



# Constructive Intercultural Management

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## What is it?

Constructive Intercultural Management (CIM) is a sub-discipline of intercultural management, using research, teaching and practice to examine the positive effects of culture(s) and interculturality within organizations and societies. CIM asks how organizations can leverage cultural diversity and differences constructively and synergistically in order to achieve organizational and societal goals. CIM thus considers cultural differences as strengths potentially leading to creative and innovative collaboration and well-being among employees. CIM assumes that cultural differences have an enriching effect. It takes a humanist, systemic, interdisciplinary, and contextualized approach, and considers the dynamics of multiple cultures.

## Who uses the concept?

CIM originates from international management and intercultural communication. It is a highly interdisciplinary concept that is used by scholars in intercultural communication, sociology, psychology, anthropology, organization, and management studies. It is used by scholars and practitioners, since it addresses both questions of intercultural management and cross-border business activities, and factors that contribute to better practical intercultural collaboration in organizations.

## Fit with intercultural dialogue?

CIM examines intercultural dialogue within organizations. It is only since the 1960s that culture has found its way into management, where studies

have shown that negative assumptions about diversity still outweigh positive ones. CIM addresses this gap by researching intercultural cooperation through interactions, and by focusing on the positive development of social systems.

## What work remains?

Further work needs to be done on factors of complementary and synergetic cooperation and their contextual embeddedness. Process-oriented research needs to build multi-level frameworks from multi-paradigmatic perspectives. What are the processes and strategies behind constructive interculturality in organizations? How can individuals (e.g., boundary spanners) contribute to constructive interculturality? And how can CIM further strengthen intercultural dialogue in organizations and society?

## Resources

Barmeyer, C., Bausch, M., & Mayrhofer, U. (2021). *Constructive intercultural management: Integrating cultural differences successfully*. Cheltenham, UK: Edward Elgar.

Stahl, G. K., & Tung, R. L. (2015). Towards a more balanced treatment of culture in international business studies: The need for positive cross-cultural scholarship. *Journal of International Business Studies*, 46(4), 391–414.