

**International Business in a Turbulent Era:
Dilemmas, Paradoxes, and Opportunities in times of crises and uncertain times**
(working title)

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This book addresses relevant issues of international business in the context of a turbulent and rather unpredictable future. The longer-term effects of phenomena such as Covid 19, climate change, the rise of China, Brexit, the Russian invasions of Ukraine and populist politics on businesses, the economy and geo-politics are still unknown. Given rapidly changing situations, economic and social norms, businesses, organisations and institutions must be agile to survive and thrive. In turbulent and uncertain times, the first task of management is to ensure the organizations' capacity for resilience and survival and to adapt to continuous change and new opportunities. Furthermore, business leaders need to make sure to maintain their organizations' strength and soundness. They have to preserve their capacity of offering meaningful work to their people while adapting to sudden and perennial change and treating all relevant stakeholders respectfully and responsibly.

We will approach some of the world's leading scholars in International Business and management, international strategy and global leadership for relevant chapter contributions. The chapters seek to investigate best research and practice in international business with strategic reach but also with operational knowledge and lessons for academics and reflective practitioners alike. Each chapter presents cutting-edge research and new ways of operating in these turbulent times.

The book will be organized in three main parts:

Part I – Theoretical considerations of IB research in uncertain times,

Part II – Lessons for International Business Practice navigating through crises,

Part III – Critique and debate about possible but uncertain future(s) in international business.

The existing IB literature has not yet sufficiently tackled approaches for extreme situations (complex, unpredictable, life-threatening) nor inquired about resilience and important lessons to draw for managers and organisations in the international context. Therefore, the multiple challenges need to be analysed and avenues for future research identified.

Furthermore, the question may also be asked – why bother if everything is in flux and unpredictable anyway?

Examples of possible research questions might include:

- Globalization – Deglobalization – Is there a perennial lead to new restrictions on mobility and the re-centration on local and national exchanges in these global crisis times?
- Is Deglobalization leading to greater protectionism, risk aversion, and nationalism to become a new paradigm for national economies and for multinational companies (MNCs)? Or does the post-pandemic world need even greater globalization to reconstruct bridges for connecting the fragmented realities? Another perspective suggests that consequences of the Covid-19 pandemic will result in both, globalization of labor and deglobalization of capital.
- What are the challenges for global leadership in fast changing times?
- How can organizations deal with the disruptions in international value chains?
- How can IB research and practice contribute to maintain and achieve performance outcomes in uncertain times?
- How do people management and HRM resources need to be redesigned for supporting new relationship and mobility patterns in the context of VUCA times?
- What are the implications for managing and leading knowledge workers in a virtual, multi-cultural and cross-border collaborative world?
- What are the effects of the VUCA world on workspaces and organizational design?
- What are possible and adaptable strategic and organizational culture changes in times of uncertainty and crisis for MNCs?
- How can people, organisations, economies and societies develop and support sustainable resilience in the international business context?

The book will contribute to the literature with a fresh and critical look on international business in volatile, ambiguous, complex and uncertain times exacerbated by the recent cumulation of crises threatening particularly the global level of relations and international exchanges. It proposes new insights from research and practice leading to novel responses for a more sustainable management of international business.

This book will be a valuable resource for graduates and researchers in IB, strategy and global management as well as for reflective practitioners.

Ideal Timeline :

- Chapter proposal until 10/2022
- Reviews and Cross-reviews of selected chapters 10/2022-02/2023
- 2nd Reviews and chapter integration for the final manuscript 03/2023 – 06/2023.

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