

PUBLICATIONS

PROF MARKUS PUDELKO

Reviewed Journal Articles (published)

- ❖ Pudelko, M.; Popescu, C. & Tenzer, H. (2025) 'Beyond Overt Discrimination: Understanding Microaggressions Faced by Highly Qualified Migrants', *Best Paper Proceedings*, Academy of Management Annual Meeting.
- ❖ Augustin, T., Pudelko, M. & Kirkman, B. (2025) 'Overcoming of Cultural and Language Barriers: The Bridging Activities of Multicultural and Multilingual Individuals', *Journal of Management*, 51(8), 3490-3525.
- ❖ Popescu, C. & Pudelko, M. (2024) 'The Impact of Cultural Identity on Cultural and Language Bridging Skills of First and Second Generation Highly Qualified Migrants', *Journal of World Business*, 59(6), 101571.
- ❖ Pudelko, M. & Tenzer, H. (2023) 'From Professional Aspirations to Identity Confirmation and Transformation: The Case of Japanese Career Women Working for Foreign Subsidiaries in Japan', *Human Resource Management Journal*, 1-28. <https://doi.org/10.1111/1748-8583.12497>.
- ❖ Büechl, J., Pudelko, M. & Gillespie, N. (2023) 'The Development of Trust in Chinese-German Subordinate-Supervisor Relations', *Journal of International Business Studies*, 54(5), 768-796.
- ❖ Büechl, J. & Pudelko, M. (2022) 'Shared Fairness Perceptions of Chinese Subordinates and German Supervisors', *Best Paper Proceedings*, Academy of Management Annual Meeting.
- ❖ Pudelko, M. & Tenzer, H. (2022) 'Japanese Women Pursuing a Career at Foreign Subsidiaries: A Question of Identity', *Best Paper Proceedings*, Academy of Management Annual Meeting.
- ❖ Tenzer, H.; Pudelko, M. & Zellmer-Bruhn, M. (2021) 'The Impact of Language Barriers on Knowledge Processing in Multinational Teams', *Journal of World Business*, 56, 2.
- ❖ Peltokorpi, V. & Pudelko, M. (2021) 'When more is not better: A curvilinear relationship between foreign language proficiency and social categorization', *Journal of International Business Studies*, 52, 1, 78-104.
- ❖ Pudelko, M. (2020) 'Bringing Context Back into International Business Studies: Own Research Experiences, Reflections and Suggestions for Future Research', *International Studies of Management & Organization*, 50, 4, 317-333.
- ❖ Augustin, T. & Pudelko, M. (2020) 'Multicultural and Multilingual Individuals Forming Social Capital', *Best Paper Proceedings*, Academy of Management Annual Meeting.

- ❖ Augustin, T. & Pudelko, M. (2020) 'Cognitive Schemas of Multicultural and Multilingual Employees', *Best Paper Proceedings*, Academy of Management Annual Meeting.
- ❖ 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.
- ❖ Augustin, T. & Pudelko, M. (2019) 'The Impact of Perceived Multicultural and Multilingual Strengths and Deficits on Bridging Strategies', *Best Paper Proceedings*, Academy of Management Annual Meeting.
- ❖ Büechl, J. & Pudelko, M. (2018) 'Do Chinese Subordinates Trust Their German Supervisors? Developing a Trust Development Model', *Best Paper Proceedings*, Academy of Management Annual Meeting.
- ❖ Tenzer, H. & Pudelko, M. (2017) 'The Influence of Language Differences on Power Dynamics in Multinational Teams', *Journal of World Business*, 52, 1, 45-61.
- ❖ Hajro, A.; Gibson, C. & Pudelko, M. (2017) 'Knowledge Exchange Processes in Multicultural Teams: Linking Organizational Diversity Climates to Teams' Effectiveness', *Academy of Management Journal*, 60, 1, 345-372.
(This paper was a Finalist (top five papers) for the Annual Best Paper Award of the Verband der Hochschullehrer für Betriebswirtschaft e.V. (German Academic Association for Business Research) and was nominated for this award by the International Management Division.)
- ❖ Tenzer, H. & Pudelko, M. (2016) 'Media Choice in Multilingual Virtual Teams: Rethinking Theories of Media Richness, Synchronicity, Naturalness and Redundancy', *Journal of International Business Studies*, 47, 4, 427-452.
(This paper received a nomination award for the Annual Best Paper of the Verband der Hochschullehrer für Betriebswirtschaft e.V. (German Academic Association for Business Research) by its International Management Division)
(A summary of this paper was published in the business review blog of the London School of Economics: <http://blogs.lse.ac.uk/businessreview/2016/06/03/new-technology-will-make-it-easier-to-work-in-multilingual-teams/>?)
- ❖ Harzing, A.-W.; Pudelko, M. & Reiche, S. (2016) 'The Bridging Role of Expatriates and Inpatriates in Knowledge Transfer in Multinational Corporations', *Human Resource Management*, 55, 4, 679–695.
(This paper has been formally recognized by ISI as a “highly cited paper”, i.e. it belongs to the 1% of most cited papers in the discipline of Economics and Business published in 2016.)
(This paper was a Finalist (top three papers) for the 2017 International Human Resource Management Scholarly Research Award of the Human Resources Division at the Academy of Management for having made a most significant contribution to International Human Resource Management research in 2016.)
- ❖ Harzing, A.-W. & Pudelko, M. (2016) 'Do We Need to Distance Ourselves from the Distance Concept? Why Home and Host Country Context Might Matter More Than (Cultural) Distance', *Management International Review*, 56, 1, 1-34.

(This paper was selected as one of the 39 Springer Publishing Business & Management Stars of 2017.)

- ❖ Tenzer, H.; Pudelko, M. (2016) 'How Partnerships between African and European Entrepreneurs Can Support the UN Post-2015 Development Agenda', *Africa Journal of Management*, 1, 3, 244-256.
(This paper was included by Routledge in its Making Organizations Meaningful free access collection which highlights recent research in business ethics, corporate social responsibility, trust, socially responsible HR practices and sustainability.)
- ❖ Tenzer, H. & Pudelko, M. (2015) 'Leading Across Language Barriers: Successful Management of Language-induced Emotions in Multinational Organizations', *Leadership Quarterly*, 26, 4, 606-625.
(A previous version of this paper received the *Gustavson Best Qualitative Paper Award in International Business* of the International Management Division at the Academy of Management in 2013.)
- ❖ Reiche, S.; Harzing, A.-W. & Pudelko, M. (2015) 'Why and How Does Shared Language Affect Subsidiary Knowledge Inflows? A Social Identity Perspective', *Journal of International Business Studies*, 46, 5, 528–551.
(This paper received the *Annual Research Excellence Award* from the IESE Alumni Association.)
(This paper was reprinted as one of nine articles in Brannen, M. Y. & Mughan, T. (eds) (2017) *Language in International Business. Developing a Field*. JIBS Special Collections, Palgrave Macmillan, 209-253.)
- ❖ Volk, S.; Köhler, T. & Pudelko, M. (2014) 'Brain Drain: The Cognitive Neuroscience of Foreign Language Processing in Multilingual Organizations' *Journal of International Business Studies*, 45, 7, 862-885.
- ❖ 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.
(This paper has been formally recognized by ISI as a "highly cited paper", i.e. it belongs to the 1% of most cited papers in the discipline of Economics and Business published in 2014 and as a "hot paper", i.e. it has been highly cited very quickly after publication.)
(This paper has been made temporarily freely available by the publisher as one of the five most cited papers in IJHRM of 2014.)
- ❖ Harzing, A.-W. & Pudelko, M. (2014) 'Hablas vielleicht un peu la mia language? A Comprehensive Overview of the Role of Language Differences in Headquarters-Subsidiary Communication', *International Journal of Human Resource Management*, 25, 5, 696–717.
- ❖ 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 & Management*, 12, 4, 409-431.

- ❖ Tenzer, H. & Pudelko, M. (2013) 'Leading Across Language Barriers: Strategies to Mitigate Negative Language-induced Emotions in MNCs', *Best Paper Proceedings*, Academy of Management Annual Meeting.
- ❖ 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.
- ❖ Harzing, A.-W.; Reiche, S. & Pudelko, M. (2013) 'Challenges in International Survey Research: A Review with Illustrations and Suggested Solutions for Best Practice', *European Journal of International Management*, 7, 1, 112-134.
- ❖ Hajro, A. & Pudelko, M. (2012) 'Multinational Teams: How Team Interactions Mediate Between Cultural Differences and Team Performance', *Best Paper Proceedings*, Academy of Management Annual Meeting.
(This paper received the *Robert H. Schaffer Award for the Best Paper in Applied International Management* by the International Management Division of the Academy of Management.)
(This paper received the *Solkovo Best Paper Finalist Award* by the International Management Division of the Academy of Management.)
- ❖ Tenzer, H. & Pudelko, M. (2012) 'The Impact of Language Barriers on Shared Mental Models in Multinational Teams', *Best Paper Proceedings*, Academy of Management Annual Meeting.
- ❖ Pudelko, M. & Tenzer, H. (2011) 'Cultural and Institutional Sources of Conflict in Foreign Subsidiaries of Multinational Corporations', *Schmalenbach Business Review*, 3, 11, 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*, 3, 49-71.
- ❖ Volk, S. & Pudelko, M. (2010) 'Challenges and Opportunities for Islamic Retail Banking in the European Context: Why is the U.K. Ahead and Germany Behind?', *Journal of Financial Services Marketing*, 15, 191–202.
- ❖ Hajro, A. & Pudelko, M. (2010) 'An Analysis of Core-Competences of Successful Multinational Team Leaders', *International Journal of Cross-Cultural Management*, 10, 2, 175-194.
- ❖ Pudelko, M. & Mendenhall, M. (2009) 'The Contingent Nature of Best Practices in National Competitiveness: The Case of American and Japanese Innovation Process', *European Management Journal*, 27, 6, 456– 466.
- ❖ Pudelko, M. (2009) 'The End of Japanese-Style Management?', *Long Range Planning*, 42, 4, 439-462.

- ❖ Hajro, A. & Pudelko, M. (2009) 'Multinational Teams in the Context of Organizational Culture: A Multi-Company Case Study', *Best Paper Proceedings*, Academy of Management Annual Meeting.
(This paper was recognized at the Academy of Management with the *Samsung Best Paper Finalist Award* by the International Management Division and the *UMSL Best Paper Finalist Award in OB / HRM / OT Award Finalists* of the same division.)
- ❖ Pudelko, M. & Harzing, A.-W. (2008) 'The Golden Triangle for MNCs: Standardization towards Headquarters Practices, Standardization towards Global Best Practices and Localization', *Organizational Dynamics*, 37, 4, 394-404.
- ❖ Pudelko, M. & Harzing, A.-W. (2007) 'Country-of-Origin, Localization or Dominance Effect? An Empirical Investigation of HRM Practices in Foreign Subsidiaries', *Human Resource Management*, 46, 4, 535-559.
(This publication was awarded with the *Ulrich & Lake Award for Excellence in HRM Scholarship* by the journal *Human Resource Management* for the best publication in this journal in the year 2007.)
(This paper was nominated for the Thomson Prize, rewarding the best published research by a member of the University of Edinburgh Management School & Economics in 2007. From contributions of some 70 faculty members, eight were shortlisted and this paper came in second.)
(A previous version of the article was nominated for the *AIB Best Paper Award* at the 2006 *Academy of International Business (AIB) Annual Meeting*, i.e. was among the top 10 papers selected from over 1000 submissions.)
- ❖ Pudelko, M. & Mendenhall, M. (2007) 'The Japanese Management Metamorphosis: What Western Executives Need to Know about Current Japanese Management Practices', *Organizational Dynamics*, 36, 3, 274-287.
- ❖ Pudelko, M. & Harzing, A.-W. (2007) 'How European is Management in Europe? An Analysis of Past, Present and Future Management Practices in Europe', *European Journal of International Management*, 1, 3, 206-224.
- ❖ Pudelko, M. (2006) 'German Human Resource Management: A Source of Inspiration?', *European Management Journal*, 24, 6, 430-438.
(This paper appeared on *EMJ's* webpage in 2008 under the column 'Top 25 – Hottest Articles'.)
- ❖ Pudelko, M. (2006) 'The Seniority Principle in Japanese Companies: A Relic of the Past?', *Asia Pacific Journal of Human Resources*, 44, 3, 276-294.
- ❖ Pudelko, M. (2006) 'Universalities, Particularities and Singularities in Cross-National Management Research', *International Studies of Management & Organization*, 36, 4, 9-37.
- ❖ Carr, C. & Pudelko, M. (2006) 'Convergence of Management Practices in Strategy, Finance and HRM between the USA, Japan and Germany', *International Journal of Cross-Cultural Management*, 6, 1, 75-100.

- ❖ Pudelko, M. (2006) 'A Comparison of HRM Systems in the USA, Japan and Germany in their Socio-Economic Context', *Human Resource Management Journal*, 16, 2, 123-153.
(This article received the *Paper of Excellence Award by the HR Division of the Academy of Management* for having written one of the twelve best papers in International HRM in 2005 and 2006).
(This article received the *Citation of Excellence Award by Emerald* as one of the top fifty management articles published in 2006, selected from over 15,000 articles published in the top-400 management journals.)
- ❖ Pudelko, M. (2005) 'Cross-National Learning from Best Practice and the Convergence-Divergence Debate in HRM', *International Journal of Human Resource Management*, 16, 11, 2047-2076.
(A previous version of this paper received the *Best Paper Award* at the *European Institute for Advanced Studies in Management (EIASM)* 19th Workshop on Strategic Human Resource Management.)
- ❖ Pudelko, M. & Bhargava, N. (2005) 'The Influence of Islam on the Economic Development of Muslim Countries', *Economy, Business and Finance*, 20, 235, 16-28.
- ❖ Pudelko, M. (2004) 'Benchmarking: Was amerikanische, japanische und deutsche Personalmanager voneinander lernen' (Benchmarking: What American, Japanese and German HR managers learn from each other), *Zeitschrift für Personalforschung*, 18, 2, 139-163.
- ❖ Pudelko, M. (2004) 'HRM in Japan and the West: What are the Lessons to Be Learnt from Each Other?', *Asian Business and Management*, 3, 3, 337-361.

Non-Reviewed Journal Articles

- ❖ Tenzer, H. & Pudelko, M. (2016) 'New technology will make it easier to work in multilingual teams', *LSE Business Review*, blog 2016/06/03.
- ❖ Pudelko, M.; Sekiguchi, T. & Takeuchi, N. (2015) 'Language and International Human Resource Management', *Japanese Journal of Administrative Science*, 28, 2, 139-149.
- ❖ Tenzer, H. & Pudelko, M. (2014) 'Trade Not Aid', *Afrika Wirtschaft*, 3, 34-39.
- ❖ Harzing, A.-W. (2013) excerpts in Chinese language from 'Language Competencies, Policies and Practices in Multinational Corporations: A Comprehensive Review and Comparison of Anglophone, Asian, Continental European and Nordic MNCs', first published in *Journal of World Business*, in *English Career*, 43, March, 28-44.
- ❖ Tenzer, H. & Pudelko, M. (2012) 'Partnership with Africa: Challenges for an African Social Market Economy', Konrad Adenauer Stiftung (ed) *Im Plenum Kompakt*, 1-12.

- ❖ 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, 161-174.
- ❖ Pudelko, M. & Haghirian, P. (2008) 'Senioritätsprinzip und lebenslange Anstellung – Ende eines Mythos?', *Japan Markt*, September, 26-28.
- ❖ Pudelko, M. (2005) 'The Transformation of the Japanese Management Model', *CS Review*, Autumn, 8.

Editorials

- ❖ Presbitero, A.; Froese, F.; Peltokorpi, V.; Pudelko, M. & Tenzer, H. (2023) 'Language in International Human Resource Management: Current State of Research and Future Research Directions', *International Journal of Human Resource Management*. DOI: 10.1080/09585192.2023.2274659.
- ❖ Reiche, S. & Pudelko, M. (2016) 'New Avenues in International Management Research', *European Journal of International Management*, 1, 10, 1-9.
- ❖ Pudelko, M.; Reiche, S. & Carr, C. (2015) 'Recent Developments and Emerging Challenges in International Human Resource Management', *International Journal of Human Resource Management*, 26, 2, 127-135.
- ❖ Pudelko, M.; Reiche, S. & Carr, C. (2011) 'Why International Strategy and Cross-Cultural Management Matters in Business Research and Education', *Schmalenbach Business Review*, 3, 11, IV-IX.
- ❖ Piekari, R.; Reiche, S.; Pudelko, M. & Carr, C. (2010) 'A Meeting of Minds? Insights from Intersections between International Strategy and Cross-Cultural Management Research', *Scandinavian Management Journal*, 26, 3, 233-235.
- ❖ Reiche, S.; Carr, C. & Pudelko, M. (2010) 'The Role of Culture at Different Levels of Analysis', *International Journal of Cross-Cultural Management*, 10, 2, 131-136.
- ❖ Pudelko, M.; Carr, C. & Henley, J. (2006) 'Globalization and its Effects on International Strategy and Cross-Cultural Management', *International Studies of Management & Organization*, 36, 3, 3-8.
- ❖ Pudelko, M.; Carr, C.; Fink, G.; & Wentges, P. (2006) 'The Convergence Concept in Cross-Cultural Management Research', *International Journal of Cross-Cultural Management*, 6, 1, 15-18.

Journal Guest Editing

- ❖ Presbitero, A.; Froese, F.; Peltokorpi, V.; Pudelko, M. & Tenzer, H. (2023) special issue of *International Journal of Human Resource Management*.

- ❖ Reiche, S. & Pudelko, M. (2016) special issue of *European Journal of International Management*.
- ❖ Pudelko, M.; Reiche, S. & Carr, C. (2015) special issue of *International Journal of Human Resource Management*.
- ❖ Pudelko, M.; Reiche, S. & Carr, C. (2011) special issue of *Schmalenbach Business Review*.
- ❖ Piekkari, R.; Carr, C.; Pudelko, M. & Reiche, S. (2010) special topic forum of *Scandinavian Management Journal*.
- ❖ Reiche, S.; Pudelko, M. & Carr, C. (2010) special issue of *International Journal of Cross-Cultural Management*.
- ❖ Pudelko, M. & Carr, C. (2006), special issue of *International Studies of Management & Organization*.
- ❖ Pudelko, M.; Fink, G.; Carr, C. & Wentges, P. (2006), special issue of *International Journal of Cross-Cultural Management*.
- ❖ Member of the guest editorial board for the Association of Japanese Business Studies special issue of *Asian Business and Management* (2005).

Books

- ❖ Pudelko, M. (2000) *Das Personalmanagement in Deutschland, den USA und Japan. Band 1: Die Bedeutung gesamtgesellschaftlicher Rahmenbedingungen im Wettbewerb der Systeme* (Human Resource Management in Germany, the USA and Japan. Vol.1: The Significance of Societal Contextual Factors in the Competition of the Systems), Cologne: Saborowski, 356 pages.
- ❖ Pudelko, M. (2000) *Das Personalmanagement in Deutschland, den USA und Japan. Band 2: Eine systematische und vergleichende Bestandsaufnahme* (Human Resource Management in Germany, the USA and Japan. Vol. 2: A Systematic and Comparative Report), Cologne: Saborowski, 268 pages.
- ❖ Pudelko, M. (2000) *Das Personalmanagement in Deutschland, den USA und Japan. Band 3: Wie wir voneinander lernen können. Mit einer empirischen Studie über die 500 größten Unternehmen der drei Länder* (Human Resource Management in Germany, the USA and Japan. Vol. 3: How We Can Learn From One Another. With an Empirical Study of the 500 Largest Companies of the Three Countries), Cologne: Saborowski, 324 pages.

Book Editorships

- ❖ Haak, R. & Pudelko, M. (2005) (eds) *Japanese Management: The Search for a New Balance between Continuity and Change*, Houndmills: Palgrave.

- ❖ Pudelko, M. (1997) (ed) *The European Monetary Union: Blessing or Disaster?* CEMS Graduate Conference Committee Köln e.V., Cologne: Schirmer.

Book Chapters

- ❖ Pudelko, M. (2026). 'Research on Language in International Business'. In *Oxford Encyclopedia of Business and Management*. Oxford University Press.
- ❖ Luring, J.; Jonasson, C.; Koveshnikov, A.; Störmer, S.; Pudelko, M. & Butler, C. (2025) 'Digitalization and Virtual Expatriates', in Hutchings, K. & Kallane, Y. (eds) *The Authoritative Research Guide to Expatriates*, Cheltenham: Edward Elgar Publishing.
- ❖ Pudelko, M. (forthcoming) 'Differentiation of Management Practices in Response to Cultural Variations', in Mockaitis, A. & Zander, L. (eds) *Encyclopedia of Cross-Cultural Management*, Cheltenham: Edward Elgar Publishing.
- ❖ Pudelko, M. (forthcoming) 'Cross-cultural Trust Development', in Mockaitis, A. & Zander, L. (eds) *Encyclopedia of Cross-Cultural Management*, Cheltenham: Edward Elgar Publishing.
- ❖ Pudelko, M. (2024) 'Multicultural Teams', in Asmussen, C.; Minbaeva, D. & Hashai, N. (eds) *Encyclopedia of International Strategic Management*, Cheltenham: Edward Elgar Publishing.
- ❖ Pudelko, M. (2023) 'Global Integration versus Local Responsiveness in International HRM', in Mendenhall, M.; Stahl, G.; Oddou, G. & Reiche, B. S. (eds) *Readings and Cases in International HRM*, London & New York: Routledge, 49-71.
- ❖ Harzing, A.-W.; Reiche, B. S. & Pudelko, M. (2021) 'Intercultural Survey Research: Challenges and Suggested Solutions', in Guttormsen, D., Luring, J. & Chapman, M. (eds) *Field Guide to Intercultural Research*, Cheltenham: Edward Elgar Publishing, 29-40.
- ❖ Tenzer, H. & Pudelko, M. (2020) 'The Impact of Language Diversity on Multinational Teamwork', in Horn, S.; Lecomte, P. & Tietze, S. (eds) *Managing Multilingual Workplaces: Methodological, Empirical and Pedagogic Perspectives*. Routledge Compendium, 88-104.
- ❖ Pudelko, M. & Liu, J. (2020) 'The Role of Trust in Cross-Cultural Management' in Szkudlarek, B., Osland, J., Caprar, D. & Romani, L. (eds) *The Sage Handbook of Contemporary Cross-Cultural Management*. Los Angeles et al: Sage Publications, 326-339.
- ❖ Reiche, B. S.; Harzing, A.-W. & Pudelko, M. (2017) 'Why and How Does Shared Language Affect Subsidiary Knowledge Inflows? A Social Identity Perspective', in Brannen, M. Y. & Mughan, T. (eds) *Language in International Business. Developing a Field*. JIBS Special Collections, Houndmills: Palgrave Macmillan, 209-253.

- ❖ Pudelko, M. (2017) 'Japanese Style Management' in: Turner, B.S., Kyung-Sup, C., Epstein, C., Kivisto, P., Outhwaite, W. & Ryan, J.M. (eds) *The Wiley Blackwell Encyclopedia of Social Theory*, Wiley Blackwell.
- ❖ Volk, S. & Pudelko, M. (2016) 'Challenges and Opportunities for Islamic Retail Banking in the European Context: Lessons to Be Learnt from a British-German Comparison' in Harrison, T & Ibrahim, E. (eds) *Islamic Finance: Principles, Performance and Prospects*, Houndmills: Palgrave Macmillan, 157-73.
- ❖ Pudelko, M.; Tenzer, H. & Harzing, A.-W. (2015) 'Cross-Cultural Management and Language Studies within International Business Research: Past and Present Paradigms and Suggestions for Future Research' in Holden, N.; Michailova, S. & Tietze, S. (eds) *Routledge Companion to Cross-Cultural Management*, London & New York: Routledge, 85-94.
- ❖ Pudelko, M. & Büechl, J. (2011) 'Three Potential Role Models for the Korean Innovation System: USA; Japan and Germany', in: Pascha, W. & Mahlich, J. (eds), *Innovation Management in Korea*, London & New York: Routledge, 139-158.
- ❖ Pudelko, M. & Harzing, A.-W. (2010) 'Japanese HRM: Inspirations from Abroad and Current Trends of Change', in: Bebenroth, R. & Kanai, T. (eds) *Challenges of Human Resource Management in Japan*, London & New York: Routledge, 28-60.
- ❖ Pudelko, M. (2009) 'Innovation in Japanese HRM: Are Japanese Companies Adopting the Pay for Performance Principle?', in: Haghirian, P. (ed) *Innovation and Development in Japanese Management and Technology*, Houndmills: Palgrave, 157-173.
- ❖ Pudelko, M. (2006) 'Japanisches Personalmanagement im Spannungsfeld zwischen Kontinuität und Wandel' (Japanese HRM between Continuity and Change), in Bellmann, K. & Haak, R. (eds) *Der japanische Markt*, Wiesbaden: Gabler, 249-266.
- ❖ Pudelko, M. (2006) 'Decision Making in Japanese Companies', in: Haak, R. (ed) *The Changing Structure of Labour in Japan. Japanese Human Resource Management between Continuity and Innovation*, Houndmills: Palgrave, 88-112.
- ❖ Pudelko, M. (2005) 'Japanese Human Resource Management: From Being a Miracle to Needing One?', in: Haak, R. & Pudelko, M. (eds) *Japanese Management: The Search for a New Balance between Continuity and Change*, Houndmills: Palgrave, 184-212.
- ❖ Pudelko, M. (2005) 'Continuity versus Change: The Key Dilemma for Japanese Management', in: Haak, R. & Pudelko, M. (eds) *Japanese Management: The Search for a New Balance between Continuity and Change*, Houndmills: Palgrave, 241-252.
- ❖ Pudelko, M. & Haak, R. (2005) 'The Current State of the Japanese Economy and Challenges for Japanese Management: An Overview', in: Haak, R. & Pudelko, M. (eds) *Japanese Management: The Search for a New Balance between Continuity and Change*, Houndmills: Palgrave, 3-18.

- ❖ Pudelko, M. (1997) 'Foreword of the Editor', in: CEMS Graduate Conference Committee Köln e.V. (ed) *The European Monetary Union: Blessing or Disaster?*, Cologne: Schirmer, pp. 5-11.
- ❖ Pudelko, M. (1997) 'Who is 'Us'?', in: CEMS Graduate Conference Committee Köln e.V. (ed) *The European Monetary Union: Blessing or Disaster?*, Cologne: Schirmer, pp. 259-270.

Book Reviews

- ❖ Pudelko, M. (2006) 'Some Good Recipes for Globalization – But Quite a Few Ingredients Are Missing', a review of Friedman, T. L. (2005) 'The World Is Flat: A Brief History of the Twenty-First Century', *Academy of Management Perspectives*, May, 78-80.

Case Studies

- ❖ Pudelko, M. (2006) 'Cooperating and Communicating across Cultures. Americans and Germans Working on a Project in a Team', ECCH ref. no.: 406-034-1.
(This case was also published in Hitt, M.A.; Miller, C.C. & Collela, A. *Organizational Behavior*, 3rd edition, John Wiley and Sons).
- ❖ Pudelko, M. (2006) Teaching Notes for 'Cooperating and Communicating Across Cultures. Americans and Germans Working on a Project in a Team', ECCH ref. no.: 406-034-8.
- ❖ Pudelko, M. (2005) 'Cross-Cultural Negotiation: Americans Negotiating a Contract in China', ECCH ref. no.: 405-066-1.
(This case was also published in Cullen, J.B. & Parboteeah, K.P. *Multicultural Marketing*, Cengage Learning).
- ❖ Pudelko, M. (2005) Teaching Notes for 'Cross-Cultural Negotiation: Americans Negotiating a Contract in China', ECCH ref. no.: 405-066-8.
- ❖ Pudelko, M. (2005) 'An American Expatriate Working in Japan: From the Perspective of the Expatriate, Headquarters and the Foreign Subsidiary', ECCH ref. no.: 405-027-1.
(This case study won the *ecch European Case Award* in Human Resource Management/OB 2009. The Financial Times reported.)
- ❖ Pudelko, M. (2005) Teaching Notes for 'An American Expatriate Working in Japan: From the Perspective of the Expatriate, Headquarters and the Foreign Subsidiary', ECCH ref. no.: 405-027-8.

Conference Paper Presentations

- ❖ Pudelko, M. (2026) 'The Art of Writing and Publishing for Non-Native English Scholars', *Academy of Management Annual Meeting*, Philadelphia, 31 July – 4 August.
- ❖ Pudelko, M., Bueechl, J. & Kirkman, B. (2026) 'Organizational Justice in an International Context', *Academy of International Business Annual Meeting*, Manchester, 29 June – 3 July.
- ❖ Augustin, T. & Pudelko, M. (2026) 'The Impact of Multiculturalism and Multilingualism on Social Capital', *Academy of International Business Annual Meeting*, Manchester, 29 June – 3 July.
- ❖ Li, S. & Pudelko, M. (2026) 'Leading with Values in Sino-German Work Environments', *Academy of International Business Annual Meeting*, Manchester, 29 June – 3 July.
- ❖ Pudelko, M., Popescu, C. & Tenzer, H. (2025) 'Exclusion Experiences of Migrants in Germany', *European International Business Academy Annual Meeting*, Athens, 11-13 December.
- ❖ Pudelko, M. & Bueechl, J. & Kirkman, B. (2025) 'Organizational Justice in Sino-German Work Relationships', *European International Business Academy Annual Meeting*, Athens, 11-13 December.
- ❖ Pudelko, M., Volk, S. & Tenzer, H. (2025) 'Experiences of and Reactions to Status Opposition', *European International Business Academy Annual Meeting*, Athens, 11-13 December.
- ❖ Pudelko, M. & Popescu, C. (2025) 'Discrimination versus Microaggressions Experiences of Highly Qualified Migrants', *Academy of International Business Annual Meeting*, Louisville, 28 June - 2 July.
- ❖ Pudelko, M. & Tenzer, H. (2025) 'Japanese Career Women: Emotional Implications of Identity Dilemmas', *Academy of International Business Annual Meeting*, Louisville, 28 June - 2 July.
- ❖ Tenzer, H., Pudelko, M. & Zellmer-Bruhn, M. (2025) 'Inclusive Leadership in the Face of Language Barriers: Fostering Communication and Familiarity Among Members of Multilingual Teams', *Tagung der Wissenschaftlichen Kommission Internationales Management im VHB* (Annual Meeting of the International Management Division of the German Association for Business Scholars), Heilbronn, 9-10 May.
- ❖ Pudelko, M. & Tenzer, H. (2024) 'When Identity Work Leads to Negative Emotions: The Dilemma of Japanese Career Women', *Academy of International Business Annual Meeting*, Seoul, 2-6 July.
- ❖ Tenzer, H., Pudelko, M. & Zellmer-Bruhn, M. (2024) 'From Words to Bonds: The Influence of Language Barriers on Communication and Familiarity in Teams', *Academy of International Business Annual Meeting*, Seoul, 2-6 July.

- ❖ Popescu, C. & Pudelko, M. (2024) 'The Impact of Cultural Identity on Bridging Skills of Highly Qualified Migrants', *Academy of International Business Annual Meeting*, Seoul, 2-6 July.
- ❖ Pudelko, M. & Tenzer, H. (2024) 'When Identity Work Falls Short: Persistent Identity Conflict Resulting in Negative Emotions', *Tagung der Wissenschaftlichen Kommission Internationales Management im VHB* (Annual Meeting of the International Management Division of the German Association for Business Scholars), Siegen, 26-27 April.
- ❖ Augustin, T., Pudelko, M. & Kirkman, B. (2023) 'How Multicultural and Multilingual Employees Assist in Bridging Cultural and Language Barriers', *European International Business Academy Annual Meeting*, Lisbon, 15-17 December.
- ❖ Augustin, T. & Pudelko, M. (2023) 'Multiculturals' and Multilinguals' Social Capital Formation: Resources and Social Capital Types', *Academy of International Business Annual Meeting*, Warsaw, 5-9 June.
- ❖ Augustin, T., Pudelko, M. & Kirkman, B. (2023) 'Overcoming of Cultural and Language Barriers: The Bridging Activities of Multicultural and Multilingual Individuals', *Tagung der Wissenschaftlichen Kommission Internationales Management im VHB* (Annual Meeting of the International Management Division of the German Association for Business Scholars), Siegen, 28-29 April.
- ❖ Augustin, T. & Pudelko, M. (2023) 'Examining Multiculturals' and Multilinguals' Paradoxical Bridging Processes in Overcoming Cultural and Language Barriers in Organizations', *Vietnam - Japan International Business Conference*, Hanoi, 17 March.
- ❖ Büechl, J. & Pudelko, M. (2022) 'Shared Fairness Perceptions of Chinese Subordinates and German Supervisors', *Academy of Management Annual Meeting*, Seattle, 5-10 August.
- ❖ Pudelko, M. & Tenzer, H. (2022) 'Japanese Women Pursuing a Career at Foreign Subsidiaries: A Question of Identity', *Academy of Management Annual Meeting*, Seattle, 5-10 August.
- ❖ Pudelko, M. & Tenzer, H. (2022) 'From Professional Aspirations to Identity Confirmation and Transformation: The Case of Japanese Career Women Working for Foreign Subsidiaries in Japan', *Academy of International Business Annual Meeting*, Miami, 6-9 June.
- ❖ Pudelko, M. & Tenzer, H. (2022) 'Japanese Women Pursuing a Career at Foreign Subsidiaries in Japan', *Annual Conference of the Association of Japanese Business Studies*, Miami, 5-6 June.
- ❖ Pudelko, M., Volk, S. & Tenzer, H. (2022) 'Status Opposition of Japanese Career Women', *Annual Conference of the Association of Japanese Business Studies*, Miami, 5-6 June.

- ❖ Büechl, B. & Pudelko, M. (2022) 'The Development of Shared Fairness Perceptions of Culturally Diverse Subordinates and Supervisors', *Tagung der Wissenschaftlichen Kommission Internationales Management im VHB* (Annual Meeting of the International Management Division of the German Association for Business Scholars), Tübingen, 17-18 June.
- ❖ Tenzer, H., Pudelko, M. & Zellmer-Bruhn, M. (2022) 'How Language Barriers Impede the Formation of Mental Models in Multinational Teams', *Tagung der Wissenschaftlichen Kommission Internationales Management im VHB* (Annual Meeting of the International Management Division of the German Association for Business Scholars), Tübingen, 17-18 June.
- ❖ Popescu, C. & Pudelko, M. (2022) 'Highly Qualified International Migrants in Germany: Experiencing Subtle Microaggressions', *Tagung der Wissenschaftlichen Kommission Internationales Management im VHB* (Annual Meeting of the International Management Division of the German Association for Business Scholars), Tübingen, 17-18 June.
- ❖ Augustin, T. & Pudelko, M. (2022) 'Social Capital Formation of Multicultural and Multilingual Individuals', *Tagung der Wissenschaftlichen Kommission Internationales Management im VHB* (Annual Meeting of the International Management Division of the German Association for Business Scholars), Tübingen, 17-18 June.
- ❖ Pudelko, M. & Tenzer, H. (2019) 'Boundaryless Careers or Career Boundaries? The Impact of Language Barriers on Academic Careers in International Business Schools' presented in the symposium on 'Academic Careers in Management: How Do We Get to Where the Grass Is Greener?', *Academy of Management Annual Meeting*, Boston, 9.-13. August.
- ❖ Pudelko, M., Volk, S. & Tenzer, H. (2019) 'How Japanese Career Women Experience and Respond to Perceived Status Inconsistency', *Academy of Management Annual Meeting*, Boston, 9.-13. August.
- ❖ Peltokorpi, V. & Pudelko, M. (2019) 'The Relevance of Language Proficiency in Foreign Subsidiary Relations', *Academy of International Business Annual Meeting*, Copenhagen, 24-27 June.
- ❖ Popescu, C. & Pudelko, M. (2019) 'Discrimination of Highly Skilled Migrants', *Academy of International Business Annual Meeting*, Copenhagen, 24-27 June.
- ❖ Peltokorpi, V. & Pudelko, M. (2019) 'Expatriate Host Country Language Proficiency and Social Categorization by Host Country Nationals in Foreign Subsidiaries', *Tagung der Wissenschaftlichen Kommission Internationales Management im VHB* (Annual Meeting of the International Management Division of the German Association for Business Scholars), Trier, 2-4 May.
- ❖ Popescu, C. & Pudelko, M. (2019) 'Discrimination Experiences of Well-Trained Migrants in Germany', *Tagung der Wissenschaftlichen Kommission Internationales Management im VHB* (Annual Meeting of the International Management Division of the German Association for Business Scholars), Trier, 2-4 May.

- ❖ Büechl, J. & Pudelko, M. (2018) 'Do Chinese Subordinates Trust Their German Supervisors? Developing a Trust Development Model', *Academy of Management Annual Meeting*, Chicago, 10-14 August.
- ❖ Tenzer, H.; Pudelko, M.; Zellmer-Bruhn, M. & Maloney, M. (2018) 'How Language Diversity Affects Multinational Team Performance Regarding Knowledge Processing', *Academy of Management Annual Meeting*, Chicago, 10-14 August.
- ❖ Büechl, J. & Pudelko, M. (2018) 'Trust Relations in an Intercultural Context' (2018) *Tagung der Wissenschaftlichen Kommission Internationales Management im VHB* (Annual Meeting of the International Management Division of the German Association for Business Scholars), Kiel, 26-28 April.
- ❖ Pudelko, M. & Tenzer, H. (2018) 'How Language Problems Affect International Academic Careers in Management', *Tagung der Wissenschaftlichen Kommission Internationales Management im VHB* (Annual Meeting of the International Management Division of the German Association for Business Scholars), Kiel, 26-28 April.
- ❖ Pudelko, M. & Tenzer, H. (2017) 'How Language Problems Affect International Academic Careers in Management', *Academy of Management Annual Meeting*, Atlanta, 4-8 August.
- ❖ Tenzer, H.; Pudelko, M.; Zellmer-Bruhn, M. & Maloney, M. (2017) 'How Language Diversity Affects Knowledge Processing in Multinational Teams', *Academy of Management Annual Meeting*, Atlanta, 4-8 August.
- ❖ Büechl, J. & Pudelko, M. (2017) 'Organizational Justice Perceptions and Responsive Behavior in a Chinese-German Context', *Academy of Management Annual Meeting*, Atlanta, 4-8 August.
- ❖ Pudelko, M. & Tenzer, H. (2017) 'The Impact of Language Barriers on the Careers of Foreign Academics in Japanese, Finnish, Spanish, and U.S.-American Business Schools', *Academy of International Business Annual Meeting*, Dubai, 1-5 June
- ❖ Tenzer, H.; Pudelko, M.; Zellmer-Bruhn, M. & Maloney, M. (2017) 'Evident and Hidden Language Barriers to Knowledge Processing in Multilingual Teams', *Academy of International Business Annual Meeting*, Dubai, 1-5 June.
- ❖ Büechl, J. & Pudelko, M. (2017) 'The Formation of Fairness Perceptions and Responsive Behavior of Chinese Employees Towards their German Organization', *Academy of International Business Annual Meeting*, Dubai, 1-5 June.
- ❖ Tenzer, H. & Pudelko, M. (2017) 'Evident and Hidden Language Barriers to Knowledge Processing in Multilingual Teams', *Tagung der Wissenschaftlichen Kommission Internationales Management im VHB* (Annual Meeting of the International Management Division of the German Association for Business Scholars), Kiel, 28-29 April.

- ❖ Büechl, J. & Pudelko, M. (2016) 'Antecedents and Consequences of Trust Development Across Hierarchical and Cross-Cultural Boundaries', *Academy of Management Annual Meeting*, Anaheim, 5-9 August.
- ❖ Büechl, J. & Pudelko, M. (2016) 'Are We on the Same Page? The Development of Trust in Chinese-German Subordinate-Supervisor Relations', *European Group for Organizational Studies Colloquium*, Naples, 7-9 July.
- ❖ Büechl, J. & Pudelko, M. (2016) 'Trust Formation and Development of Chinese Subordinates Towards Their German Supervisors', *Academy of International Business Annual Meeting*, New Orleans, 27-30 June.
- ❖ Büechl, J. & Pudelko, M. (2016) 'The Development of Trust in Chinese-German Subordinate-Supervisor Relations', *Jahrestagung der Wissenschaftlichen Kommission Internationales Management im Verband der Hochschullehrer für Betriebswirtschaft*, Fribourg University, 15-16 April.
- ❖ Pudelko, M. (2015) Member of Panel on 'Revitalizing Crosscultural Management: Advancing Organizations & People in a Global Business World', *Academy of Management Annual Meeting*, Vancouver, 7-11 August.
- ❖ Pudelko, M. & Tenzer, H. (2015) 'Linguistic Constraints for International Academic Careers', *Academy of Management Annual Meeting*, Vancouver, 7-11 August.
- ❖ Büechl, J. & Pudelko, M. (2015) 'The Integration of Cultural Identity Negotiation Theory into Cross-Cultural Organizational Justice Theory: A Qualitative Study', *Academy of International Business Annual Meeting*, Bangalore, 27-30 June.
- ❖ Tenzer, H.; Pudelko, M.; Zellmer-Bruhn, M. & Maloney, M. (2015) 'The Impact of Language Barriers on Interaction Processes, Knowledge Exchange and Team Cognition on Multinational Teams', *Academy of International Business Annual Meeting*, Bangalore, 27-30 June.
- ❖ Reiche, S.; Harzing, A.-W. & Pudelko, M. (2014) 'The Effect of Shared Language on Subsidiary Knowledge Inflows', *Verband der Hochschullehrer der Betriebswirtschaftslehre (German Academic Association of Business Research) Annual Meeting*, Vienna University of Economics and Business, 27-29 May.
- ❖ Hajro, A.; Pudelko, M. & Gibson, C. (2014) 'The Relationship Between Organizational Diversity Climate, Knowledge Exchange Processes and Effectiveness in Multicultural Teams', *European Institute for Advanced Studies in Management (EIASM) 12th Workshop on International Management*, Copenhagen Business School, 24-25 October.
- ❖ Harzing, A.-W. & Pudelko, M. (2014) 'Why Home and Host Country Context Matters More Than (Cultural) Distance: An Empirical Study', *Academy of Management Annual Meeting*, Philadelphia, 1-5 August.
- ❖ Tenzer, H. & Pudelko, M. (2014) 'The Power of Words in Multinational Contexts: The Impact of Language Diversity on Power Relations in Multinational Teams', *Academy of Management Annual Meeting*, Philadelphia, 1-5 August.

- ❖ Tenzer, H. & Pudelko, M. (2014) 'Selecting Communication Media in Multilingual Virtual Teams', *Academy of Management Annual Meeting*, Philadelphia, 1-5 August.
- ❖ Harzing, A.-W. & Pudelko, M. (2014) 'Why the Importance of the (Cultural) Distance Concept in International Business Is Not Justified: A Literature Analysis', *Academy of International Business Annual Meeting*, Vancouver, 23-26 June.
- ❖ Hajro, A.; Pudelko, M. & Gibson, C. (2014) 'Linking Multicultural Teams to Organizational Context: The Role of Diversity Climate, Multicultural Team Interactions and Cognitive Integration/Differentiation', *Academy of International Business Annual Meeting*, Vancouver, 23-26 June.
- ❖ 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', *Academy of International Business Annual Meeting*, Vancouver, 23-26 June.
- ❖ Harzing, A.-W. & Pudelko, M. (2013) 'Home and Host Country Versus Distance Effects in the Field of Entry Mode Choice', *European Institute for Advanced Studies in Management (EIASM) 11th Workshop on International Management*, ESCP Europe, Berlin Campus, 18-19 October.
- ❖ Reiche, S.; Harzing, A.-W. & Pudelko, M. (2013) 'The Relationship Between Shared Language and Subsidiary Knowledge Inflows: A Social Identity Perspective', *European Institute for Advanced Studies in Management (EIASM) 11th Workshop on International Management*, ESCP Europe, Berlin Campus, 18-19 October.
- ❖ Volk, S.; Köhler, T. & Pudelko, M. (2013) 'Brain Drain: The Cognitive Neuroscience of Foreign Language Processing in Multilingual Organizations', *Academy of Management Annual Meeting*, Lake Buena Vista (Orlando), 9-13 August.
- ❖ Reiche, S.; Harzing, A.-W. & Pudelko, M. (2013) 'The Sensitivity of Subsidiary Knowledge In- and Outflows to Language Proximity', *Academy of Management Annual Meeting*, Lake Buena Vista (Orlando), 9-13 August.
- ❖ Tenzer, H. & Pudelko, M. (2013) 'Leading Across Language Barriers: Strategies to Mitigate Negative Language-Induced Emotions in MNCs', *Academy of Management Annual Meeting*, Lake Buena Vista (Orlando), 9-13 August.
- ❖ Tenzer, H. & Pudelko, M. (2012) 'Emotionally Intelligent Leadership in Multilingual Workplaces', *Academy of International Business Annual Meeting*, Istanbul, 3-6 July 2013.
- ❖ Harzing, A.-W.; Pudelko, M. & Reiche, S. (2013) 'Developments in Knowledge Transfer Activities of Expatriates and Inpatriates', *Academy of International Business Annual Meeting*, Istanbul, 3-6 July 2013.

- ❖ Harzing, A.-W.; Pudelko, M. & Reiche, S. (2013) 'How International Assignees Affect Knowledge Transfers in MNCs: A Multinational Comparison', *Association of Japanese Business Studies Annual Meeting*, Istanbul, 2 July.
- ❖ Reiche, S.; Harzing, A.-W. & Pudelko, M. (2012) 'Changing Patterns of International Assignee Staffing and Their Role in Knowledge Transfer', *European Institute for Advanced Studies in Management (EIASM) 10th Workshop on International Strategy and Cross-Cultural Management*, Reykjavik University, 19-20 October.
- ❖ Tenzer, H. & Pudelko, M. (2012) 'Language and Emotion in Multinational Teams: The Importance of Emotionally Capable Leaders', *European Institute for Advanced Studies in Management (EIASM) 10th Workshop on International Strategy and Cross-Cultural Management*, Reykjavik University, 19-20 October.
- ❖ Tenzer, H.; Pudelko, M. & Harzing, A.-W. (2012) 'Cognition, Emotion and Identification: The Influence of Language Barriers in Multinational Teams', *European Institute for Advanced Studies in Management (EIASM) 10th Workshop on International Strategy and Cross-Cultural Management*, Reykjavik University, 19-20 October.
- ❖ Hajro, A. & Pudelko, M. (2012) 'Multinational Teams: How Team Interactions Mediate between Cultural Differences and Team Performance', *Academy of Management Annual Meeting*, Boston, 3-7 August.
(This paper received the *Robert H. Schaffer Award for the Best Paper in Applied International Management* by the International Management Division of the Academy of Management.)
(This paper received the *Solkovo Best Paper Finalist Award* by the International Management Division of the Academy of Management.)
- ❖ Tenzer, H. & Pudelko, M. (2012) 'The Impact of Language Barriers on Shared Mental Models in Multinational Teams', *Academy of Management Annual Meeting*, Boston, 3-7 August.
- ❖ Tenzer, H. & Pudelko, M. (2012) 'The Impact of Language Barriers on Trust Formation in Multinational Teams', *Academy of Management Annual Meeting*, Boston, 3-7 August.
- ❖ Harzing, A.-W. & Pudelko, M. (2012) 'The Role of Language in HQ-Subsidiary Relationships: A Cross-National Study', *Academy of Management Annual Meeting*, Boston, 3-7 August.
- ❖ Hajro, A.; Pudelko, M. & Gibson, C. (2012) 'Multinational Teams: Cultural Differences, Interactions, Organizational Context, and Performance', *Academy of International Business Annual Meeting*, Washington D.C., 30 June - 3 July.
- ❖ Tenzer, H. & Pudelko, M. (2012) 'Language Differences as Impediments to Shared Mental Model Formation in Multinational Teams', *Academy of International Business Annual Meeting*, Washington D.C., 30 June - 3 July.
- ❖ Reiche, S.B.; Harzing, A.-W. & Pudelko, M. (2012) 'Knowledge Transfer in Multinationals and the Role of Formal and Informal Headquarters-Subsidiary

- Relationships', *Academy of International Business Annual Meeting*, Washington D.C., 30 June - 3 July.
- ❖ Harzing, A.-W. & Pudelko, M. (2011) 'Language Policies, Competencies, and Problems in Multinational Companies: Comprehensive Evidence from Nine Countries/Regions', *European International Business Academy (EIBA) Annual Conference*, Bucharest, 8-10 December.
 - ❖ Pudelko, M.; Tenzer, H. (2011) 'Beyond Feminist and Emic Views: A New Perspective on Gender Roles in Japanese Organizations', *European Institute for Advanced Studies in Management (EIASM) 9th Workshop on International Strategy and Cross-Cultural Management*, Moscow, 21-22 October.
 - ❖ Pudelko, M.; Tenzer, H. (2011) 'Foreign Employers' Attractiveness for Japanese Women: A Herald of Societal Change?', *European Institute for Advanced Studies in Management (EIASM) 9th Workshop on International Strategy and Cross-Cultural Management*, Moscow, 21-22 October.
 - ❖ Pudelko, M.; Tenzer, H. & Varkey, E. (2011) 'Conflicting Perspectives on Gender Inequality in Japanese Organizations', *Academy of Management Annual Meeting*, San Antonio, 12-16 August.
 - ❖ Pudelko, M.; Tenzer, H. & Varkey, E. (2011) 'Female Japanese Managers Working for Foreign Subsidiaries: The Avant-garde of Societal Change?', *Academy of Management Annual Meeting*, San Antonio, 12-16 August.
 - ❖ Pudelko, M.; Tenzer, H. & Varkey, E. (2011) 'Gender Inequality in Japanese Organizations: An Integrative Conceptualization', *Academy of International Business Annual Meeting*, Nagoya, 24-28 June.
 - ❖ Pudelko, M.; Tenzer, H. & Varkey, E. (2011) 'The Resilience of the Rice Paper Ceiling: Reconciling Differing Views on Gender Roles in Japanese Corporations', *Association of Japanese Business Studies Annual Meeting*, Nagoya, 24-25 June.
 - ❖ Pudelko, M.; Tenzer, H. & Varkey, E. (2011) 'Foreign Employers and Career-Minded Japanese Women: Professional and Emotional Attractions', *Association of Japanese Business Studies Annual Meeting*, Nagoya, 24-25 June.
 - ❖ Pudelko, M.; Tenzer, H. & Varkey, E. (2011) 'Women's Career Opportunities in Japanese Organizations: From a Feminist and an Emic View', *Academy of International Business (UK and Ireland Chapter) 38th Annual Conference*, Edinburgh, 14-16 April.
 - ❖ Pudelko, M.; Tenzer, H. & Varkey, E. (2011) 'Foreign Subsidiaries as Sites of Self-Actualization for Career-Minded Japanese Women', *Academy of International Business (UK and Ireland Chapter) 38th Annual Conference*, Edinburgh, 14-16 April.
 - ❖ Pudelko, M. & Tenzer, H. (2010) 'The Relative Importance of Cultural and Institutional Sources of Conflict in Foreign Subsidiaries of Multinational Corporations', *European Institute for Advanced Studies in Management (EIASM)*

8th Workshop on International Strategy and Cross-Cultural Management, Tübingen, 08-09 October 2010.

- ❖ Volk, S. & Pudelko, M. (2010) 'The Cultural Accommodation Hypothesis Revisited' *European Institute for Advanced Studies in Management (EIASM) 8th Workshop on International Strategy and Cross-Cultural Management*, Tübingen, 08-09 October.
- ❖ Hajro, A. & Pudelko, M. (2010) 'Beyond Cultural Value Dimensions: A Study of Cross-cultural Interactions in Multinational Teams', *Academy of Management Annual Meeting*, Montreal, 6-10 August.
- ❖ Hajro, A. & Pudelko, M. (2010) 'Dynamics of Cross-Cultural Interactions in Multinational Teams: Studying Multinational Teams beyond the Comparison of Cultural Value Dimensions', *Academy of International Business Annual Meeting*, Rio de Janeiro, 25-29 June.
- ❖ Hajro, A. & Pudelko, M. (2010) 'The Impact of National Culture on Interactions in Multinational Teams', *European Academy of Management 10th Annual Conference*, Rome, 19-22 May.
- ❖ Hajro, A. & Pudelko, M. (2010) 'Kulturübergreifende Interaktionen in multinationalen Teams: Eine Fallstudie', *Jahrestagung der Wissenschaftlichen Kommission Internationales Management im Verband der Hochschullehrer für Betriebswirtschaft*, ESCP Europe, Berlin, 19-20 February.
- ❖ Hajro, A. & Pudelko, M. (2009) 'The Interplay Between Multinational Teams, National Culture and Corporate Culture', *European Institute for Advanced Studies in Management (EIASM) 7th Workshop on International Strategy and Cross-Cultural Management*, Helsinki, 22-23 September.
- ❖ Hajro, A. & Pudelko, M. (2009) 'Multinational Teams in the Context of Organizational Culture: A Multi-Company Case Study', *Academy of Management Annual Meeting*, Chicago, 7-11 August.
(This paper was recognized with the *Samsung Best Paper Finalist Award* by the International Management Division and the *UMSL Best Paper Finalist Award in OB / HRM / OT Award Finalists* of the same division and was published in the *Best Paper Proceedings* of the Academy of Management Annual Meeting 2009.)
- ❖ Hajro, A. & Pudelko, M. (2009) 'The Influence of Organizational Culture on Multinational Teams', *Academy of International Business Annual Meeting*, San Diego, 27-30 June.
- ❖ Kretzmer, E. & Pudelko, M. (2009) 'Management Careers for Japanese Women in Japanese Companies: Mission Impossible?', *Association of Japanese Business Studies 22nd Annual Conference*, San Diego, 25-26 June.
- ❖ Kretzmer, E. & Pudelko, M. (2009) 'Japanese Women Working for Foreign Subsidiaries: The Only Way to Pursue a Career in Their Own Country?', *Association of Japanese Business Studies 22nd Annual Conference*, San Diego, 25-26 June.

- ❖ Kretzmer, E. & Pudelko, M. (2008) 'Japanese Women Working for Foreign Subsidiaries: The Only Way to Pursue a Career in Their Own Country?', *European Institute for Advanced Studies in Management (EIASM) 6th Workshop on International Strategy and Cross-Cultural Management*, Barcelona, 22-23 September.
- ❖ Kretzmer, E. & Pudelko, M. (2008) 'Management Careers for Japanese Women in Japanese Companies: Mission Impossible?', *European Institute for Advanced Studies in Management (EIASM) 6th Workshop on International Strategy and Cross-Cultural Management*, Barcelona, 22-23 September.
- ❖ Pudelko, M. (2007) 'Subsidiary Control in Multinational Corporations', *European Institute for Advanced Studies in Management (EIASM) 5th Workshop on International Strategy and Cross-Cultural Management*, Istanbul, 28-29 September.
- ❖ Pudelko, M. (2007) 'The Contingent Nature of Best Practices in National Competitiveness: The Case of American and Japanese Innovation Processes', *European Institute for Advanced Studies in Management (EIASM) 5th Workshop on International Strategy and Cross-Cultural Management*, Istanbul, 28-29 September.
- ❖ Pudelko, M. (2007) 'Subsidiary Control in Multinational Corporations', *Academy of International Business (AIB) Annual Meeting*, Indianapolis, 25-28 June.
- ❖ Pudelko, M. (2007) 'National Competitiveness in the Age of Globalization', *Academy of International Business (AIB) Annual Meeting*, Indianapolis, 25-28 June.
- ❖ Pudelko, M. & Mendenhall, M. (2007) 'The End of Japanese-Style Management?', *Academy of International Business (AIB) Annual Meeting*, Indianapolis, 25-28 June.
- ❖ Pudelko, M. (2007) 'Different Kinds of Control Mechanisms in the Headquarters-Subsidiaries Relations', *Academy of International Business (AIB) Annual Meeting*, Indianapolis, 25-28 June, presented in a special best paper session of AJBS.
- ❖ Pudelko, M. & Mendenhall, M. (2007) 'The Japanese Management Model in Transition', 19th Annual Meeting of *Association of Japanese Business Studies (AJBS)*, Indianapolis, 24-25 June.
- ❖ Pudelko, M. & Harzing, A.-W. (2007) 'Headquarters-Subsidiary Relationships: A Trend towards Standardization around Global Best Practices', 19th Annual Meeting of *Association of Japanese Business Studies (AJBS)*, Indianapolis, 24-25 June.
- ❖ Pudelko, M. (2007) 'Different Kinds of Control Mechanisms in the Headquarters-Subsidiaries Relations', 19th Annual Meeting of *Association of Japanese Business Studies (AJBS)*, Indianapolis, 24-25 June.
- ❖ Pudelko, M. (2007) 'Subsidiary Control in Multinational Corporations', *Academy of International Business (AIB) UK and Ireland Chapter Annual Meeting*, London, 13-14 April.
- ❖ Pudelko, M. & Mendenhall, M. (2007) 'The Contingent Nature of Best Practices in National Competitiveness: The Case of American and Japanese Innovation

Processes, Academy of International Business (AIB) UK and Ireland Chapter Annual Meeting, London, 13-14 April.

- ❖ Pudelko, M. & Harzing, A.-W. (2006) 'Convergence and Divergence in International HRM', *Proceedings of the European Institute for Advanced Studies in Management (EIASM) 4th Workshop on International Strategy and Cross-Cultural Management*, Toulouse, 28-30 September.
- ❖ Pudelko, M. & Harzing, A.-W. (2006) 'HRM Practices in Subsidiaries of US, Japanese and German MNCs: Country of Origin, Localization or Dominance Effect?', *Academy of International Business (AIB) Annual Meeting*, Beijing, 23-26 June.
- ❖ Pudelko, M. (2006) 'A Systematization and Integration of Different Approaches in Cross-National Management Research', *Academy of International Business (AIB) Annual Meeting*, Beijing, 23-26 June.
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