

# Politique des langues en entreprise (LANG401\_LEA)



## En bref

- › **Langues d'enseignement:** Français
- › **Méthodes d'enseignement:** En présence
- › **Ouvert aux étudiants en échange:** Oui

## Présentation

### Description

**Intitulé de cours :** Politiques des langues en entreprise / Language Policies in Organizations

**Enseignante :** Amy CHURCH-MOREL

**Formation :** Licence Langues étrangères appliquées    **Année :** 2ème    **Semestre :** 4

**ECTS :** 2

**Volume horaire :** 15h CM

#### Présentation :

Language diversity is an inherent part of international collaboration. Understanding language dynamics in organizations and how managerial actions can influence them is a key competence for actors looking to contribute to international projects and business, whether it be for multinationals, small and medium-sized companies or in the non-profit or public sectors. This course offers an opportunity to study language-sensitive management at the interpersonal, team, organizational, and societal levels with both lecture and interactive activities, based on the state-of-the-art in language management research. We will look at key issues involving language choice, communication effectiveness, power dynamics, trust, and compliance with national legal frameworks.

Through this course, students will hone their abilities to understand multi-level language dynamics and adopt language strategies to support effective collaboration, a key element for inclusive and responsible leadership.

---

## Heures d'enseignement

Politique des langues en entreprise - CM

Cours Magistral

15h

---

## Pré-requis obligatoires

Sufficient level of English proficiency for a university course.

Curious, rigor, attentiveness, and willingness to participate.

---

## Compétences visées

By the end of the course, students should be able to:

- \* Name the key elements of a language audit in the interest of describing the language dynamics of an organization, including the presence or absence of formal and informal language policies and language choice
- \* Name and identify language management practices employed in multilingual organizations
- \* Present a societal linguascape with the associated language dynamics
- \* Develop multi-level strategies for approaching language diversity and understand their implications

---

## Bibliographie

### Ouvrages

Barmeyer, C., Bausch, M., & Mayrhofer, U. (2021). *Constructive Intercultural Management: Integrating Cultural Differences Successfully*. Edward Elgar Publishing.

Chevrier, S. (2012). *Gérer des Equipes Internationales: Tirer Parti de la Rencontre des Cultures dans les Organisations*, Quebec : Presses de l'Université de Laval.

Girin, J., Chanlat, J.-F. & Dumez, H., *Langage, organisations, situations et agencements*, Les Presses de l'Université Laval.

Horn, S., Lecomte, P., & Tietze, S. (Eds.). (2020). *Managing Multilingual Workplaces: Methodological, Empirical and Pedagogic Perspectives* (1st ed.). Routledge. <https://doi.org/10.4324/9780429431128>

Neeley, T. (2017). *The Language of Global Success: How a Common Tongue Transforms Multinational Organizations*. Princeton University Press. <https://doi.org/10.2307/j.ctvc771v3>

Piekkari, R., Welch, D. & Welch, L. (2014). *Language in International Business: The Multilingual Reality of Global Business Expansion*. Edward Elgar Publishing Limited.

Reeves, N., & Wright, C. (1996). *Linguistic Auditing: A Guide to Identifying Foreign Language Communication Needs in Corporations*. Clevedon: Multilingual Matters.

### **Articles et autres publications**

Barmeyer, C. & Davoine, E. (2013). 'Traduttore, Traditore?' La réception contextualisée des valeurs d'entreprise dans les filiales françaises et allemandes d'une entreprise multinationale américaine. *Management international*, 18(1), 26–39.

Brannen, M.Y, Piekkari, R., & Tietze, S. (2014). The multifaceted role of language in international business: Unpacking the forms, functions and features of a critical challenge to MNC theory and performance. *Journal of International Business Studies*, 45(5), 495–507.

Church-Morel, A., & Bartel-Radic, A. (2016). Skills, Identity, and Power: The Multifaceted Concept of Language Diversity. *Management International*: 21(1): 12–24.

Feely, A.J, & Harzing, A.W. (2003). Language management in multinational companies, *Cross Cultural Management*, 10(2), 37–52.

Harzing, A.W., Köster, K. & Magner, U. (2011). Babel in business: The language barrier and its solutions in the HQ-subsiary relationship, *Journal of World Business*, 46(3), 279–287.

Harzing, A.W. & Pudelko, M. (2013). Language competencies, policies and practices in multinational corporations: A comprehensive review and comparison of Anglophone, Asian, Continental European and Nordic MNCs. *Journal of World Business*, 48(1), 87-97.

Hinds, P., Neeley, T., & Cramton, C. (2014). Language as a lightning rod: Power contests, emotion regulation, and subgroup dynamics in global teams. *Journal of International Business Studies*, 45(5), 536–561.

Kassis Henderson J. (2005). Language diversity in international management teams. *International Studies of Management and Organization*, 35(1), 66–82.

Klitmøller, A. & J. Lauring (2013). When global virtual teams share knowledge: Media richness, cultural difference and language commonality, *Journal of World Business*, 48(3), 398#406.

Kulkarni, M., (2015). Language-Based Diversity and Faultlines in Organizations. *Journal of Organizational Behavior*, 36(1), 128-146.

Langinier, H., & Ehrhart, S. (2020). When Local Meets Global: How Introducing English Destabilizes Translanguaging Practices in a Cross-Border Organization. *Management internationale*, 24(2), 79-92.

Lauring, J. & J. Selmer (2010). Multicultural organizations: Common language and group cohesiveness, *International Journal of Cross Cultural Management*, 10(3), 267–284.

Lauring J, & Selmer J., (2012). International language management and diversity climate in multicultural organizations. *International Business Review*, 21 (2), 156–166

Luo, Y. & Shenkar, O. (2006). The multinational corporation as a multilingual community: Language and organization in a global context. *Journal of International Business Studies*, 37(3), 321–339.

Neeley, T. (2012). Global Business Speaks English. *Harvard Business Review*, 90(5), 116–124.

- Neeley, T. (2013). Language Matters: Status Loss and Achieved Status Distinctions in Global Organizations. *Organization Science*, 24(2), 476–497.
- Piekkari, R., Vaara, E., Tienari, J., & Säntti, E. (2005). Integration or disintegration? Human Resource implications of a common corporate language decision in a cross-border merger, *International Journal of Human Resources Management*, 16(3)330-344.
- Sanden, G. (2015). Corporate Language Policies – What Are They. *Journal of Economics, Business and Management*, 3(11). <https://doi.org/10.7763/JOEBM.2015.V3.341>.
- Sanden, G. R., & Kankaanranta, A. (2018). English is an unwritten rule here: Non-formalised language policies in multinational corporations. *Corporate Communications: An International Journal*, 23(4). 544-566.
- Saulière, J. (2014). "ANGLAIS CORRECT EXIGÉ. Dynamiques et enjeux de l'anglicisation dans les entreprises françaises" École doctorale de l'École polytechnique – Département Humanités et Sciences Sociales – Centre de Recherche en Gestion (CRG). [PhD].
- Sharp, Z. (2010). From unilateral transfer to bilateral transition: Towards an integrated model for language management in the MNE. *Journal of International Management*, 16(3), 304–313.
- Steyaert, C., A., Ostendorp, & Gaibrois C. (2010). Multilingual organizations as 'linguascapes': Negotiating the position of English through discursive practices, *Journal of World Business*, 46(3), 270-278
- Tenzer H, Pudelko M, Harzing A-W (2014). The impact of language barriers on trust formation in multinational teams. *Journal of International Business Studies*, 45(5), 508–535.
- Tenzer, H., & Pudelko, M. (2015). Leading across language barriers: Managing language-induced emotions in multinational teams. *The Leadership Quarterly*, 26(4): 606–625.
- Vaara E, Tienari J, Piekkari R, et al. (2005). Language and the circuits of power in a merging multinational corporation. *Journal of Management Studies*, 42(3), 595–623.
- Von Glinow, M.A., Shapiro, D.L. & Brett, J.M. (2004). Can We Talk, and Should We? Managing Emotional Conflict in Multicultural Teams. *Academy of Management Review*, 29(4), 578–592.
- Welch D.E. & Welch L.S. (2015). Developing Multilingual Capacity: A Challenge for the Multinational Enterprise. *Journal of Management*, <http://jom.sagepub.com/content/early/2015/07/07/0149206315594846>

## Infos pratiques

---

### Lieux

- › Chambéry (domaine universitaire de Jacob-Bellecombette - 73)

## Campus

› Chambéry / campus de Jacob-Bellecombette