian cultural zone are provided.

A connectivist View on Student Challenges to teach Cross-cultural Competences and an Entrepreneurial Mindset.

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FH Johanneum, Austria

ABSTRACT

The paper at hand demonstrates how connectivist principles (providing nodes, building connections, output orientation, student-centered approach) can be used to design a learning activity, using an example of a student challenge designed for management and IT students. 109 students from Austria, Kosovo, Albania and Russia participated on undergraduate level in September 2018.

The developed student challenge uses cases of different real-live problems, including business and IT aspects, provided by three entrepreneurs. These entrepreneurs have been involved in the process in different ways, including the provision of the case, answering student questions and by forming the jury. Participating students developed their own solutions for these cases in a teamwork approach, supported by the teaching staff in team-based counselling sessions. Teams consisted of a mix of national and international students from business and IT study programs. In the final event students presented their solutions in an elevator pitch, the best performing groups where invited to give full presentations. After a final polishing students provided their results to the entrepreneurs, some of which have already started to act on student recommendations.

An extensive evaluation process allows to clearly analyze the student challenge process, with more than 90% of students recommending continuing to work with the methodology. Students report to have successfully developed a number of relevant competences especially intercultural communication, teambuilding and teamwork and presentation skills.

The paper explains the relation of the student challenge and it's results to Connectivism, trying to demonstrate its use for a modern teaching environment. It shows how learning can be understood as a process of connecting information sources (nodes) and that decision making, and the analysis of the connected processes is a very relevant element of this learning process. The paper concludes with recommendations of how to use the presented methodology in different settings.

Embedding Internationalization in the Curriculum and beyond: A Case Study

Peter de Boer, Rianne Meijerink, Maria Angeles, Sanchez Carrascal

NHL Stenden University of Applied Sciences, The Netherlands

ABSTRACT

Internationalization has moved to the top of the agenda of many higher education institutes. They have increasingly become aware of the importance of internationalization at institutional and program levels in preparing graduates for the globalized and complex professional practice. However, implementing a comprehensive internationalization approach is generally underestimated and far from straight-forward as it involves a multi-faceted process.

This case study discusses the holistic internationalization strategy and its implementation at an International Business program at one of the most international Dutch universities of applied sciences. It demonstrates how a bottom-up, student-centered approach, grounded in experiential learning and internationalization theory, led to a journey of self-discovery and created an engaging and inclusive learning environment for both students and staff. The approach and results were recently rewarded with certification in the area of Internationalization of Higher education.

This paper establishes several success factors in embedding internationalization in all its guises (at home, abroad, formal and informal curriculum, large and small interventions) at the heart of the program. It furthermore shows how internationalization serves as a vehicle to aid students in achieving the program's intercultural and interpersonal learning outcomes. A final aim of this paper is to provide guidance and inspiration to other programs seeking to prepare their students for an international career.

Benchmarking practical Inclusion Methods in higher Education Institutions

Tarja Chydenius, Sari Haapa

Laurea University of Applied Sciences, Finland

ABSTRACT

Higher education learners are increasingly diverse. Applicants' different educational and cultural backgrounds are setting pressure for higher education institutions (HEI) to cater for inclusivity and for students' varying learning expectations and needs. Many HEIs have adopted proactive and anticipatory approaches to meet the demands of non-traditional students. Yet, it seems that the existing approaches or tools mostly deal with "back-end" diversity management, i.e. managing classroom diversity while many supportive and preventive actions should be taken on a systemic level.

The purpose of this article is to explore the needs of higher education decision makers and develop a more strategic and proactive approach on managing diversity. The research takes a multiple methods approach. First, earlier documented student experiences are reviewed. Secondly, educational decision-makers are interviewed for their perception about proactive inclusion actions. The first two explorative studies are conducted locally at a Finnish University of Applied Sciences. Finally, a small-scale desktop benchmark analysis is conducted for mapping out practical approaches (services, toolboxes or other resources) are already available internationally for decision-makers at HEIs to support inclusiveness in policy-making and various educational processes. Based on these findings, a proposal for a self-standing repository of tools enabling systemic and strategic diversity management and inclusivity in curriculum design, curriculum delivery, learning environments, feedback and assessment, and staff engagement is made.

Student Voices on Austrian and Czech Online Material of Logistics: A Cross-cultural Evaluation of an Online Learning Vocabulary Tool

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ABSTRACT

The study is a part of an EU project that aims to encourage cross-border cooperation between two higher education institutions (HEIs) from Austria and the Czech Republic and the local industry. In view of the growing significance of international cooperation, profound intercultural understanding as well as the ability to adopt various perspectives have become major drivers for international business.

This project seeks to generate e-learning material for technical disciplines (logistics, IT, mechanical engineering and civil engineering) intended to be used by students and regional employees of these fields. To make most practical use of the provided e-learning resources it is critical to know about the contextual differences and the learning preferences of each disciplinary and societal learning group. Thus, this investigation seeks to capture the learning preferences of logistics students in technically oriented HEIs in both countries mentioned above.

Consequently, it is vital to incorporate a student voice and draw on evaluative statements regarding online material on logistics with its grown importance for connecting and doing business between the both countries. To investigate their perceptions, Bachelor students of logistics of either side evaluated the online material with regard to their own preferences and learning styles.

Aspects that support the acceptance of online learning material were explored and linked with the relevant learning styles and societal and disciplinary cultures. The students were asked about their preferred e-learning resources, preference of specific gamification elements and expectations regarding layout and design. The results obtained can make the learning process in the field of technical disciplines more attractive and efficient.

The Impact of X-culture Intercultural Project on Learning Experience

Aleksandra Kobicheva, Irina Trostinskaya

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ABSTRACT

The paper is devoted to the realization of the idea of project-based learning (PBL) in the system of higher professional education and to the analysis of students' soft skills development, as well as changes in the knowledge level of the professional discipline (International Business) and English since the discipline was taught in English language (L2). In the St. Petersburg Polytechnic University there was conducted an experiment to receive the overall assessment of using PBL in curriculum of students from "Advertising and PR" department by introducing X-culture intercultural project into the syllabus of "International Business" course. In this paper, results of pre-tests and post-tests, and soft-skills surveys are examined and compared. The results confirm that the measured variables (hard skills and soft skills) showed a significant positive progress in the experimental group and PBL could be justified as an effective learning method.

Promoting Self-awareness as a Means of improving Student Outcomes

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ABSTRACT

Employer surveys frequently list the importance of core skills and attributes. Work experience and inter-/intra-personal skills are cited as crucial determining factors in decision-making about who to call for interview and who to employ. This research involved high achieving students at Birmingham City University (BCU) to determine the extent to which the use of psychometric testing could help them to adapt and adjust their behaviours in building professional relationships and gaining greater success in achieving personal goals. This experience played a powerful role in helping the students at BCU to more accurately gauge and appreciate their real capabilities and potential.

Functional Diversity of Programme Leaders in four European Countries

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(2) Laurea University of Applied Sciences, Finland;
(3) TH Köln, Germany;
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ABSTRACT

This contribution sets out to discuss programme leaders' (PLs) tasks and responsibilities at four European higher education institutions (HEIs). It is sought to carve out their different roles, formal and informal power and resources with regard to the implementation of diversity management in their institutions. The four institutions that are the focus of this study are the University of Applied Sciences Upper Austria (FH Upper Austria), Laurea University of Applied Sciences in Finland (Laurea), Birmingham City University (BCU) in the UK and TH Cologne (THC) in Germany. Despite seemingly similar functional portfolios, it became obvious throughout the study that PLs are not only differently embedded in their organisations; they also operate with differing roles and resources.

In general, PLs at FH Upper Austria are largely responsible for the overall success of their study programme (in terms of student intake, student success, employability rates). By means of predominantly informal power they seek to promote a spirit of cooperation amongst their functionally diverse (administrative and academic staff) team. Although being rooted in academia they need to act as an interface between the academic and the administrative mind-sets of HEIs.

At BCU - similarly to FH Upper Austria – PLs take responsibility for the day-to-day delivery of a designated academic programme. They act as advocates for the programme and foster a sense of student community and 'belonging'. They work collaboratively with academic colleagues, professional services teams and students to offer an excellent student learning experience. They also monitor, review and seek to enhance programme content and delivery.

At TH Cologne, in contrast, PLs role is much more informal. They are appointed by their peers – in some cases they even appoint themselves – and are not like in Austria officially announced after a lengthy hearing. PLs tasks at TH Cologne are mainly coordinative and geared towards a smooth and efficient processing of study programmes.

Similarly, Laurea does not have a designated PL for each study programme. Educational leadership is shared to support regional strategies and a strong knowledge-based approach in each study programme. Development managers work closely with several academic specialists – such as degree or module co-ordinators and heads of student affairs to support a study programmes' development, student intake, student success and employability.

Cluster Approach to Developing Intercultural Competence as a Soft Skill in a Multicultural Personality of an International Negotiator

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ABSTRACT

Cross-cultural training requires approaches aimed at developing a multicultural personality possessing qualities and skills integrated into intercultural competence contributing to successful intercultural communication. Assuming this as the process of interaction at affective, cognitive, and behavioural layers, the author considers both intrapersonal and interpersonal aspects of cross-cultural training vital in developing the required qualities and skills. The paper outlines and compares the main features and competences integrated into an 'interculturally competent person' compared to a 'multicultural personality' at intrapersonal and interpersonal levels. The aim of a cross-cultural training is to achieve the stage of "conscious competence" that implies the willingness to adopt a different culture and ability to adapt to its peculiarities exposed in behavioural patterns of international negotiators. The author, therefore, considers the process of developing intercultural competence in a combination of affective, cognitive, and behavioural clusters, which allows avoiding the schemata of teaching as a succession skills development process. The paper relates stages of negotiation process to the structure of communication, which enables to design cluster-modular-based approach to developing an interculturally competent multicultural personality of an international negotiator. The suggested approach consisting of three clusters (affective, cognitive, and behavioural) and four modules (cultural awareness, perception, (re)consideration; cultural cognition and orienteering; cultural attribution and modeling; cultural simulation) was applied to a cross-cultural training course at Plekhanov Russian University of Economics. The paper shares the experience of the course implementation in terms of modules division, selection of techniques, tasks and assignments that would best develop the required skills at each cluster and module of the course. Special attention is paid to the outline of three-cluster-four-modules approach which, alongside the relevant assessment materials and resources for self-study contribute to the development of an interculturally competent multicultural personality willing and competent to perceive, accept, interpret, manage, and adjust to various cultural contexts.

Nordic Higher Education Institutions' (HEI) Inclusion and Diversity Management (IDM) Scoping

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ABSTRACT

The Nordic countries are becoming increasingly diverse as a result of globalization, immigration and students entering the academia through multiple paths. Yet, different student groups are not equally represented in higher education. The higher education practices and policies on how to approach the phenomenon of diverse learners may be lacking. The objective of this scoping review is to obtain an overview of how various higher education institutions (HEI) approach inclusion and diversity management in the Nordic Countries.

The Nordic countries were chosen as the target of investigation in this article due to the countries' well-known set of cultural values, which is based on democracy and equality. The scope of study in this article is restricted to the best practices of HEIs in Denmark, Finland, Iceland, Norway and Sweden.

The methodological approach in this article is desk-top research of official HEI websites. The article showcases best practices in benchmarked HEIs, which were chosen from top ranked HEIs and some based on the valid practices in use. The article reviews the benchmarked HEIs' best practices in terms of the services provided to the growing nontraditional student body, which is partially a result of the growing number of foreign students in higher education. In order to receive a full overview of the inclusion and diversity management practices in use, the dual HEI model of Nordic higher education was considered. As a result, the scope of studied websites includes both research universities and universities of applied sciences.

Cultural Interpretation of Deep Approach to Learning: an Empirical Analysis in a Chinese University

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ABSTRACT

Students adopt different approaches to learning. Entwistle and his colleagues identify three approaches to learning in higher education, namely surface, deep and strategic approaches. In attempts to cultivate innovative people, university students are encouraged around the world to adopt a deep approach to learning, which is based on the idea that the deep learning approach contributes greatly to the ability of students to solve problems innovatively in practice. However, many studies have stressed the impacts of culture on students' learning behaviors, which suggest that students from various cultures will behave differently in their learning even though they have adopted the same approach to learning. Although researchers holding such a view have extensively examined cross-cultural interpretations of these learning behaviors, there is a lack of empirical evidence regarding how students with a deep approach organize their learning in a specific social norm. Exactly, for this reason, this study employs the ASSIST (Approaches and Study Skills Inventory for Students) questionnaire to empirically demonstrate the learning pathway of Chinese deep-learning students. It concludes from a path analysis of 324 undergraduate students in a Chinese university that 'monitoring effectiveness' plays an important role in learning motivations of Chinese university students with a deep approach rather than 'interest in ideas', and the learning pathway of those students is associated with the Chinese culture.

Development of Cross-cultural Awareness of University Instructors using English Medium Instruction Approach in Russian Economic Universities

Maria Vladimirovna Zarudnaya

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ABSTRACT

Nowadays more and more Russian universities enter international educational environment and are making a lot of efforts to become competitive and attract international students.

Apart from a well-designed curriculum and good educational facilities, highly professional faculty members are seen as one of the advantages of a university. Academic achievements and high-level of English language competence are no doubt essential for university instructors teaching international students; however, understanding of cultural differences, students' educational backgrounds and expectations are equally important.

In Russia knowledge-based approach was the dominant one for a long time, and, although after joining Bologna process Russian educationalists started using competence-based approach, there are still a lot of challenges that we have to overcome. One of the main challenges is that most faculty members at economic universities have no degree in pedagogy, which means that they have not received any specific training in competence-based teaching approach. Moreover, as average age of faculty members is over 40, few of them were taught using competence-based approach.

Thus, a professional development programme for faculty members was designed in order to improve their English language competence, familiarize with English Medium Instruction approach, competence-based teaching approach and the main cultural differences in educational backgrounds of international students.

#SheDIDIT: Insights in Barriers and Motivations for Ethnic Female Entrepreneurship in Belgium

Karijn Bonne, Marilyn Michels

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ABSTRACT

Ethnic entrepreneurship has become an important aspect of modern urban life and fulfills a key economic and social role for ethnic communities. Young people with a non-EU background, especially girls, may become victim of discrimination on the labor market and, alternatively turn to self-employment. A business might be started out of necessity to generate income, or, as a way to chase dreams and climb up the social ladder. Hence, the AMIF funded project #SheDIDIT was created to stimulate ethnic girls for a future entrepreneurial career. First, a qualitative study on thresholds and motivations for ethnic female entrepreneurship was carried out. Seven focus groups (N = 61) were organized in October and November 2018. We reached 14 newcomers, 23 respondents with non-EU background and 24 natives. Findings expose how young girls in Belgium experience different entrepreneurial motivations and obstacles across ethnicity. With regard to gender only barriers were found, no advantages were perceived to female entrepreneurship. Concerning ethnicity, barriers, mentioned only by ethnic respondents, were a lack of family support, discrimination and cultural obstacles. For newcomers, language, a lack of network and being financial responsible for the family were additional thresholds. Surprisingly, with respect to ethnic respondents, we observed more positive drivers than barriers. Socio-economic progression, economic autonomy, social recognition, market opportunities, boosting self-confidence, fighting against discrimination on the job market and at the same time creating job opportunities for others, becoming a role model and, finally, giving back to community can thrive young ethnic girls to become would-be entrepreneurs. The intersectional lens helps us to understand why it is important to understand and accommodate different values in services offered to future female entrepreneurs in a superdiverse country as Belgium. The results of the study will serve as input for the coaching and role model campaign of the #SheDIDIT project.

Frugal Innovation Process Model

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ABSTRACT

In this paper, we explore a process framework in the context of resource-constraint innovation with the intention of providing an approach conducted within numerous situations. Based on original data from several case studies, we observe the interrelations of our key stakeholders as being the focus of such an initiative as an alternative to the problem-needs-solution paradigm commonly executed. Benefits realization encompasses the direct interaction between the innovation practitioner and the stakeholders in question in order to ensure user empowerment, adequacy for all stakeholder groups, and optimization, both from design and usability perspectives. Fundamental tenets of the framework include proven methods such as open innovation, positive deviance, iterative design, and co-creation. With this research, we contribute to the growing body of literature on Frugal Innovation and the emerging middle class and conclude this study with a discussion of the implications of our findings tied to the concept of reverse engineering; the innovation conducted within certain conditions which are then exploited to satisfy the demands of the underserved within the social strata.

What we know about the Culture-innovation Relationship Studies: A systematic Review of the Literature.

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ABSTRACT

Studies about the relationship between innovation and culture cover a wide range of different academic fields, including different approaches and specific issues. This kind of variety is also typical of cross cultural research applied to management issues. As Capaldo et al. (2012) stated, those studies can be compared to a mosaic, in which each tile color can be seen as representation of a different research topic of interest. In order to discover the "chromatic structure of the mosaic", the aim of this research is to develop a systematic literature review (SLR) about the culture-innovation relationship. This review highlights how cultural factors have been analyzed in the field of business innovation studies, considering both those that can be more focused on innovation (at the national, firms, group, and individual levels), and those that can be considered more dedicated to the study of cultural contexts for innovation. The SLR process was based on three stages: in the first one, we ran a manual search in general management and specialized journals (Mueller et al. 2013; Short 2009) supplemented by international business journals (total n. of journals 29), using the same keywords (cultur* [AND] innovat*) in title and/or abstract. The output of this stage was a list of articles (n. 253) organized as items of a database, in which each article has been classified by source, journal, year, author(s), title, abstract, keywords and context of research (sample nationality). In the second stage, after the decision about the exclusion criteria, the final list of articles were coded in order to identify relevant topics grouped in "innovation-related" and "culture-related" studies. The last stage, gave us the chance to reflect on the research gaps and future directions of both types of innovation-culture relationship studies.

Social Entrepreneurship in the Context of Employment Policy – the Case of the Czech Republic and its Overview in Selected European Union Countries

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ABSTRACT

Social entrepreneurship is a current research trend in European Union countries. From the point of view of public policy, support of social entrepreneurship could be marked as an instrument of employment policy that is used in these states. In this case, we talk especially about integration social enterprises which primary socially beneficial objective is employing people who are disadvantaged in a certain way in the labour market. Regarding this characteristic, questions arise to what extent are these enterprises connected to social public policy and how important instruments for the area they become. The objective of this research is to define the position of integration social enterprises in the context of employment policy in the Czech Republic and in selected EU countries.

In this paper, the authors use research question approach. Considering the abovementioned objective, the following research questions were determined. What are the differences in the position of social entrepreneurship as an instrument of employment policy in the Czech Republic and in selected EU countries in the context of legislative framework? What are the groups of disadvantaged people in the labour market that integration social enterprises in selected region of the Czech Republic focus on and how this focus complies with the requirements of employment policy of the Czech Republic?

Increasing Success in transferring Companies - Succession Planning and Transfer – a new holistic Approach with the ENTER-transfer Model

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ABSTRACT

The transfer of a business to the next generation is a critical step in the life cycle of a company. If this step fails, the business has to be liquidated. Many jobs, company knowledge and values as well as other resources are lost in such a case.

Positive trends, such as the decline of nepotism and other social changes are accompanied by negative factors, too. With respect to family business, transfers within a family or company are becoming increasingly difficult. Therefore, an international positioning in order to be more attractive for external investors has become more important for family businesses.

Although there are several business transfer models available, the models usually focus on family transfers and miss the international transfer aspect. We elaborated a new business transfer model together with eight CEE partners. The model can be used at a very early stage of the business transfer process. It consists of many scientifically elaborated questions for different stages during the transfer process. Based on this self-evaluation, the model gives the user feedback on his current stage of progress. Additionally, information about "further steps" are given. The model can be used by an entrepreneur who transfers his business within the family, within a company or to external investors. As the model starts at a very early stage, it can also help the entrepreneur with the decision to whom (e.g. children, employees or investors) the business should be transferred to.

The model aims to be a reliable support and addition to available check lists and information material. The next step is to realize an international "transfer web-platform" which should further support external investments.

Recent Entrepreneurship Education
and Startups by Foreign Students in Japan

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ABSTRACT

In this paper, current status of entrepreneurship education at universities in Japan based on practical methodology to induce innovation such as "design thinking" is overviewed. Processes characteristic to human centric approaches, i.e., "problem finding" and "solution finding" have been well implemented in many educational programs. However, there still exits room for improvement because (i) the programs do not have strong linkage with following practical processes like "examination of business plan", (ii) most of them do not have close relationship with the processes of "technology commercialization" or "technology push innovation" and (iii) the proportion of students who aim to create new business is not so high. Concerning the last point, it is shown that foreign students learning in Japan contribute to establish new startups through interaction with domestic residents. Some examples of successful startups are displayed.

Communication Trends in Formation of Institutional Business Environment in Tourism of St. Petersburg

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ABSTRACT

Conducted research is aimed to reveal communication trends in formation of institutional business environment in tourism of St. Petersburg.

As a result, it was revealed that communication trends are due to the tourism multiplier effect and take into account changes in the institutional tourism environment within the framework of new information communication technologies, such as online booking services, tourist information centers, etc.

Communication part of institutional business environment in tourism combines such information communication technologies as automatic information system "Unified Federal Register of tour operators", "Safety treats information for tourists", official website of Federal Tourism agency, online booking systems etc.

Stable communication trends in formation of institutional business environment in tourism of St. Petersburg are: the growth of the number of information tourist centers and mobile services, that make an access to tourism services of every level easier; different forms of collaboration (bloggers, online events etc.); improvement in quality, speed and safety of tourist services.

Generation Z: The Mediating Roles of Self-Esteem and Perceived Stress on the Relationship between Emotional Intelligence and Life Satisfaction

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ABSTRACT

This study investigates the mediating roles of Generation Z students' self-esteem and perceived stress levels on the relation between their emotional intelligence and life satisfaction. Cross-sectional questionnaire data were obtained from 682 Generation Z (Gen Z, Gen Zers) undergraduates. Results indicated that Gen Zers' emotional intelligence levels were associated with their increased life satisfaction. Furthermore, as Gen Zers' emotional intelligence increased, their self-esteem levels also increased whereas their perceived stress decreased. Additionally, Gen Zers' increased self-esteem and decreased perceived stress were associated with their increased life satisfaction. Besides Gen Zers' emotional intelligence was significantly associated with their increased life satisfaction after controlling their self-esteem and perceived stress levels. Moreover, both self-esteem and perceived stress uniquely mediated the relationship between Gen Zers' emotional intelligence and life satisfaction. Finally, results showed that Gen Zers' emotional intelligence increased their self-esteem, which in turn decreased their perceived stress and subsequently increased their life satisfaction. The results of this study underpin positive psychology movement theory. Implications for future research and practice are discussed.

The Effect of Perceived Organizational Support on Work Engagement and Performance: A Study of International Assignees

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ABSTRACT

Perceived organizational support (POS) emphasizes the degrees that employees recognize organizations commit to them. Randall et al. (1999) and Armeli et al. (1998) found that POS positively affects employee performance. Previous empirical studies have found that POS can positively influence the level of employee engagement (James et al. 2011; Biggs et al. 2014; Villotti et al. 2014), which shows when employees feel the concern, encourage, and support from organizations, they will have a strong work engagement in return (Bakker et al. 2008).

Under the current international trend many companies are gradually becoming international. The relevant expatriate literature indicated that expatriates play very important roles in the overseas operation of multinational corporations (MNCs). Therefore, the effective management of expatriates is one of the keys to the success of MNCs. The failure of assignments, cross-cultural adjustment, turnover intentions, and repatriation are most discussed issues in the expatriates' studies (Wang 2009; Hong 2004; Lee 2007), whereas the psychological factors is relatively rare been discussed. In addition, there are a few researches focused on the relationships among POS, work engagement, and performance of expatriates. This study thus attempts to explore the relationships among these three variables, and furthermore to investigate the mediating effect of work engagement.

A total of 161 valid questionnaires answered by international assignees were used to test the hypothesis, and the results indicated that (1) POS has a significant positive effect on work engagement; (2) POS has a significant positive effect on performance; (3) work engagement has a significant positive effect on performance; and (4) work engagement has partial mediating effect on the relationship between POS and performance. In the end, this study proposes academic and practical implications and recommendations based on the research results, as well as the research limitations and recommendations for future studies.

Cross–Cultural Job Motivation: A comparative Analysis of Russian and Danish Companies

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ABSTRACT

This paper examines job motivation in the cross – cultural context. The purpose of the paper is to investigate the impact of national and organizational culture on the human´s motivation. The aim is to conduct a comparative analysis and to explore how the Russian and Danish cultural settings affect job satisfaction. Specifically, the two organizations are analyzed in this respect: CONDUENT Czech Republic, s.r.o. with Russian employees and the Danish multinational company NNIT A/S. In order to compare the two preexisting groups that are not randomly assigned, the two theoretical approaches are used in this paper: 1) the Herzberg´s two – factor theory and 2) a model of cultural dimensions by Geert Hofstede. The conducted study is principally developed as a between – subjects (of nonequivalent groups), differential research strategy that involves comparison of scores from different groups or different conditions (i.e. different cultural settings as an independent variable). A dependent variable (=the individual scores of job satisfaction for the employees working for both companies) is measured by using a questionnaire on the motivators and hygiene factors proposed by F. Herzberg. To answer the three hypotheses (H1: Danes score higher than Russians in the indicator of satisfiers; H2: A factor of dissatisfiers is more important for Russians than for Danes; H3: On the whole, Danes are more satisfied at work than Russians) the original data set is transformed into 2x2 factorial design (a person-by-environment or person – by - situation P X E design). The obtained results of job motivation of employees working in the Russian and Danish cultural environment are mostly in the line with the Hofstede´s analysis.

The Importance of Ethical Behaviour in a Global Business Environment

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ABSTRACT

Problem of the organizational ethics and corporate social responsibility in the global business environment is a key topic for the future of the organizations. However, several studies suggest that the organizational ethics can be also a source of competitive advantage. The results of several studies show that the ethical behavior of managers in the organization positively determines not only the satisfaction of employees but it also enhances motivation of the employees to achieve organizational goals and boost enhance productivity as well as loyalty. Last but not least, ethical behavior of organizations enhances the positive image of those organizations.

In order to achieve the adaptation of ethical behavior by all employees, ethical principles need to be embedded in the organizational culture. According to DuBrin (2010) the central philosophy of organizations should be the belief that one can do the right things and at the same time behave ethically, that the partnerships can be based on fair business conduct that is beneficial for both parties.

Implementation of the ethical principles in the managerial behavior and in the decision-making have often been suppressed due to ignorance, low level of ethical maturity, due to persuading one's own goals at the expense of organizational goals or due to the various pressures and demands from the external environment.

Effective, ethically focused organizational culture together with personality development of employees can prevent slipping to unethical behavior of the individuals.

The aim of the paper is to highlight the importance of the ethical behavior in organization as well as to highlight the main determinants of the ethical behavior in organizations, supported by several researches.

The Effect of Company Guest Speakers on perceived Employer Attractiveness

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ABSTRACT

Employer branding plays a vital role in attracting and retaining skilled and motivated employees for the organization. Here, a significant amount of companies addresses students as one of their focal target groups when conducting employer branding activities. In this context a wide variety of methods is applied to communicate the employer brand, such as company career websites, social media or job fairs. In Germany, another common method is to send guest speakers to universities and business schools. Here, they have the chance to give a company presentation and to talk about practical aspects of their business as part of lectures or seminars. By doing so, they also try to positively affect the perceived employer attractiveness of business students. Despite the popularity of this method, little research has been conducted on the effectiveness of guest speakers on employer attractiveness. This exploratory study is based on data collected from 416 business students who participated in eight guest lecture sessions. The results show that guest speakers' performance significantly affects perceived employer attractiveness, and that the magnitude of this effect is moderated by the degree of students' company awareness. In addition, it was analyzed to what extent guest speakers' enthusiasm, communication and presentations skills, and expertise affect the overall rating of the guest speakers' performance. It can be shown that enthusiasm has the greatest influence, while expertise has virtually none. Overall, the results contribute to research on the effectiveness of company guest speakers as an employer branding method among the target group of business students. Practical implications are also discussed which can support companies in utilizing their employees or managers as guest speakers more efficiently.

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