

PD Dr Helene Tenzer: Publications

Refereed Journal Articles

Tenzer, H., Pudelko, M., & Zellmer-Bruhn, M. (in press): The Impact of Language Barriers on Knowledge Processing in Multinational Teams, conditionally accepted at the *Journal of World Business*.

Tenzer, H., Schulz, M., Klier, H., & Schwens, C. (2020): Sending Expats or Hiring Locals? The Impact of Communication Barriers on Foreign Subsidiary CEO Staffing, *European Journal of International Management*, 14(5), 891-923.

Tenzer, H. & Yang, P. (2020): The Impact of Organizational Support and Individual Achievement Orientation on Creative Deviance, *International Journal of Innovation Management*, 24(2).

Pudelko, M. & Tenzer, H. (2019): Boundaryless Careers or Career Boundaries? The Impact of Language Barriers on Academic Careers in International Business Schools, *Academy of Management Learning and Education*, 18(2), 213-240.

Tenzer, H. & Yang, P. (2019): Personality, Values, or Attitudes? Individual-level Antecedents to Creative Deviance, *International Journal of Innovation Management*, 23(2).

Tenzer, H., Terjesen, S. & Harzing, A.-W. (2017): Language in International Business: A Review and Agenda for Future Research, *Management International Review*, 57(6), 815-854.

Schühly, A., & Tenzer, H. (2017): A Multidimensional Approach to International Market Selection and Nation Branding in Sub-saharan Africa. *Africa Journal of Management*, 3(3-4), 236-279.

Tenzer, H. & Pudelko, M. (2017): The Influence of Language Differences on Power Dynamics in Multinational Teams, *Journal of World Business*, 52(1), 45-61.

Tenzer, H. & Pudelko, M. (2016): Media Choice in Multilingual Virtual Teams, *Journal of International Business Studies*, 47(4), 427-452.

Tenzer, H. & Pudelko, M. (2015): Leading Across Language Barriers: Managing Language-induced Emotions in Multinational Organizations, *The Leadership Quarterly*, 26(4), 606-625.

Tenzer, H. & Pudelko, M. (2015): How Partnerships between African and European Entrepreneurs Can Support the UN Post-2015 Development Agenda, *Africa Journal of Management*, 1(3), 244-256.

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.

Pudelko, M. & Tenzer, H. (2013): Subsidiary Control in Japanese, German and US Multinational Corporations: Direct Control from Headquarters versus Indirect Control Through Expatriation, *Asian Business and Management*, 12(4), 409-431.

Pudelko, M. & Tenzer, H. (2011): Cultural and Institutional Sources of Conflict in Foreign Subsidiaries of Multinational Corporations, *Schmalenbach Business Review*, Special Issue 3/2011, 117-137.

Pudelko, M. & Tenzer, H. (2011): Conflict in Foreign Subsidiaries of Japanese and Western Multinational Corporations: The Impact of Cultural Distance and Differences in Home-Host Country Combinations, *Zeitschrift für Betriebswirtschaft*, Special Issue 3/2011, 49-71.

Haas, H. (2009): Übersetzungsprobleme in interkulturellen Befragungen (Translation Problems in Intercultural Surveys), *Interculture Journal* 10/2009, 61-77.

Haas, H. (2007): Probleme der kulturvergleichenden Umfrageforschung (Problems in Intercultural Survey Research), *Interculture Journal* 5/2007, 3-20.

Best Paper Proceedings

Tenzer, H. & Pudelko, M. (2013): Leading Across Language Barriers: Strategies to Mitigate Negative Language-induced Emotions in MNCs, *Best Paper Proceedings of the Academy of Management 73rd Annual Meeting*. (This publication was awarded with the *Gustavson Best Qualitative Paper Award in International Business* at the *Academy of Management 73rd Annual Meeting*.)

Tenzer, H. & Pudelko, M. (2012): The Impact of Language Barriers on Shared Mental Models in Multinational Teams, *Best Paper Proceedings of the Academy of Management 72nd Annual Meeting*.

Book Chapters

Tenzer, H., & Pudelko, M. (2020). The Impact of Language Diversity on Multinational Teamwork. In Lecomte, P. (Ed.), *Understanding Multilingual Workplaces: Empirical, Methodological and Pedagogic Perspectives* (pp. 88-104). New York: Routledge.

Tenzer, H., & Schuster, T. (2017): Language Barriers in Different Forms of International Assignments. In B. Bader, T. Schuster & A. K. Bader (Eds.), *Expatriate Management - Transatlantic Dialogues* (pp. 63-100). Basingstoke: Palgrave Macmillan.

Pudelko, M., Tenzer, H., & Harzing, A.-W. (2015): Cross-Cultural Management and Language Studies Within International Business Research: Past and Present Orthodoxies and Suggestions for Future Research. In N. Holden, S. Michailova, & S. Tietze (Eds.), *The Routledge Companion to Cross-Cultural Management* (pp. 85-94). New York: Routledge.

Edited Volumes

Reiche, B.S., Harzing, A.-W., & Tenzer, H. (2018) (Eds.): *International Human Resource Management, 5th Ed.*. London: Sage Publications.

Editorials

Reiche, B. S., Harzing, A.-W., Pinnington, A. & Tenzer, H. (2018): Introduction. In B. S. Reiche, A.-W. Harzing, & H. Tenzer (Eds.), *International Human Resource Management, 5th Ed.* London: Sage Publications.

Lecomte, P., Tenzer, H. & Zhang, L. E. (2018): Preface to the Special Issue “Crossing Language Boundaries in Organizations”, *European Journal of International Management*, 12(1/2), 1-7.

Monographs

Haas, H. (2009): *Das interkulturelle Paradigma* (The Intercultural Paradigm), Passau: Stutz, 245 pages.

Non-Refereed Articles

Tenzer, H. (2018): Invited Book Review on “The Language of Global Success: How a Common Tongue Transforms Multinational Organizations”. *Business History Review*, 92(1), 199-200.

Tenzer, H. & Pudelko, M. (2014): Trade, not aid, *Afrika Wirtschaft* 3/2014, 34-39.

Pudelko, M. & Tenzer, H. (2012): ИЗМЕНЕНИЕ ГЕНДЕРНЫХ РОЛЕЙ В ЯПОНСКИХ ОРГАНИЗАЦИЯХ (Current Changes in Gender Roles in Japanese Organizations), *Вестник Московского университета Серия 24. МЕНЕДЖМЕНТ* (Moscow State University Bulletin, Series 24 – Management), 2/2012, 161-174.

Tenzer, H. & Pudelko, M. (2012): Partnership with Africa: Challenges for an African Social Market Economy. *Im Plenum Kompakt*, ISBN 978-3-942775-93-9.

Journal Guest Editing

Froese, F. F., Peltokorpi, V., Presbitero, A., Pudelko, M. & Tenzer, H. (2023): Language in international human resource management: Current research and future directions. Special Issue of the *International Journal of Human Resource Management*.

Lecomte, P., Tenzer, H., & Zhang, L. E. (2018): Crossing Language Boundaries in Organizations. Special Issue of the *European Journal of International Management*, 12(1/2).

Haas, H. (2009): Probleme empirischer Kulturforschung (Problems in the Empirical Study of Culture), *Interculture Journal* 10/2009.

Refereed Conference Presentations

Pudelko, M., Volk, S. & Tenzer, H. (2020): When Gaining Status is Losing Status: Experiences of and Reactions to Perceived Status Opposition, Paper presented at the Tagung der Wissenschaftlichen Kommission Internationales Management im VHB (2020 Annual Meeting of the International Management Division in the German Association for Business Scholars) (*Online*), 06 November.

Tenzer, H. (2019): The Role of Technology in Global Virtual Teamwork, Paper presented at the 45th EIBA Annual Conference, *Leeds*, 14 December.

Pudelko, M., Volk, S. & Tenzer, H. (2019): How Japanese Career Women Experience and Respond to Perceived Status Inconsistency, Paper presented at the EGOS and Organization Studies Workshop, *Kyoto*, 13-15 December.

Tenzer, H. (2019): The Role of Technology in Multinational Teamwork, Presentation at the symposium "Time for IBtech: The New Research Avenues Into Global Strategy and the Digital Worlds", 45th European International Business Academy Annual Conference, *Leeds*, 13-15 December.

Pudelko, M. & Tenzer, H. (2019): Boundaryless Careers or Career Boundaries? The Impact of Language Barriers on Academic Careers in International Business Schools, Paper presented at the symposium "Academic Careers in Management: How Do We Get to Where the Grass Is Greener?", Academy of Management 79th Annual Meeting, *Boston*, 9-13 August.

Pudelko, M., Volk, S. & Tenzer, H. (2019): How Japanese Career Women Experience and Respond to Perceived Status Inconsistency, Paper presented at the Academy of Management 79th Annual Meeting, *Boston*, 9-13 August.

Tenzer, H., Pudelko, M., Zellmer-Bruhn, M. & Maloney, M. (2018): How Language Diversity affects Multinational Team Performance regarding Knowledge Processing, Paper presented at the symposium "Diversity and Team Performance: Learnings from an Exploration of different Diversity Dimensions", Academy of Management 78th Annual Meeting, *Chicago*, 10-14 August.

Tenzer, H. & Pudelko, M. (2018): How Language Barriers can Impede Academic Careers in Management Studies, Paper presented at the Tagung der Wissenschaftlichen Kommission Internationales Management im VHB (2018 Annual Meeting of the International Management Division in the German Association for Business Scholars), *Kiel*, 26-28 April.

Tenzer, H. & Pudelko, M. (2017): How Language Diversity Affects Knowledge Processing in Multinational Teams, Paper presented at the Academy of Management 77th Annual Meeting, *Atlanta*, 4-8 August. (Winner of the IM Division Best Paper in OB / HRM / OT Award)

Pudelko, M. & Tenzer, H. (2017): How Language Problems Affect International Academic Careers in Management, Paper presented at the Academy of Management 77th Annual Meeting, *Atlanta*, 4-8 August. (Winner of the IM Division Award for the Best Qualitative Paper in International Business)

Tenzer, H., Pudelko, M., Zellmer-Bruhn, M. & Maloney, M. (2017): Evident and Hidden Language Barriers to Knowledge Processing in Multilingual Teams, Paper presented at the Academy of International Business 2017 Annual Meeting, *Dubai*, 02-05 July.

Tenzer, H. & Pudelko, M. (2017): The Impact of Language Barriers on the Careers of Foreign Academics in Japanese, Finnish, Spanish and US-American Business Schools, Paper presented at the Academy of International Business 2017 Annual Meeting, *Dubai*, 02-05 July.

Klier, H., Tenzer, H., & Schwens, C. (2017): Sending Expats or Hiring Locals? How International Experience Moderates the Relationship between Communication Barriers and Foreign Subsidiary Staffing, Paper presented at the Academy of International Business 2017 Annual Meeting, *Dubai*, 02-05 July.

Tenzer, H., Terjesen, S. & Harzing, A.-W. (2017): The Impact of Language Barriers on the Career Perspectives of Foreign Academics in Japanese, Finnish, Spanish and US-American Business Schools, Paper presented at the 11th GEM&L International Workshop on Management & Language, *Copenhagen*, 4-5 July.

Tenzer, H. & Pudelko, M. (2017): Evident and Hidden Language Barriers to Knowledge Processing in Multilingual Teams, Paper presented at the Tagung der Wissenschaftlichen Kommission Internationales Management im VHB (2017 Annual Meeting of the International Management Division in the German Association for Business Scholars), *Kiel*, 11-12 April.

Tenzer, H. & Pudelko, M. (2015): Linguistic Constraints for International Academic Careers, Paper presented at the symposium "Know Thyself: Influences on the Careers of Management Academics", Academy of Management 75th Annual Meeting, *Vancouver*, 7-11 August.

Tenzer, H., Pudelko, M., Zellmer-Bruhn, M. & Maloney, M. (2015): The Impact of Language Barriers on Interaction Processes, Knowledge Exchange and Team Cognition in Multinational Teams, Paper presented at the Academy of International Business 2015 Annual Meeting, *Bangalore*, 27-30 June.

Tenzer, H. & Schuster, T. (2015): Language Barriers in Different Forms of International Assignments, Paper presented at the 9th GEM&L International Workshop on Management & Language, *Helsinki*, 11-12 June.

Tenzer, H. & Pudelko, M. (2015): The Impact of Language Barriers on the Career Perspectives of Foreign Academics in Japanese, Finnish, Spanish and US-American Business Schools, Paper presented at the 9th GEM&L International Workshop on Management & Language, *Helsinki*, 11-12 June.

Tenzer, H. & Pudelko, M. (2014): How Disparate Language Proficiency Influences Power Relations in Multinational Teams, Paper presented at the 40th EIBA (European International Business Academy) Conference, *Uppsala*, 11-13 December.

Terjesen, S., Hinger, J., Tenzer, H. & Harzing, A.-W. (2014): Language in Management Research: A Review and Agenda for Future Research, Paper presented at the 40th EIBA (European International Business Academy) Conference, *Uppsala*, 11-13 December.

Tenzer, H. & Pudelko, M. (2014): Selection of Communication Media in Multilingual Virtual Teams, Paper presented at the Academy of Management 74th Annual Meeting, *Philadelphia*, 1-5 August.

Tenzer, H. & Pudelko, M. (2014): The Power of Language in Multilingual Settings: the Impact of Language Diversity on Power Relations in Multinational Teams, Paper presented at the Academy of Management 74th Annual Meeting, *Philadelphia*, 1-5 August.

Tenzer, H. & Pudelko, M. (2014): The Impact of Language Barriers on Media Choice in Multilingual Virtual Teams: Radically Rethinking Media Richness, Synchronicity and Naturalness Theories, Paper presented at the Academy of International Business 2014 Annual Meeting, *Vancouver*, 23-26 June.

Tenzer, H. & Pudelko, M. (2014): A Linguistic Perspective on Language Barriers and Shared Cognition in Multinational Teams, Paper presented at the 76. Jahrestagung des Verbandes der Hochschullehrer für Betriebswirtschaft (76th Annual Meeting of the German Association for Business Scholars), *Leipzig*, 11-13 June.

Tenzer, H. & Pudelko, M. (2014): Successful Management of Language-induced Emotions in Multinational Organizations, Paper presented at the Tagung der Wissenschaftlichen Kommission Internationales Management im VHB (2014 Annual Meeting of the International Management Division in the German Association for Business Scholars), *Vienna*, 11-12 April.

Tenzer, H. & Pudelko, M. (2013): Leading Across Language Barriers: Strategies to Mitigate Negative Language-induced Emotions in MNCs, Paper presented at the Academy of Management 73rd Annual Meeting, *Orlando*, 9-13 August.

Tenzer, H. (2013): Language, Emotional Climate and Team Performance, Paper presented at the symposium “Language and linguistic diversity in the workplace: Does the way we speak really matter?”, Academy of Management 73rd Annual Meeting, *Orlando*, 9-13 August.

Tenzer, H. & Pudelko, M. (2013): Emotionally Intelligent Leadership in Multilingual Workplaces, Paper presented at the Academy of International Business 2013 Annual Meeting, *Istanbul*, 3-6 July.

Tenzer, H. (2013). The Impact of Language Barriers on Trust Formation in Multinational Teams, Paper presented at the Nachwuchsworkshop der Wissenschaftlichen Kommission Internationales Management im VHB (2014 Junior Faculty Consortium of the International Management Division in the German Association for Business Scholars), *Augsburg*, 21 February.

Tenzer, H., Pudelko, M. & Harzing, A.-W. (2012): Cognition, Emotion and Identification: The Influence of Language Barriers on Trust in Multinational Teams, Paper presented at the European Institute for Advanced Studies in Management (EIASM) 10th Workshop on International Strategy and Cross-Cultural Management, *Reykjavik University School of Business*, 19-20 October.

Tenzer, H. & Pudelko, M. (2012): Language and Emotion in Multinational Teams: the Importance of Emotionally Capable Leaders, Paper presented at the European Institute for Advanced Studies in Management (EIASM) 10th Workshop on International Strategy and Cross-Cultural Management, *Reykjavik University School of Business*, 19-20 October.

Tenzer, H. & Pudelko, M. (2012): The Impact of Language Barriers on Shared Mental Models in Multinational Teams, Paper presented at the Academy of Management 72nd Annual Meeting, *Boston*, 3-7 August.

Tenzer, H. & Pudelko, M. (2012): Language Differences as Impediments to Shared Mental Model Formation in Multinational Teams, Paper presented at the Academy of International Business 2012 Annual Meeting, *Washington, DC*, 30 June – 3 July.

Pudelko, M. & Tenzer, H. (2011): Beyond Feminist and Emic Views: A New Perspective on Gender Roles in Japanese Organizations, Paper presented at the European Institute for Advanced Studies in Management (EIASM) 9th Workshop on International Strategy and Cross-Cultural Management, *Moscow State University*, 21-22 October.

Pudelko, M. & Tenzer, H. (2011): Foreign Employers’ Attractiveness for Japanese Women: A Herald of Societal Change?, Paper presented at the European Institute for Advanced Studies in Management (EIASM) 9th Workshop on International Strategy and Cross-Cultural Management, *Moscow State University*, 21-22 October.

Pudelko, M. & Tenzer, H. (2011): Conflicting Perspectives on Gender Inequality in Japanese Organizations, Paper presented at the Academy of Management 71st Annual Meeting, *San Antonio*, 12-16 August.

Pudelko, M. & Tenzer, H. (2011): Female Japanese Managers Working for Foreign Subsidiaries: The Avant-garde of Societal Change?, Paper presented at the Academy of Management 71st Annual Meeting, *San Antonio*, 12-16 August.

Pudelko, M. & Tenzer, H. (2011): Gender Inequality in Japanese Organizations: An Integrative Conceptualization, Paper presented at the Academy of International Business 2011 Annual Meeting, *Nanzan University Nagoya*, 26-28 June.

Pudelko, M. & Tenzer, H. (2011): The Resilience of the Rice Paper Ceiling: Reconciling Differing Views on Gender Roles in Japanese Corporations, Paper presented at the Association of Japanese Business Studies 24th Annual Meeting, *Nanzan University Nagoya*, 24-25 June.

Pudelko, M. & Tenzer, H. (2011): Foreign Employers and Career-Minded Japanese Women: Professional and Emotional Attractions, Paper presented at the Association of Japanese Business Studies 24th Annual Meeting, *Nanzan University Nagoya*, 24-25 June.

Pudelko, M. & Tenzer, H. (2011): Women's Career Opportunities in Japanese Organizations: From a Feminist and an Emic View, Paper presented at the Academy of International Business (UK & Ireland Chapter) 38th Annual Conference, *University of Edinburgh Business School*, 14-16 April.

Pudelko, M. & Tenzer, H. (2011): Foreign Subsidiaries as Sites of Self-Actualization for Career-Minded Japanese Women, Paper presented at the Academy of International Business (UK & Ireland Chapter) 38th Annual Conference, *University of Edinburgh Business School*, 14-16 April.

Pudelko, M. & Tenzer, H. (2010): The Relative Importance of Cultural and Institutional Sources of Conflict in Foreign Subsidiaries of Multinational Corporations, Paper presented at the European Institute for Advanced Studies in Management (EIASM) 8th Workshop on International Strategy and Cross-Cultural Management, *Tübingen University*, 08-09 October.

Pudelko, M. & Haas, H. (2010): Conflict in Foreign Subsidiaries: Japan versus the West, Paper presented at the RIEB Institute workshop on Human Resource Management Issues of Foreign Firms in Japan, *Kobe University*, 24 February.

Haas, H. (2009): Verzerrungsfaktoren in der Kulturen vergleichenden Umfrageforschung: Soziale Erwünschtheit und Übersetzungsprobleme (Bias in Cross-Cultural Survey Research: Social Desirability and Translation), Paper presented at the Interdisciplinary conference on Problems in the Empirical Study of Culture, *University of Passau*, 13 February.