

PalArch's Journal of Archaeology of Egypt / Egyptology

POLYGLOT IMPACT ON TRANSNATIONAL COMMERCE

Ms.Priyanka¹, Ms.Navneet Kaur², Mr. Akashdeep³

¹Assistant Professor, Department of Psychology
^{2,3} Student

Akal University Talwandi Sabo, Bathinda

Ms.Priyanka¹, Ms.Navneet Kaur², Mr. Akashdeep³, POLYGLOT IMPACT ON TRANSNATIONAL COMMERCE,-- Palarch's Journal Of Archaeology Of Egypt/Egyptology 18(9). ISSN 1567-214x

Keywords: Linguistics, cross-border business, culture and trade, linguistic diversity, telepathic space, observational learning, dialect, viewpoints.

ABSTRACT

Language reclines at the heart of multinational commerce enterprises. Linguistic take part in a chief mercantile surroundings peculiarly when patrons employ with agents of business. Operating multi continentally means having to communicate with cross national mediatories, definite executive agencies as well as foreign institutions, those inhabit in distinct language surroundings. Comprehension on the import altogether suggestions of linguistics differences is foremost for admonishing multinational undertaking in dealings, administration, and other organizations. Language is paramount ethnic consequence constituent .Intra and inter admiration of customary standards are notable flairs preferred to work across boundaries successfully.A rapidly increasing number of investigations show that the variety of languages affects practically all conducting choices in contemporary multinational firms.While the utilitarian relevance of dialect remains obvious , empirical research into its comprehensive and multifaceted impacts and their logical conceptualization are still a significant complication.The motive of peculiar matter is to animate and set a course for the evolution of fresh realm which arises from an explicit center on language and languages.The study inspect prospects impacts of telepathic space viewpoints.Formation of a linguistic social identity, communal contrasts as well as telepathic space viewpoints, profitable dissimilarity , ethnic dissimilarity , conventional dissimilarity , nation particular worldwide event, proficiency of community dialect.We subsequently presented a future analysis plan of these topics.We urge students to cross academic barriers in order to accumulate a greater command of the situation in the overseas trade, and to draw , integrated and tested numerous hypotheses from disciplines like psychological , linguistic , social psychology .

Introduction

Cross-Border Trade (CBT) is the trading of merchandise or administrations between two nations. It is otherwise called global exchange and worldwide selling. If the two

nations in question have different exchange rates the conclusion of commerce requires a cross-border transaction, which means that one or both firms are vulnerable to a risk of exchange rates. For example a corporation can deal with Denmark and Switzerland across borders in Germany. The volatility of the Danish krona versus the euro can have a major influence on its profits in dealings with Denmark and the euro – Swiss franc exchange rate is also applicable to Switzerland. When you aspire of expanding an enterprise globally, you seldom notice that the elements of this ambition come through your unique point of view. While English is commonly used throughout the corporate world, you can never be certain that it is of such importance to negotiate a brand satisfactorily or to manage a local sales team. Your partners or staff will often find it more convenient to express significant concerns utilising their own language. You may not find that your client has not comprehended you until everything turns out as predicted, if you negotiate deals in English. Dialect is built culturally and so incorporated into society. Comprising the inherent meanings, a procedure that can take a long time and is difficult to grasp. Misinterpretation of the words or the related cultural connotation might badly affect the entire exchange. It may be a compromise for a company deal. Know that there may be geographical, instructional, monetary and unexpected generational disparities and that expressions contribute to the complexity of this language. Being a local speaker in a particular language does not mean that you have appropriate information about the particular language of the respondent. (e.g. German or Greek) Likewise, an interpretation of one language directly into another is unusual. The more distracted are, for instance, the English and Chinese beginning points of the two languages, the more the interpretation is jumbled. In fact, even within dialects within a related family of languages, direct word-for-word translation is rarely elegant and often conjures up quite different feelings in the listener than were intended. For most objectives, a standard language provides a bar to analyze performance and yield and search for ways to increase it. This language is important for screen performance in a variety of geological capabilities. Many companies are aware of the necessity to promote corporate language strategies to alter inside the association's internal architecture. In instances in which organisations employ mainly unknown speakers and do not adopt a language of authority inside their framework, the delegates and other regional allies have met strong opposition to reform. However, changing the Board is an essential aspect of making an enterprise flexible and versatile to the variations in its external business environment. The language is vital in order to overcome such impediments and impetus in companies as it helps make a firm consistent in the global market and to conquer obstacles to communications. Individuals in International Business come from many socioeconomic bases and ethnic groups. Whether or not they work in a true place, they are basically associated with each other. The language helps to correspond and smoothly advance thinking to improve cross-border engagement and advancement. In addition, transparent, non-distorting contact leads to an extended union and raises employee trust. The hidden explanation for this is the normal code. There is also the question of simplicity at this stage. English establishes links between internal and external partners, including the worldwide workforce. This link is only strengthened through strong contact and develops a company's credibility. Cooperation and increased attention to international business goals are fundamental to a shared

language. Organizations are connected and relationships are dependent on productive matching. As enterprises universalize as well as set foot in fresh merchandise, either as “inborn intercontinental” or added ordinary, they should steer beyond innumerable vernacular borders together with local dialects. Set off globally methods having to communicate with multi-continental mediators, definite administration organization as well as overseas foundations, that inhabit in various dialect surroundings.

STATEMENT OF PROBLEM Either telepathic space could exist effectively enlisted at a particular nation magnitude, though a specific instance at the time previously mentioned idea was initially instituted to multinational commerce experimentation. Several investigations put forward that telepathic space viewpoints are intrinsically personalized altogether and ought to be computed in a manner which emulates a supervisor’s distinctive confidential events, make-up, as well as ethnic frameworks. (Harzing, 2004; Nebus & Chai, 2014; Sousa & Bradley, 2008; Baack, Bacon, Dow, & Parente, 2011).

OBJECTIVES

Aforementioned review seeks to inscribe as well as accommodate aforementioned clashes in specific narrative before embracing a communal emotional approach as well as setting down a particular discrete supervisor at core phase. Individually putting forward that trio communal-subjective operations—communal juxtaposition, trifling subjection, as well as communal study—might aid in describing why as well as how forerunners at duo to particular nation- along with personal-degrees impacts particular origination of supervisors’ telepathic space viewpoints.

Aforementioned verifiable groundwork in order to obtain our review is an analysis of a distinctive set of data accumulated from 1591 supervisors sighted in 25 nations. Particular statistics permits us to build an array of exceeding 30,000 dual nation-space viewpoints, upon which to assess particular comparative collision of nation-degree as well as personal-degree elements. Discovery highlights specific significance of unquestionable discrete attributes, mainly nation-particular worldwide events as well as utilization of an ordinary dialect. Nevertheless, further notably, discovery specified collision of personal-degree traits is slightly comparative to nation-degree elements, for instance profitable space. Hence; discovery lends assist to particularly globally-working application of commuting telepathic space at specific nation magnitude.

BACKGROUND

TELEPATHIC SPACE IN GLOBAL COMMERCE: The idea of telepathic space was initially utilized by Beckerman (1956), who conjectured commerce amid territories is pretentious by topographical space as well as shipping prices and by traders’ viewpoints of specific “telepathics” space to capable distributors. This viewpoint was instituted to global commerce by a bunch of analysts at Uppsala University who were learning particular universalization fashion of Swedish enterprises. The analysts interpreted “telepathic space” with reference to impartially computable hindrances to specific circulation of knowledge amid purchasers as well as distributors rooted inside various nations. Consequently, in contrast Beckerman

cited a small scale-degree erect particular viewpoints of personalized supervisors—to expound in particular large scale-degree occurrence of commerce circulation amid nations, specific Uppsala school (Hörnell et al., 1973) cited “telepathic space” as a large scale-degree build rooted upon the sort of selected nations to describe particular universalization designs of personalized enterprises that are tiny-degree occurrence (1). A little yet notable brook of inspection has started to interrogate the aforementioned perspective. Håkanson and Ambos (2010) viewpoints as well as depicts that large scale-degree space antecedents impact telepathic space viewpoints as well as, eventually, upshots 2. How beings construct viewpoints could be viewed as erections which underline definite features of facts interval subduing remains (Kiesler & Sproul, 1982; Nebus & Chai, 2014). Viewing is a pre-organised pursuit—folk’s inborn psychological archetypes compel how knowledge is accumulated, refined, as well as expounded. An apprehension of corresponding communal knowledge-computing pursuit necessitate a portrait of their elemental intellectual operation. Inside communal study of subjective experiences narrative, trio homonizing communal intellectual approaches have acquired fame—communal-intellectual operations of: (1) communal contrast (2) trifling subjection, and (3) observational learning (Bandura 1977).

THEORY: linguistic, culture and business:

Since language first became an issue in international business, global business analysts have been assessed for the relation between language and culture. The close association between the two notions was not questioned, but the tie between them was understood differently. From early world business studies, language has often been confounded with culture [1] or socially demonstrated to be based on esteem frameworks to explicitly analyze languages, a situation that may have postponed language recognition as a distinctive structure [2]. The common relationship between language and culture has gradually reached the front line in any event, with some authors considering language to be “inherent in a specific culture and also an embodiment of it” [3] and others positioning it at the center of culture [4]. Ever since then, the organizational scientists [5] have employed the conceptual notion of social comfort to link linguistic and cultural issues in a work environment. In showing that language preparation encourages people to modify their views and actions to the social norms of the language they now use, they show that language usage originates from what neuroscience writing understands as the neural roads of social practices. In contrast with their home language, the Netherlands understudies were shown to take a value establishing game in English more seriously [6], particularly in the event that they had invested energy in an Anglophone culture. Global socio-linguistic business analysts have shifted from another point to the way of life that explicitly comprises language use. Extending their approach in multidimensional pragmatics, they examine how language speakers of the diverse civilizations use language in smart environments in order to make explicit meanings, for example. In the context of discourse acts, they mention, reject and show thanks for it [7]. As repeated blunders in international commercial communications were shown to have of inferior relevance [8], an increasing number of investigators detected the “background force of interpretation” [9]. Clearing up the difficulty of decryption of western phrases such as the use of ‘information

shared' in Russian, Holden and Michailova (2014) warn against overly simplistic efforts to override terminology in one language with another. After their appeal, global business scientists have begun to understand interpretation as an association cycle among cultures, [10] where meaning may be located in the area between societies.

Gravity Model of Trade:

The second hypothesis, most generally utilised, is based on the gravity exchange model that relates the heading and size of the trade between policy elements and their size and geographical distance. In the mid-2000s, business analysts began to expand this work to take language varied work into consideration as an obstacle to two-sided contact to a large part separated from other streams in this study. Work started with pairs, showing whether nations are in the language of power, and subsequent exams reflected on the distance between linguistic families, the work of minority languages [11] what's more, interpretive contrasts and direct mail [12]. What is more? The fact that a more obvious gap between and between dialects is associated with less interchange in these nations is a foreseeable discovery all over the world, which controls the load of foreigners and diverse factors. In summary, Sauter (2012) suggests that countries with typical language exchange are 1,5 times longer and that the language barrier is roughly 7% more similar to the assessment, whereas Egger and Lassman (2015) indicate an extension of 44% of the exchange streams to a typical language. Exploration demonstrates that language is an impediment to exchanges within Canada (Sauter 2012), 36 countries (Hutchinson 2005), and a 19 language, 195-country dataset [13].

Semantical influences on the MNC and the New Venture:

The third most prominent hypothesis of business language was system research preoccupied with hypotheses of internationalization. Motivated by the original model of an internationalization company cycle, Johanson and Vahlne (1977), which places linguistic diversity as an important part of mystical distance, researchers evaluated how undiscovered dialect skills of corporate leaders affect their awareness of their global chance [14]. As a consequence, the chiefs of small to medium-size enterprises (SMEs) have entirely and clearly reported facts on an unfamiliar dialect and global experience. Expansion methodologies [15]. In contrast to local, monolingual Americans, workers and international corporate visionary organizations, language does not, however, impact global importation [16]. For over ten years, a survey of business colonists has reported comparable findings: French-speakers in Canada and allophones must start adventures in global markets [17].

Etymological Relativity

Etymological hypotheses of relativity, fourth in our example as frequently as feasible, provide a potential that diverse languages may form different worlds, a cause for which etymologists and anthropologists [18] are attributable. Following this notion, which was fundamentally removed during the 1970s, the interests of analysts have been restored since late. The conjecture of Sapir/Whorf corresponding to shopping behavior and financial activity is examined by an emerging investigation group. For example, sex-separated pronouns are related to mentalities towards gender-based discrimination Hicks et al. (2005) enquiry of U.S. natives shows that households where people come from countries of sexual preference that have increased dialects are constrained to allocate family businesses by sex, but

societies with no sexual identifiers in their mother tongue show more women's board representation. Chen (2013) delves into the etymological building of the future by tracking that local residents of dialects that linguistically associate the future and the present are more likely (for example, French, English and Czech) than feeble future language speakers to show future-situated conduct like more prominent investment funds, more abundance at retirement, less smoking, more noteworthy safe sex, and less corpulence.

Formation of a linguistic social identity

Early investigation in authoritative brain research is the sixth most speculative approach ever used in global industry to deal with language. The world's leading researchers, using social character and self-classification theories, explain why language diversity can be isolated into bundles that are dependent on common language and so contribute to language restrictions in MNCs. As a sense of communality is evident through the use of explicit linguistic subtleties, the structure of language-based bunches inside the MNC is haemophilic and inclined to associate with similar ones. These groups are joined by members who share a typical first language who can make relationships and business knowledge without much effort. Language contrasts interestingly separate ostracises as outsourcers from citizens of countries, therefore lowering social assistance, linkages and organisational structure. Language therefore becomes an important role in self-organization and the order of others. These intergroup linguistic borders can have harmful impacts of reducing the organisational identity of MNCs, transferring knowledge, monitoring, integration and interaction.

COMMUNAL CONTRASTS AS WELL AS TELEPATHIC SPACE VIEWPOINTS

Huge plurality of elements could be assembled down quadruple measurements. topographical space, that designates particular complete space amid duo countries in telegraphic expression; ethnic space, that mention the all-inclusive dissimilarity in morals as well as views amid duo nations; managerial space, that all-inclusive to specific total space amid organizations; as well as profitable space, that all-inclusive to general profitable space amid duo nations. We contend certain nation-degree elements (i.e., telegraphical space, ethnic space, managerial space, as well as profitable space) are probably to be springs of communal contrast at specifically nation degree. Rooted upon the significance of these nation-degree elements, we suppose that folk's viewpoints of remaining nations are affected by comparative harmony of those nations to their home nation.

PROFITABLE DISSIMILARITY

Dissimilarity in profitable evolution implies various livelihood qualities along with dissimilarity in the commodities which one could bestow to purchase, lodging standards, as well as substructure. GDP dissimilarity is too often utilized to categorise nations as progressed, rising nations. Inside the world of commerce, maximum transnational enterprises utilize profitable dissimilarity to piece as well as monitor global trade chances. Moreover, Dow and Karunaratna (2006) contend that commerce standards rely to a great extent on the character of wealth, hence, specific degree of profitable evolution. So, constructing on mentioned narrative, we suppose

that dissimilarity in profitable evolution obey as an eminent footing for communal contrasts:

HYPOTHESIS 1

The viewed space amid a home nation as well as a selected nation expands with significant dissimilarity in profitable evolution.

ETHNIC DISSIMILARITY

The universal belief in the mentioned aspect is that ethnicity impacts on how supervisors act yet too how they expound knowledge and how they interact. Due to this, ethnic dissimilarity amid duo nations could generate supplementary fence to acquiring as well as rightly expounding details, consequently guiding to sizeable telepathic spaces .Aforementioned lead the way to next hypothesis:

HYPOTHESIS 2 The viewed space amid a home nation as well as a selected nation enlarges with significant dissimilarity in ethnic virtues.

CONVENTIONAL DISSIMILARITY

Conventional dissimilarity portion numerous of the components which distinguish dissimilarity in profitable evolution altogether ethnicity. An enlarging numeral of academics has spotlighted the significance of conventional dissimilarity for viewpoints as well as for all-inclusive success of transnational enterprises in overseas nations.

HYPOTHESIS 3

The viewed space amid a home nation as well as a selected nation expands with significant conventional dissimilarity.

NATION-PARTICULAR WORLDWIDE EVENT

When supervisors have had the least knowledge with a particular overseas nation, they are less probable to comprehend its traditions, as well they are less close with its organizations along with the norms that escort communal conduct .Occurrence with a specific overseas nation could consequently be anticipated to decline the viewed telepathic space to that nation. Consequently, put forward:

HYPOTHESIS 4

Creatures' viewed space to an overseas nation drops with global events particular to that nation.

PROFICIENCY OF COMMUNITY DIALECT

Contrarily, when supervisors do not express themselves in the community dialect as an initial dialect, their prior incidents to it would be far less alongwith will sense rarely familiarity, even if they have grasped that dialect skilfully. Thus put forward following hypothesis:

HYPOTHESIS 5

Folks' view space to an overseas nation reduces when they express in the dialect of that nation as an initial dialect.

SAMPLE

As demonstrated by Bjoern Ambos (2019), examination constructs upon questionnaire statistics accumulated amid 2003 as well as 2008 by Håkanson and Ambos with the assistance of colleagues in 25 nations. It has been utilized in numerals of modern inspections as a dependable representative for telepathic spaces. Particularly representative of Argentina, Australia, Austria, Belgium, Brazil, Canada, China, Denmark, France, Germany, India, Italy, Japan, Mexico, the Netherlands, Norway, Poland, Russia, South Korea, Spain, Sweden, Switzerland, Turkey, the United Kingdom, and the United States. The interviewees were administrative MBA scholars at the universities and business schools of the global commerce co-workers engaged in the project along with alumni of those organizations. As demonstrated by (Håkanson and Ambos 2010), The survey was given out by electronic mail, email managed contributors to a locked statistics server as well as guaranteed them that responses would be served intimately, suppose that sample is fairly typical of the universe of supervisors involved in global commerce functions. The ranking method utilized for the English-dialect survey assisted to alleviate complications correlated with dissimilarity in reaction manner along with non-vernacular English orators.

DATA ANALYTICAL TOOLS

Trial of hypotheses by utilizing trio degree hierarchical sequential modeling, with method of maximum likelihood estimation. Ambush were put down at specific diploid degree telepathic space viewpoints in Level 1 and at personalized supervisors in level 2 along with motherland nation in level 3. In Level 2 and 3 intra association is shown as (0.17) and (0.05) directing dissimilarities amid folk supervisors reckoned for 17% of all-inclusive difference in telepathic space viewpoints and motherland nations. Variable of level 3 which reviewed arithmetic mean focused interval of those at level 2, here in this focuses mean is of level 3. Arithmetic Mean VIF elements shown were 1.71 with maximum of 3.73 reckoning that multicollinearity was foremost complication in examination. (Aiken & West 1991).

RESULTS

Variable	DV: Folks diploid telepathic space view points			
	Null Model	Model 1	Model 2	Model 3
Level 3				
Controls				
Common border		-.91*** (.000)	-.30*** (.000)	-.30*** (.000)
Colonial past		.28(.130)	.04(.641)	.05(.547)
Post-war block membership		-.73***	-.09 (.265)	-.08 (.319)

		(.000)		
Dialect Space		.33*** (.000)	.22*** (.000)	.20*** (.000)
Immigration (log)		-.07*(.019)	-.05*** (.000)	-.05*** (.000)
Import of newspapers, journals and periodicals (log)		.00(.854)	.00(.679)	.00(.635)
Ethnic minority		.25*(.033)	.12(.131)	.12(.123)
Predictors				
Profitable dissimilarity(log) (H1)			.05*** (.000)	.05*** (.000)
Ethnic dissimilarity (H2)			.01*(.035)	.01*(.030)
Conventional dissimilarity(H3)			.20*** (.000)	.21*** (.000)
Level 2				
Controls				
Motherland state of affairs		-.0 (.207)	-.04(.317)	.04 (.289)
Mother dialect		-.04(.267)	-.02(.568)	-.01(.666)
Time Period(log)		.08*(.030)	.07*(.037)	.07*(.035)
Sexuality(♂ = 0, ♀ = 1)		.00(.901)	.00(.889)	.00(.876)
Predictors				
Nation particular global events(H4)				-.28†(.051)
Proficiency of community dialect (H5)				-.17*(.048)

Table 1. (This table depicts upshots regression analysis of trio degree hierarchical multitiered.)

Hypotheses 1, 2, 3 forecasted and viewed space amid motherland and selected nation expands in profitable dissimilarity (H1), Ethnic dissimilarity (H2), conventional dissimilarity (H3). Hypothesis 4, 5 forecasted that folk viewpoints space amid a motherland nation as well as selected nation would decline with four nation particular global events(H4) as well as when folk express particular local dialect of selected nation was initial dialect (H5), depicted in Model III.

DISCUSSION

Our upshots assisted in particular the proposition that the intellectual operations of communal contrast, trifling subjection, as well as observational learning dominate the emergence of telepathic space viewpoints. The prevalent character of nation-degree elements could be described with regards to the communal contrast result. A creature supervisor's viewpoints are firmly affected by the large-scale surroundings of being's nations of genesis, as well as the supervisor's citizenship behave as a communal bunch. The informal surroundings of the home nation distribute as a standard for contrasts with overseas nations. Size the profitable, ethnic, conventional dissimilarity as well as topographic space amid the supervisor's home nation as well as overseas nation, the significance the viewed telepathic space will be. These communal contrasts supply the small -scale -footing for the noticed correlation amid impartial large-scale-degree forerunners as well as personal creature-degree viewpoints. The communal contrasts operations could assist in resolving the basic interrogation of whether the utilization of nation-degree forerunners to compute personal-degree telepathic space adds up to a biodegradable misconception.

SCOPE

- Inside global commerce investigation, an apprehension of interplays amid impartial large-scale-degree forerunners, anthropoids societal and socio-economic attributes, as well as viewpoints operation is the key.
- With such discernment we both grasp as well as aspiration to ameliorate the resolution operations which administer global commerce.
- Review; establish that particular global occurrence, as well as order of communal dialect drops viewed telepathic space to personal overseas nations.

SUGGESTIONS

We have been given several opportunities to promote the study of linguistic diversity in world business research to encourage a future review on this road. In particular, we encourage the reconciliation of experiences from different school controls to have a deeper understanding of linguistic complexity in global business. We are continuously extending the idea that, in clarifying worldwide business activity, "the inevitable effects of language must all the more be taken into account," that a better understanding of its assets is going to affect the firms and supervisors that focus all on it.

LIMITATIONS FOR FUTURE RESEARCH

- Upshots are only purposeful for the universe which is similar to a review sample that is accumulated of English expresser supervisors with commerce occurrence as well as subjection to pedagogy.
- We only utilize data for the twenty five largest economies; remaining nations' samples might depict various designs.
- It engages objectively computable creature degree forerunners.
- Telepathic space has been consistently explained as an intellectual notion. It would be engrossing to additionally directly explain the intellectual proportions of

telepathic space, and map how forerunners of space or the intellectual dimensions of telepathic space.

REFERENCES

- [1] Kassis Henderson, J. (2005). Language diversity in international management teams. *International Studies of Management and Organization*, 35(1), 66–8
- [2] Brannen, M. Y., & Mughan, T. (2016). Language in international business: Developing a field. In M. Y. Brannen, T. Mughan, & S. Ghoshal (Eds.), *Language strategies for global business*. London: Palgrave Macmillan UK.
- [3] Welch, D. E., & Welch, L. S. (2008). The importance of language in international knowledge transfer. *Management International Review*, 48(3), 339–360.
- [4] Vaara, E., Tienari, J., Piekkari, R., & Sääntti, R. (2005). Language and the circuits of power in merging multinational corporations. *Journal of Management Studies*, 42(3), 595–623.
- [5] Harzing, A. W., et al. (2005). The use of English questionnaires in cross-national research: Does cultural accommodation obscure national differences? *International Journal of Cross-Cultural Management*, 5(2), 213–224.
- [6] Akkermans, D., Harzing, A. W., & van Witteloostuijn, A. (2010). Cultural accommodation and language priming. Competitive versus cooperative behavior in a prisoner's dilemma game. *Management International Review*, 50(5), 559–584.
- [7] Kassis Henderson, J. (2005). Language diversity in international management teams. *International Studies of Management and Organization*, 35(1), 66–82. Return to ref 2005 in article
- [8] Chen, S., Geluykens, R., & Choi, C. (2006). The importance of language in global teams: A linguistic perspective. *Management International Review*, 46(6), 679–695.
- [9] Brannen, M. Y., Piekkari, R., & Tietze, S. (2014). The multifaceted role of language in international business: Unpacking the forms, functions and features of a critical challenge to MNC theory and performance. *Journal of International Business Studies*, 45(5), 495–507.
- [10] Brannen, M. Y., & Mughan, T. (2016). Language in international business: Developing a field. In M. Y. Brannen, T. Mughan, & S. Ghoshal (Eds.), *Language strategies for global business*. London: Palgrave Macmillan UK.
- [11] Sauter, N. (2012). Talking trade: Language barriers in intra-Canadian commerce. *Empirical Economics*, 42(1), 301–323.
- [12] Melitz, J. (2008). Language and foreign trade. *European Economic Review*, 52(4), 667–699.
- [13] Johanson, J., & Vahlne, J. E. (1977). The internationalization process of the firm—a model of knowledge development and increasing foreign market commitments. *Journal of International Business Studies*, 8(1), 23–32.
- [14] Joshi, A. M., & Lahiri, N. (2014). Language friction and partner selection in cross-border R&D alliance formation. *Journal of International Business Studies*, 46(2), 123–152.
- [15] Kankaanranta, A., & Planken, B. (2010). BELF competence as business knowledge of internationally operating business professionals. *Journal of Business Communication*, 47(4), 380–407.

- [16] Kassis Henderson, J. (2005). Language diversity in international management teams. *International Studies of Management and Organization*, 35(1), 66–82. Return to ref 2005 in article
- [17] Katzenbach, J. R., & Smith, D. K. (1993). *The wisdom of teams: Creating the high-performance organization*. Berkshire: McGraw-Hill.
- [18] Kedia, B. L., & Reddy, R. K. (2016). Language and cross-border acquisitions: An exploratory study. *International Business Review*, 25(6), 1321–1332.