

6. PATTERNS AND FUTURE TRENDS IN INTERNATIONAL BUSINESS STUDIES

6.1. How do international business studies develop? Inspiration from non-mainstream publications moves the discipline forward (Henriett Primecz)

6.1.1. Introduction

Publications published in leading business and management journals are expected to make a contribution to existing knowledge: theoretical, empirical or methodological contributions. When authors fail to prove their contribution, submissions are rejected, and they do not have a chance to be published. Many academics have learned to formulate their arguments to convince editors that their articles have significant contributions, but in certain cases, they are just rhetorical solutions. How do we know which studies make a contribution in the long run? Citations are one of the most important indicators of whether an article had an impact on the field. When a study is cited, we assume that the content is important enough that many scholars connect their arguments to the well-cited articles. Which articles really move the field? This is more difficult to evaluate. Arguments debated and approved by scholars can be one possible criterion, and this can be still measured by the number of citations.

Studies in business and management are dominated by mainstream functionalist publications, and publications from other paradigms are more sporadic. It is often assumed that the large majority of articles, which are mainstream functionalist studies, are moving the field forward. It is also assumed that normal science in business and management is functionalist, and alternative paradigms represent minority – and consequently insignificant – opinions, as they are expressed by small and isolated academic communities, while mainstream functionalist studies are wide-spread and form the overall thinking in research in the field of business and management. In this article, I argue that non-mainstream publications have influenced the academic debate significantly, at least in international business. I use the example of language in international business as a topic to show how a new theme has emerged and grown in international business and what was the role of non-mainstream articles in this process.

In this article, three paradigms (functionalist, interpretive, and critical) in the business and management field are presented. Then four special issues in language management and related articles are reviewed. Based on the in-depth analysis of 37 articles published

in special issues in *International Studies in Management & Organization*, *Journal of World Business*, *Journal of International Business Studies*, and *International Journal of Cross-Cultural Management*, eight key articles were identified, which were quoted by more than ten articles from the 37 investigated studies. The eight key articles represent three paradigms, and relationship analysis among the articles proves that non-mainstream publications were more influential in language management, and they moved the field forward. This finding eventually proves that non-mainstream articles are not isolated, rather they are the engine of scientific discoveries. They contribute to research significantly, and they overtake mainstream articles in citations.

6.1.2. Positivist, constructivist, and critical paradigms in International Business

Unlike natural science and social science, business and management studies – including organizational studies, international business, international management, cross-cultural management, (international) human resource management, etc. – are paradigmatically divided (Burrell and Morgan, 1979; Primecz et al. 2009; Romani et al. 2018a, Romani et al. 2018b, Primecz, 2020). There are several parallel research paradigms in which researchers conduct their studies. The dominant paradigms are positivist (functionalist), interpretivist (constructivist), and critical paradigms, among which positivism dominates international business and related fields (Primecz, 2020).

Positivism (Donaldson, 2003) is often referred to as functionalism (Burrell and Morgan, 1979). It follows natural science as a role model. They assume that causal relationships can be identified between dependent and independent variables of investigated phenomenon by statistical-mathematical methods, and the aim of researchers is to find law-like relationships among concepts of a phenomenon. Quantitative methods (e.g.: Vaszkun & Saito (2022) or Vaszkun (2013)) dominate positivist studies, but it is possible to conduct qualitative research in positivist manner (Vaszkun et al., 2022), when qualitative data is the basis of models which claim to be generalizable and universal (Gephart, 2004). Grounded theory method, which is a qualitative method, is often used in a positivist way (Charmaz, 2005). Positivist theorists tend to develop generalizable models of human activities. They assume value free science, as they argue that they distinguish between facts and values, and researchers have to be value free and independent of their investigated phenomenon. Theories are to be developed in order to help decision-makers (e.g., managers) be more effective in their work and improve the

quality of their decisions (Donaldson, 2003). The theoretical concerns of a positivist researcher are relationship, causality, and generalizability. Empirical evidence is the base of constructed theories in the positivist paradigm. The difficulty lays in discovering cause and effect relationships that lay deep in the structure and not on the surface (Donaldson, 2003).

Hofstede (1980), GLOBE study (House et al. 2004), and Schwartz (1999) models fulfil the requirements of positivist research. Beyond the seminal works of Hofstede and GLOBE, positivist studies dominate the field of international business. Knowledge transfer within MNC is often investigated by causal relationships (e.g., Liu & Meyer, 2020). Comparative case studies among subsidiaries which measure performance indicators (Barron et al., 2017), quantitative text analysis about emerging market multinationals (Kotabe & Kothari, 2016), or a grounded model of offshoring strategy and motivational drivers amongst onshore and offshore employees (Zimmermann & Ravishankar, 2016) are typical examples of qualitative data collection that resulted in a positivist research outcome. At the same time, the majority of published empirical studies in international business are quantitative. For example, Zhou & Wang (2020) present a study of foreign subsidiary CSR as a buffer against parent firm reputation risk by applying multi-variant statistical analysis with a dataset that covers the social activities of the foreign subsidiaries of large MNEs in China. Approximately 80% of the published articles in the *Journal of International Business Studies* are quantitative; while approximately 65% of the published articles in the *Journal of World Business* are also quantitative. Theoretically, quantitative analyses can be in any paradigm, but in practice they belong to the positivist paradigm without exception.

Interpretive studies build on the argument that there is a fundamental difference between natural sciences and social sciences, which is that objects of scrutiny in natural science do not think anything about the research phenomenon, so they can be investigated quasi independently; while in social science, the objects are human beings who have their own opinions about research and consequently cannot be investigated independently (Hatch & Yanow, 2003). Therefore, interpretive scholars do not consider natural science to be a role model, and they argue that this fundamental difference between the two genres of academic research indicates that social scientists need to develop distinct research methods which fit to investigation of human beings. In this sense, a large part – if not the whole – of international business falls into the social science category, as objects of inquiries are directly or indirectly people, decision-makers, managers, employees, customers, etc. Hatch and Yanow (2003) also point out that ontological debate between philosophers dates back to ancient times, and the

recent turn to hermeneutics, phenomenology, and language itself has a few thousand years legacy. Schwandt (2005) denotes that interpretive tradition emphasizes *Verstehen* (understanding), while constructivism's major concern is the social construction processes. This indicates a certain overlap of the two twin-schools. Even though they can be defined as distinct paradigms, many scholars consider them to be one paradigmatic camp (Primecz, 2020).

Even though positivism dominates international business, studies concerning culture and language often fall to the interpretive paradigm (Primecz et al. 2009). Geertz's (1973) seminal work is a milestone in cultural studies and the landmark in the interpretive paradigm. Even though the proportion of qualitative studies in international business is relatively low, a considerable part of these qualitative works is interpretive. Barmeyer et al. (2019) proves that interpretive publications in cross-cultural management are in the minority, but they have a slight growth. It is even more remarkable that investigations aimed at language usage in international business have a considerable interpretive presence. Further interpretive studies can be identified in subsidiary-headquarter relation investigations (e.g., Ambos et al. 2020), trust dynamics between cross-border partners (e.g. Couper et al., 2020), single case studies about the emergence of neo-global corporations (e.g., Mees-Buss et al., 2019), innovation and internationalization processes (Kriz and Welch, 2018), compensating international mobility (Bonache and Zárraga-Oberty, 2020), knowledge transfer (e.g., Duvivier et al. 2019), SME internationalization beyond exporting (Stoian et al. 2018; Szabó, 2023), and many contextualized cases (e.g., Parente et al., 2019, Xing et al., 2020, Mahadevan 2012). Ethnographic studies are more and more common in international business (e.g., Moore, 2020, Mahadevan, 2012, Alberti and Danaj 2017, Charleston et al., 2018) and netnography (Moore, 2020).

The major concern of studies in the critical paradigm is about social justice, inequalities, and fairness. The publication of critical management studies (Alvesson and Willmott, 1992) sets the scene. Fournier and Grey (2000) stated "something wrong with management". There are systematic inequalities in societies and their presence is even larger in organizations (Vaszkun, 2012, 2013). Critical management studies (CMS) is often considered to be an umbrella term for works with fundamentally different epistemologies and ontologies. Adler (2002) lists Marxists, post-Marxists, post-modernists, feminists, ecologicals, irreductionists, critical-realists, and post-colonials as possible critical scholars, but they are not limited to them and any academic study which questions that organizations are to follow narrow aims and pursue profit at the expense of larger societal and human benefits. Theories which questions the present

societal status quo—namely, consumption society, capitalism, and the present world order— (Wallerstein, 1991) fall into this category. Critical scholars want to understand and change the oppressive nature of our contemporary management, business system, society, and organizations. The power-laden mechanism of production and control (Willmott, 2003) are uncovered and detected in order to be changed in the future. Critical scholars question value free science, as it is impossible. Anyone who claims to be value free is naïve or cynical in their eyes.

International business is exposed to critical studies, as huge inequalities exist in the world. Postcolonial theories were the first to address the unfair distribution of power and uneven consequences of the colonial era (Prasad, 2009; Jack and Westwood, 2009). Critical perspectives on international business are not limited to postcolonial approaches but also include power tensions in multinational organizations, problems and negative consequences of globalization, frictions in mergers and acquisitions, corporate social (ir)responsibility, critical migration studies, critical diversity studies, critical approaches to (reverse) knowledge transfer, and many more in critical cross-cultural management. The sensitivity towards power inequalities emerged recently in cross-cultural management (Primecz et al. 2016) highlighting the role of gender, ethnicities, languages, and religions. Power effects on the macro level in international business (Cairns and Sliwa, 2017) and micro level processes (Romani et al. 2018b) are equally part of the critical paradigm. Critical cross-cultural management is characterized by its sensitivity towards power imbalances in intercultural relations and criticize instrumental reason and managerialism, while it pays attention to historical-political embeddedness of intercultural situations and their actors. Engagement with the critical paradigm means to aim to denaturalize given, existing concepts (e.g., culture) and power distributions and to approach problems with a reflexive attitude with the quest for understanding interests and unearned privileges (Romani et al., 2020a, Romani et al. 2018b). The aim is always to reach a less oppressive, fairer, and more emancipated situation.

6.1.3. Method

Language in international business and cross-cultural management was the topic of four special issues in the last 20 years. Piekkari and Zandler (2005) edited a special issue in *International Studies in Management & Organization (ISMO)* with five articles besides the editorial. Then Piekkari and Tietze (2011) edited a new special issue in the *Journal of World Business (JWB)* with six articles besides the editorial. The next special issue was edited by Brannen and Piekkari (2014) in the *Journal of International Business Studies (JIBS)* with six articles besides the editorial. Six other articles were published in the subsequent issues of the *Journal of International Business*. These were all responding to the original call but were not included in the official special issue and still published in *JIBS*. Finally, Beeler, Cohen, de Vecchi, Kassis-Henderson, and Lecomte (2017) edited a special issue in the *International Journal of Cross-Cultural Management (IJCCM)* with ten articles beyond the editorial. These 37 articles are the subject of the analysis in this paper. Themes discussed by these articles and the methodologies were investigated. Based on these data, all articles were categorized to paradigmatic affiliations. Certain authors explicitly stated their paradigmatic attachment (e.g., Steyaert et al. 2011), while others were evaluated by the present author. Mainly methodologies and the overall tone of the articles were considered, and additionally quoted references, research questions, results and conclusions were also taken into consideration when paradigmatic affiliations were decided.

Besides the 37 articles, further articles were identified as influential publication of the field. The newly identified papers were ranked by frequency of quotations by the above-mentioned articles, and eight further studies were recognized as central articles in the field. These eight further publications were similarly scrutinized as the first 37 articles, and they were categorized according to their paradigmatic affiliations. The overall 45 articles are the basis of the following analysis.

First of all, the paradigmatic landscape of the field is described. After the exposition, further relationships between publications are investigated by the analysis of quotation relationships among the articles. Bearing the paradigmatic affiliations of the studies in mind, and a notable pattern can be retrieved. The interpretation of the paradigmatic landscape and the notable pattern is presented and analyzed in the findings.

6.1.4. Findings and discussion

While international business publications are dominated by mainstream functionalist research, it is not the case in language management studies. The first SI in ISMO in 2005 published five functionalist studies and one interpretive study. The second SI in JWB published four functionalist, a critical and an interpretive study, while the editorial was undefinable. The next SI in JIBS in 2014 published three interpretive, two functionalist, and a critical study. While submissions that arrived to the call but were published later in the same journal include three functionalist, two critical, and one interpretative study. The SI in IJCCM in 2017 included five interpretative, four critical, and one functionalist study and the editorial was undefinable. The four SI altogether published 15 functionalist, 12 interpretive, and ten critical papers. Two editorials could not be classified into any paradigm, and two editorials were clearly engaged in specific paradigms: the editorial of ISMO 2005 was functionalist and the editorial of JIBS 2014 was interpretive. Table 1 summarizes the data.

Table 1: Paradigmatic landscape of 37 articles published in four special issues

	ISMO 2005	JWB 2011	JIBS 2014	JIBS 2014+	IJCCM	Sum
Functionalist	5	4	2	3	1	15
Interpretive	1	1	4	1	5	12
Critical	0	1	1	2	4	10
Undefinable	0	1	0	0	1	2

ISMO: International Studies in Management & Organization, JWB: Journal of World Business, JIBS: Journal of International Business Studies, IJCCM: International Journal of Cross Cultural Management

Eight central articles were identified by the number of quotations. All quotations of 37 articles were analyzed, and the quoted articles were put into order based on their number of quotations. Eight articles were outstanding, and they were labelled as central articles. All central articles were quoted by more than ¼ of the investigated studies. The first highly influential article was published in 1997 in the European Management Journal (EMJ) by Marschan, Welch & Welch. Then the same authors published two articles in 1999, one in the International Journal of Human Resource Management (IJHRM) and one

in the International Business Review (IBR). These three articles were interpretive. They were followed by a functionalist study in Cross-Cultural Management: An International Journal (CCM) by Freely & Harzing in 2003. Then two critical studies were published in high impact journals, one in the Journal of World Business by Janssens Lambert Steyaert in 2004 and one in the Journal of Management Studies (JMS) by Vaara, Tienari, Piekkari & Sääntti in 2005. The eighth highly influential article was published in Corporate Communication: An International Journal (CC) by Fredriksson Barner-Rasmussen Piekkari in 2006. At the same time, the first investigated SI was published in 2005 in International Studies in Management & Organization edited by Piekkari & Zander. Four central articles are interpretive, two central articles are critical, and two central articles are functionalist. Central articles are mainly non-mainstream studies. Table 2 gives an overview on central articles, quotations, and paradigmatic affiliations.

Table 2: Central articles' number of quotations and paradigmatic affiliation

Authors	Year	Journal	number of independent quotations among 37 articles	number of quotations among 37 articles (including dependent quotations)	number of independent quotations among 45 articles	number of quotations among 45 articles (including dependent quotations)	Paradigmatic affiliation
Marschan, Welch & Welch	1997	EMJ	12	14	17	18	Int
Marschan-Piekkari Welch & Welch	1999	IJHRM	16	20	18	22	Int
Marschan-Piekkari, Welch & Welch	1999	IBR	18	21	20	24	Int

Freely & Harzing	2003	CCM	10	12	12	14	Func
Janssens Lambert Steyaert	2004	JWB	15	17	16	18	Crit
Vaara, Tienari, Piekkari & Sääntti	2005	JMS	14	17	14	17	Crit
Luo & Shenkar	2006	JIBS	14	14	14	15	Func
Fredriksson Barner-Rasmussen Piekkari	2006	CC	13	15	13	15	Int

EMJ: European Management Journal, IJHRM : International Journal of Human Resource Management, IBR: International Business Review, CCM: Cross-Cultural Management: An International Review, JWB: Journal of World Business, JMS: Journal of Management Studies, JIBS: Journal of International Business Studies, CC: Corporate Communication: An International Journal

Articles of the special issues and central articles together represent even less dominance of mainstream studies, as 17 articles are functionalist, 16 articles are interpretivist, and 12 articles are critical besides the two undefinable editorials. This is summarized in Table 3.

Table 3: Quotation summary within and beyond paradigmatic clusters

	Functionalist (2 central articles)	Interpretivist (4 central articles)	Critical (2 central articles)	Undefinable (2 articles)	Number of articles
Functionalist quotes ...	12 (6)	39 (9.75)	9 (4.5)	0	17

Interpretivist quotes	10 (5)	16 (4)	9 (4.5)	0	16
Critical quotes ...	7 (3.5)	24 (6)	14 (7)	0	12
Undefinable quotes...	0	2	3	0	2
Cumulated quotations	29	81	35	0	45
Average quotation/ central article	14.5	20.25	17.5		

Quotations show the significance of the non-mainstream articles even more. Functionalist central articles are quoted by 12 functionalist, ten interpretive and seven critical studies. Interpretive central articles are quoted by 39 functionalist studies, 16 interpretive studies, and 14 critical studies. Critical central articles are quoted by nine functionalist studies, nine interpretive studies and 14 critical studies. While paradigmatic communities are detectable, interparadigmatic quotations are not rare. Interpretive articles trend to be more influential than the others, and critical articles are also acknowledged. The network of quotations are illustrated by Figure 1.

Figure 1: Network of quotations

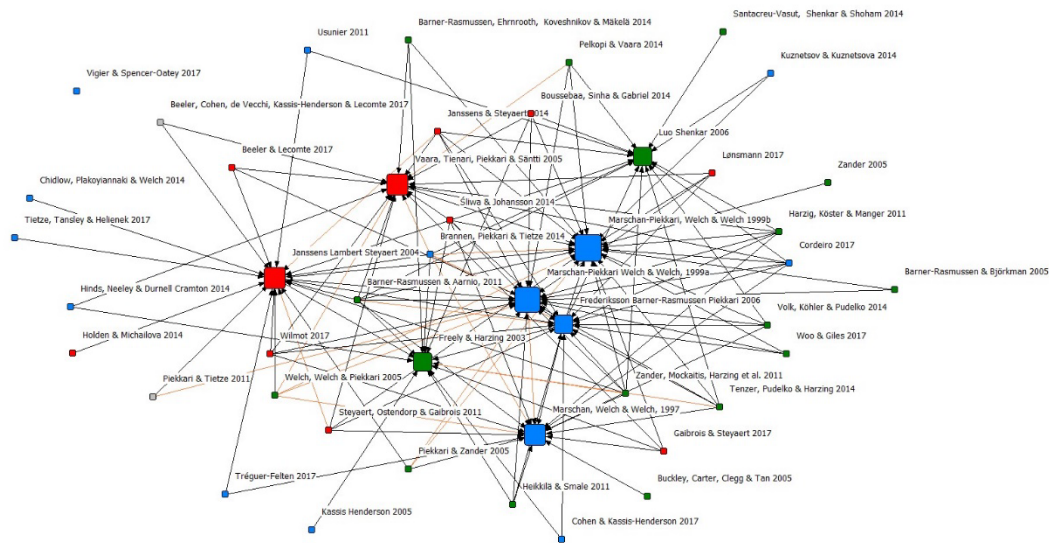


Figure was developed by UCINET software, source: Borgatti et al. (2002)

The size of the nodes represents the number of quotations. Green signifies functionalist, blue signifies interpretive and red signifies critical studies, red lines represent self-reference, black lines represent independent reference.

Density around interpretive articles are the highest, and they are positioned in central places. Two interpretive studies Marschan-Piekkari, Welch & Welch (1999a, b) are the most influential, then the two critical studies (Janssens et al. 2004, Vaara et al, 2005) influence the field significantly, then the other two interpretive (Marschan, Welch & Welch, 1997; Fredriksson, Barner-Rasmussen & Piekkari) and the two functional studies (Freely & Harzing, 2003; Luo & Shenkar, 2006). When paradigmatic schools are separated, the connections and interparadigmatic references are even more visible, as it is illustrated by Figure 2.

Figure 2: Network of quotations when paradigmatic communities are visually distinct

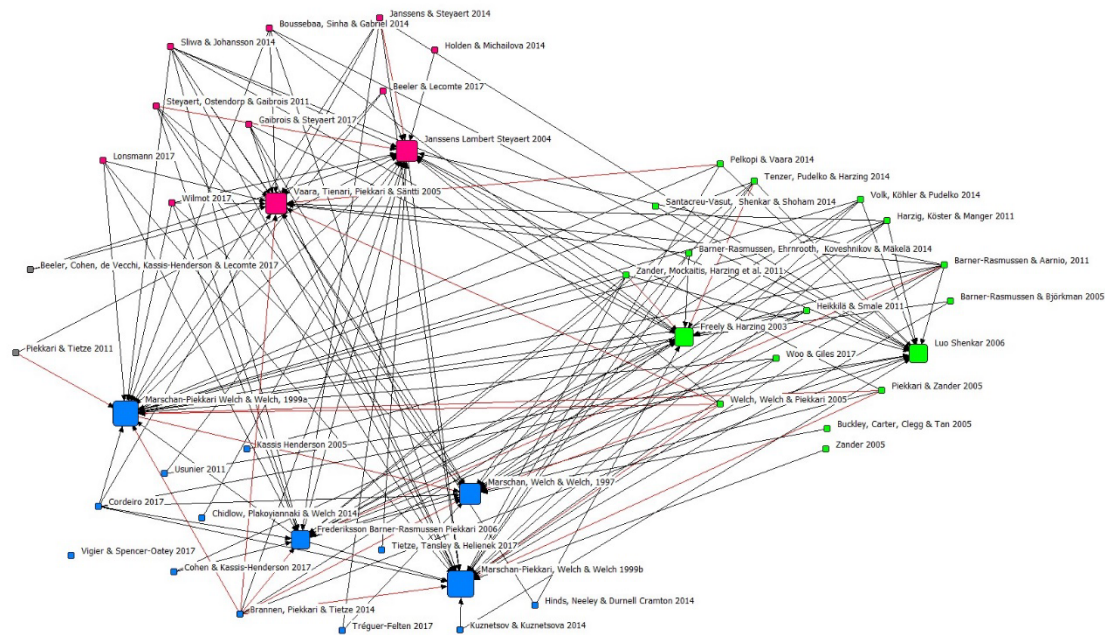


Figure was developed by UCINET software, source: Borgatti et al. (2002)

The size of the nodes represent the number of quotations. Green signifies functionalist, blue signifies interpretive and red signifies critical studies, red lines represent self-reference, black lines represent independent reference

Piekkari et al. (1997) set the scene with their case study about a Finish multinational, Kone, where the language issue is an important question in multinational organizations, and language facilitates and impedes (filters and distorts) communication, and organizations should introduce language policies which are in line with strategy, and language competence can be developed with the help of HR policies: selection, training, and transfer. Marschan-Piekkari et al. (1999a) went further by proposing a common corporate language, and the issue was taken for granted as part of HR work in a multinational company. Marchan-Piekkari et al. (1999a) highlights that the issue of language emerged from qualitative research, and language standardization supported by HR practices were proposed. Marchan-Piekkari et al. (1999b) built their third publication on the same case, Kone, the Finish elevator company's language issues, and highlighted a new aspect, being local to the headquarters, in this case Finish, gives certain privileges in the workplace. Power as an issue emerged in their analysis, while they arrive at the conclusion that language builds a shadow structure of the organization.

Freely and Harzing (2003) joined the conversation by stating that the language issue remains the ultimate barrier to global standardization in a multinational company, and they propose multiple solutions which facilitate communication among people representing subsidiaries with distinct local languages. Their solution was not derived from empirical investigation, rather it was a conceptual summary of existing practices and sporadic academic publications of the time. Janssens et al. (2004) tossed the field of language management significantly by engaging their theoretical perspective with a neighboring academic field, translation studies. At the same time, they applied critical tone by problematizing the elite group of expatriates, the existing world order, and most importantly political perspectives were employed to be sensitive to power dynamics, which highlighted marginal positions resistance to dominant norms and colonizing effects in translation. Vaara et al. (2005) continued to focus on the power effect of language management and practice, and they presented a case in the banking sector where Finish and Swedish bank managers and employee relationships are interpreted in postcolonial and neo-colonial theoretical frames highlighting the historical political context of the case. The authors analyzed a problematic decision to choose Swedish as common corporate language, assuming that Swedish and Finish employees and managers have equal access to the Swedish language because it is taught as a compulsory language in Finish schools, representing a legacy of Swedish occupation. The seemingly innocent corporate decision moved the emotions around occupation and independence; and the power and domination perspective came into force when individual competences, abilities and identities were questioned. The article inevitably set the direction to critical investigation.

Luo & Shenkar (2006) returned to functional studies by presenting a single case study and analyzing it from a managerial perspective, aiming for effective solutions for multinational language policies and neglecting power effects which were highlighted in previous publications, e.g., in Janssens et al. (2004) and Vaara et al. (2005), and also in its embryonic form in Marchan-Piekkari et al. (1999b). While Luo & Shenkar (2006) could have quoted six central articles and six articles of the SI in ISMO (2005) which were published before their article was accepted, but they neglected all the antecedents in the field. They came from another direction, and their studies became nearly as influential as the other central articles. Finally, Fredriksson et al (2006) started their arguments by stating the dominance of English as lingua franca is a widely accepted fact. They shed light on some political, historical, and contextual aspects of language management in organizations, while presenting their case on the relationship between German and Finish employees of a German multinational organization. They do not only

investigate the language practice, problems, and solutions but also problematize the notion of “common corporate language”. The authors recognize previous publications with great detail, and they provide a thorough summary of previously published academic articles.

6.1.5. Conclusion

Language management was a fresh topic in international business starting in the 1990s, it generated lively debates, which are represented by special issues in leading international business and cross-cultural management journals, conference streams, and beyond. Language issues are interesting in themselves, indicating that international management has moved beyond Anglo-Saxon centered multinational corporation towards non-Anglo-Saxon headquartered organizations where English as a lingua franca is not an obvious solution, while the business world and academia are still dominated by English. Investigating the role of languages in international management is relevant also from the epistemological point of view. The initial publications which started this topic were dominantly non-mainstream (interpretive and critical) publications, and further publications about language management remained balanced between mainstream and non-mainstream studies, while the academic publications in international business are dominated permanently by functionalist mainstream works. The language management topic within international business is an example of how a discipline develops. Dominant mainstream studies provide the mass of publications by presenting puzzle-solving exercises in academic communities, while non-mainstream publications import novel ideas and unusual research methodology embedded in alternative research paradigms. Consequently, non-mainstream studies give impetus for the discipline to move forward. Innovation arrives from non-mainstream directions; they require more attention and greater involvement in leading journals.

Appendix

Table 4: Investigated articles, their quotations and paradigmatic affiliation

Authors	Year	Journal	number of independent quotations among 37 articles	number of quotations among 37 articles (including 37 articles)	number of independent quotations among 45 articles	number of quotations among 45 articles (including 45 articles)	Paradigm affiliation

				dependent quotations)		dependent quotations)	
Piekkari & Zander	2005	ISMO	7	8	7	8	Funct
Welch, Welch & Piekkari	2005	ISMO	8	9	8	9	Funct
Barner-Rasmussen & Björkman	2005	ISMO	2	3	2	3	Funct
Buckley, Carter, Clegg & Tan	2005	ISMO	2	2	2	2	Funct
Kassis Henderson	2005	ISMO	9	10	9	10	Int
Zander	2005	ISMO	0	0	0	0	Funct
Piekkari & Tietze	2011	JWB	5	5	5	5	undefinable
Steyaert, Ostendorp, Gaibrois	2011	JWB	6	8	6	8	Crit
Harzing, Köster, Magner	2011	JWB	7	8	7	8	Funct
Barner-Rasmussen & Aarnio	2011	JWB	8	8	8	8	Funct
Heikkilä & Smale	2011	JWB	4	4	4	4	Funct
Zander, Mockaitis, Harzing et al.	2011	JWB	2	2	2	2	Funct
Usunier	2011	JWB	2	2	2	2	Int
Brannen, Piekkari, Tietze	2014	JIBS	9	9	9	9	Int
Tenzer, Pudelko & Harzing	2014	JIBS	5	5	5	5	Funct

Hinds, Neeley & Durnell Cramton	2014	JIBS	8	8	8	8	Int
Chidlow, Plakoyianna ki & Welch	2014	JIBS	4	4	4	4	Int
Kuznetsov & Kuznetsova	2014	JIBS	2	2	2	2	Int
Peltokorpi & Vaara	2014	JIBS	1	1	1	1	Funct
Janssens and Chris Steyaert	2014	JIBS	5	5	5	5	Crit
Boussebaa, Sinha & Gabriel	2014	JIBS	3	3	3	3	Crit
Holden & Michailova	2014	JIBS	1	1	1	1	Int
Volk, Köhler & Pudelko	2014	JIBS	0	0	0	0	Funct
Santacreu- Vasut, Shenkar & Shoham	2014	JIBS	1	1	1	1	Funct
Barner- Rasmussen, Ehrnrooth, Koveshnikov & Mäkelä	2014	JIBS	1	1	1	1	Funct
Šliwa & Johansson	2014	JIBS	2	2	2	2	Crit
Beeler, Cohen, de Vecchi, Kassis- Henderson, Lecomte	2017	IJCCM	0	0	0	0	undefinable

Linda Cohen, Jane Kassis-Henderson	2017	IJCCM	0	0	0	0	Int
Mary Vigier, Helen Spencer-Oatey	2017	IJCCM	0	0	0	0	Int
Woo & Giles	2017	IJCCM	0	0	0	0	Funct
Beeler & Lecomte	2017	IJCCM	0	0	0	0	Crit
Gaibrois & Steyaert	2017	IJCCM	0	0	0	0	Crit
Wilmot	2017	IJCCM	0	0	0	0	Crit
Lønsmann	2017	IJCCM	0	0	0	0	Crit
Cordeiro	2017	IJCCM	0	0	0	0	Int
Tréguer-Felten	2017	IJCCM	0	0	0	0	Int
Tietze, Tansley & Helienek	2017	IJCCM	0	0	0	0	Int

ISMO: International Studies in Management & Organization, JWB: Journal of World Business, JIBS: Journal of International Business Studies, IJCCM: International Journal of Cross Cultural Management

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