

## The Conference General Track sponsors the following specific topics

### 15\_01                      Toward a responsible management of cultural diversity

The ambition of this stream is to provide a platform for all scholars interested in diversity and Cross-Cultural Management (CCM) or generally, the management of differences, to meet and discuss how to contribute to the development of more sustainable organisations, responsible leadership and fairer societies by addressing the theoretical and educational limitations and challenges of these streams of research. We believe that currently, CCM and diversity studies are facing several hindrances that can hamper the valorisation of differences across and within organisations, communities, and societies.

For example, the nature of knowledge and tools applied in CCM education and training serves primarily the corporate and managerial agenda, and only secondarily, the ambition to understand and relate to the cultural other (Blasco, 2004). Likewise, reducing diversity to a business case or a strategic advantage confines their meaning to one of the means toward a financial end. What practices and considerations about the others do we develop with such a perspective?

A second example is that management research and education tend to approach the world from the standpoint of those in a privileged position, yet without acknowledging that explicitly (Zanoni et al. 2010; Szkudlarek, 2009; Fougère & Moulettes, 2011). This standpoint results in (western male) managers' views being implicitly presented as the (only) legitimate ones. How is this going to contribute to the development of responsible leadership and more inclusiveness in tomorrow's increasingly global society?

Another challenge faced by these streams of work is their theoretical stagnation. For example, cultural dimensions frameworks, while critiqued for over two decades (McSweeney, 2002; Witte, 2012), constitute still the hegemonic frameworks for operationalizing culture. Similarly, gender and race, as understood in the North-American context, are two primary facets of theoretical work for the management of diversity. What paradigms are we promoting through these operationalizations of diversity? And how sustainable are they?

We invite all forms of contributions that deal with CCM and diversity research and education, or more generally, with the management of differences. Contributions can describe a problem linked to these streams of research or address specifically issues of sustainability. Critical perspectives on existing theoretical frameworks, training or education are welcomed. We also encourage theoretical and empirical papers that present alternative models that can address these challenges and limitations. Examples of sustainable management of (cultural) diversity are welcome, as are illustrations of the challenges linked to a responsible management of all forms of diversity.

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# Submission guidelines EURAM 2014 - Valencia

Please, follow these guidelines and formatting instructions to prepare and submit your paper.

## **RULE OF 3:**

**Please note that you may be listed as an author or co-author on up to 3 submitted papers.**

1. Each paper can only be submitted to ONE topic or track.
2. Submitted papers must NOT have been previously published and if under review, must NOT appear in print before EURAM 2014 Conference.
3. To facilitate the blind review process, remove ALL authors identifying information, including acknowledgements from the text, and document/file properties. (Any submissions with author information will be automatically DELETED).
4. The entire paper (title page, abstract, main text, figures, tables, references, etc.) must be in ONE document created in PDF format.
5. The maximum length of the paper is 40 pages (including ALL tables, appendices and references). The paper format should follow the [European Management Review Style Guide](#).
6. Use Times New Roman 12-pitch font, double spaced, and 1-inch (2.5 cm) margin all around.
7. Number all of the pages of the paper.
8. No changes in the paper title, abstract, authorship, and actual paper can occur AFTER the submission deadline.
9. Check that the PDF File of your paper prints correctly and ensure that the file is virus-free.
10. Submissions will be done on-line on the EURAM 2014 website.
11. Only submissions in English shall be accepted for review.
12. In case of acceptance, the author or one of the co-authors should be available to present the paper at the conference.
13. In case of acceptance, each author can present only one paper at the conference.