

Dr Astrid Kainzbauer

Associate Professor in Management

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Education

- July 2001: Doctor of Social and Economic Sciences
Vienna University of Economics and Business Administration, Austria
Graduation with Distinction
- Dissertation: *"The Impact of Culture on Intercultural Management Training. An Empirical Investigation in Britain and Germany"* (in German language)
Research Grant for Germany and Great Britain supported by the Austrian Federal Ministry of Science and Research
- July 1994: Master of Social and Economic Sciences
Vienna University of Economics and Business Administration, Austria
Specialisation: International Business
Thesis Research Grant supported by Federation of Austrian Industries, Government of Lower Austria, Ministry of Science and Research

Professional Experience

- Since July 2017: Associate Professor in Management
College of Management (CMMU), Mahidol University, Thailand
- March 2017-Dec 2022: Program Director, Master of Management - International Program
College of Management (CMMU), Mahidol University, Thailand
- Since Oct 2013: Assistant Professor in Management
College of Management (CMMU), Mahidol University, Thailand
- Since Jan 2007: Assistant Dean for International Relations
College of Management (CMMU), Mahidol University, Thailand
Programme Director "Asian Management Executive Seminar"
- Jan 2005-Dec 2006: Associate Dean, Faculty of Business, Asian University, Thailand
Member of AsianU Graduate Research Committee
Programme Director for "Asian Experience" Summer Programme
- Jan 2002-Dec 2004: Vice-Director International Studies Centre
Vienna University of Economics and Business Administration, Austria

- July 1995 – Dec.2001: Head of the Department “Central and Eastern Europe”
International Studies Centre
Vienna University of Economics and Business Administration
- Nov. 1994 – June 1995: Coordinator of International Research Projects
International Studies Centre
Vienna University of Economics and Business Administration

Teaching and Training

Courses taught at CMMU, Thailand: (Master of Management Program) 2007-date

Soft Skills Development
Managing People in Organizations
Organizational Behaviour and Human Resource Management
Cross-cultural Management
Principles of Management
Employee Selection
International Business (including study trip to Germany)

Courses taught at Asian University, Thailand: (BBA and MBA)

2005-2007: International Human Resource Management
Organizational Behavior and Leadership
Cross cultural Management in Asia

Courses taught at Vienna University of Economics and Business Administration

(1997-2004): “Cross-Cultural Management” (CEMS – Community of European Management Schools
Specialization Course)
“Business Environment Austria” for international students
“Cross-Cultural Management” (International Summer University)
“Multicultural Teams” (CEMS Master of International Management)
“Living and working Abroad” (CEMS Master of International Management)

Guest Lecturer:

University of Applied Sciences - International Business, Kufstein/Austria
University of Applied Sciences – Int. Business Relations, Eisenstadt/Austria
Donau-University Krems MBA Program, Austria,
Erasmus Universiteit Rotterdam, The Netherlands
Jiangxi University of Finance & Economics, Nanchang, China
MBA Program University of Zagreb, Croatia
Center for Advanced Studies, University of Economics Bratislava, Slovakia
ICHEC Business School, Brussels, Belgium
Copenhagen Business School, Denmark
Curtin Business School, Curtin University of Technology, Perth, Australia
Bordeaux Business School, France
ISCTE Business School, Lisbon, Portugal
SKKU Business School, Sungkyunkwan University, Seoul, South Korea
German Graduate School of Management and Law (GGS), Heilbronn, Germany
Universidad San Francisco de Quito, MBA Program, Ecuador

Research

Research Specialization: Intercultural Management, Asian Management, Cultural influence on
teaching/learning, Experiential learning

Member of the Cross-cultural Management Research Network, IESE Business School, Spain

Reviewer for the International Journal of Cross Cultural Management

Reviewer for the Asia Pacific Journal of Education

Reviewer for Cross Cultural Management: an International Journal

Reviewer for the Journal of Organizational Change Management

Reviewer for the European Journal of Cross-Cultural Competence and Management (EJCCM)

Reviewer for the Journal of Management and Organization

Thesis Examiner for ISCTE Business School, Lisbon, Portugal

Thesis Examiner for Curtin Business School, Perth, WA

Thesis Examiner for University of Western Australia, Perth, WA

Thesis Examiner for German Graduate School of Management and Law, Heilbronn, Germany

Publications

- Kainzbauer, A. Vora, D. (2025) Cross-Cultural Management: A Bibliometric Analysis of the Literature. Proceedings of the 2025 Academy of Management Meeting. Academy of Management. ISSN (print): 0065-0668 | ISSN (online): 2151-6561
<https://journals.aom.org/doi/10.5465/AMPROC.2025.11132abstract>
- Guzman F. et al. (2025) Leader Behaviors, Employee Job Embeddedness, and its Downstream Consequences: An Eight-Country Study. Proceedings of the 2025 Academy of Management Meeting. Academy of Management. ISSN (print): 0065-0668 | ISSN (online): 2151-6561
<https://journals.aom.org/doi/10.5465/AMPROC.2025.17363symposium>
- Kainzbauer, A. Vora, D. (2024) A Preliminary Bibliometric Review of Cross-Cultural Management: 2019-2022. Proceedings of the Academy of International Business 2024 Annual Meeting. Academy of International Business.
- Kainzbauer, A. (2023). Body, mind and culture - The Role of the Body in Intercultural Research. Proceedings of the 2023 Academy of International Business Asia Pacific Regional Conference. <https://www.ln.edu.hk/oge/aib-asia-pacific-chapter/past-regional-conferences/2023-aib-asia-pacific-regional-conference-proceedings>
- Kainzbauer, A. (2022). Embodied Intercultural Explorations. Proceedings of the 2022 European Academy of Management Meeting. European Academy of Management. ISSN 2466-7498 and ISBN 978-2-9602195-4-8
- Vora, D. & Kainzbauer, A. (2021). An Expatriate Management Experience in Thailand. In T. Cavusgil, P. Ghauri and L.A. Liu (Eds), *Doing Business in Emerging Markets*, Third Edition. Sage Publications.
- Kainzbauer, A., Rungruang, P., Hallinger, P. (2021). How Does Research on Sustainable Human Resource Management Contribute to Corporate Sustainability: A Document Co-Citation Analysis, 1982–2021; *Sustainability*, MDPI, 13(21), 1-21.
- Kainzbauer, A., & Hunt, B. (2021). Investigating the worldview of professionals: reflections on the challenges of researching in the Thai culture. In D.S.A. Guttormsen, J. Luring & M. Chapman (Eds), *Field Guide to Intercultural Research*. United Kingdom: Edward Elgar Publishing; p. 330-340.
- Vora, D., Kainzbauer, A. (2020). Humanistic Leadership in Thailand: A Mix of Indigenous and Global Aspects using a Cross-Cultural Perspective. *Journal of Cross Cultural & Strategic Management*, 27(4), 665-687.
- Lowe, S., Kainzbauer, A. & Hwang, K. (2020). Exploring culture as a paradox: complementary QUEUE analysis of cultural values and practices. *Journal of Organizational Change Management*, 33(1), 127-142.
- Vora, D., Kainzbauer, A. (2019). Characteristics of Expatriate Leaders in Thailand, the 79th Annual Meeting of the Academy of Management, ISSN (print): 0065-0668 | ISSN (online): 2151-6561 <https://journals.aom.org/doi/10.5465/AMBPP.2019.51>

- Kainzbauer, A. & Rungruang, P. (2019). Science Mapping of the Knowledge Base on Sustainable Human Resource Management 1982-2019. *Sustainability (Switzerland)*, 11(14), Article nr. 3938
- Lowe, S., Kainzbauer, A. & Ngamcharoenmongkol, P. (2019). Conceptual blending of meanings in business marketing relationships. *Journal of Business & Industrial Marketing*, 34(7), 1547-1554.
- Kainzbauer, A., Lowe S. (2018) Embodied realism by design in Thai management education, *International Journal of Management Education*, 16(2), 281-291.
- Kainzbauer A., Hunt B. (2016) Meeting the challenges of teaching in a different cultural environment – Evidence from graduate management schools in Thailand, *Asia-Pacific Journal of Education*, v36 suppl. 156-168.
- Schreier C., Kainzbauer A. (2016) Cultural Intelligence at Work – A Case Study from Thailand, in: Barmeyer C. and Franklin P. (eds). *Intercultural Management*, p. 174-183, Palgrave, UK.
- Lowe S., Rod M., Kainzbauer A., Hwang K.S. (2016) Exploring the perceived value of social practice theories for business to business marketing managers, *Journal of Organizational Change Management*, 29(5), 751-768.
- Robalo A., Kainzbauer A., Durao I. (2015) Portuguese Cultural Standards from and Austrian Perspective, *Global Economics and Management Review*, 20, 29-37.
- Lowe S., Kainzbauer A., Magala S. J. & Daskalaki M. (2015), International business and the Balti of meaning: Food for thought, *Journal of Organizational Change Management*, 28(2), 177-193.
- Lowe S., Kainzbauer A., Tapachai N. & Hwang K.S. (2015) Ambicultural blending between Eastern and Western paradigms: Fresh perspectives for international management research, *Culture and Organization*, 21(4), 304-320.
- Kainzbauer A. and Hunt B. (2014) Meeting the challenges of teaching in a different cultural environment – Evidence from graduate management schools in Thailand. *Asia-Pacific Journal of Education*, DOI: 10.1080/02188791.2014.934779, published online: 18 Sept 2014
- Reiche B.S., Cardona P., & 22 co-authors (2014) Why do Managers Engage in Trustworthy Behavior? A Multilevel Cross-Cultural Study in 18 Countries, *Personnel Psychology*, 67 (1), 61–98.
- Kainzbauer A. (2013) Manager – Subordinate Trust Relationships in Thailand, in: Cardona P. & Morley M. (eds): *Manager –Subordinate Trust: A Global Perspective*, Routledge, NY.
- Kainzbauer A. (2010) Perplexity in Southeast Asia: De-perplexing the expat, in: Lowe S. (Ed.): *Managing in Changing Times; A Guide to the Perplexed Manager*, Sage, India.
- Brueck F., Kainzbauer A. (2009) The Contribution of Autophotography for Cross-cultural Knowledge Transfer, *European Journal of Cross-cultural Competence and Management (EJCCM)* 1 (1), 77-96
- Kainzbauer A., Dickie L. (2009) Competent Human Resource Training Strategies, A three-nation study of cultural differences, in: S.H. Ong et al. (Eds.), *Intercultural Communication Competencies in Higher Education and Management*, p.56-83, Marshall Cavendish Academic, Singapore.
- Kainzbauer A., Haghirian P. (2009) Teaching across cultures: European Teaching Experiences in Asian Business Classrooms, in: S.H. Ong et al. (Eds.) (2006), *Intercultural Communication Competencies in Higher Education and Management*, 56-83, Marshall Cavendish Academic, Singapore.
- Magala S., Kainzbauer A. (2005) Manager as narrator: the organizational discourse, The case of managerial discourse in countries divided by common language or practice: Austria versus Germany and Germany versus Great Britain, in: Magala S. (ed): *Cross-cultural Competence*, 154-165, Routledge, Oxon.
- Kainzbauer A. (2005) Intercultural Improvisation Training: The benefits of using improvisation techniques in intercultural training, *Journal of Cross-cultural Competence and Management*, 4/2005, 173-197
- Brueck F., Kainzbauer A. (2003) EnterTrainment - A New Direction For Cross-Cultural Training, in: J. Biberman & A. Alkhafaji (Eds.), *Business Research Yearbook: Global business perspectives* (Vol. 10: 2003). Michigan: McNaughton & Gunn

- Kainzbauer A., Zafarpour S., Agardi I., Hofmeister A., Neulinger A., Kosta J., Sindlarova J. & Tunakova A. (2002) Psychological Distance in the Euromove Region, *Journal of Cross-cultural Competence and Management*, 3/2002, 159-198
- Kainzbauer A. (2002) *Kultur im Interkulturellen Training*, IKO Verlag, Frankfurt
- Hotter C., Kainzbauer A. (2001) Oesterreichische Kulturstandards aus der Sicht belgischer Manager, in: G. Fink/S. Meierewert (eds): *Interkulturelles Management – Oesterreichische Perspektiven*, Springer Verlag, Wien
- Kainzbauer A., Brueck F. (2000) Cultural Standards Austria-Hungary, *Journal of Cross cultural Competence & Management* 2/2000, 73-102.
- Kainzbauer A. (1999) Management Training across cultures - the German versus the British perspective, *European International Business Academy*, Manchester 1999
- Kainzbauer A. (1996) Der Einfluss des Faktors Kultur im interkulturellen Training, *Kultur&Management*, Arbeitspapier 5, Gesellschaft für Ostkooperation, Wien

International Conference Presentations

- Kainzbauer, A. Vora, D. (2025) Cross-Cultural Management: A Bibliometric Analysis of the Literature, the 85th Annual Meeting of the Academy of Management. Copenhagen, Denmark, July 25-29, 2025
- Vora, D. Kainzbauer, A. (2025) A Bibliometric Review of Cross-Cultural Management from 1962 to 2023, the Academy of International Business (AIB) 2025 Conference. Louisville, USA, June 28 - July 2, 2025
- Kainzbauer, A. Vora, D. (2024) A Preliminary Bibliometric Review of Cross-Cultural Management: 2019-2022, the Academy of International Business (AIB) 2024 Conference. Seoul, South Korea, July 2-6, 2024
- Kainzbauer, A. (2023). Body, mind and culture - The Role of the Body in Intercultural Research”, 2023 Academy of International Business Asia Pacific Regional Conference, Bangkok, Thailand Dec 6-8, 2023
- Kainzbauer, A. (2022). Embodied Intercultural Explorations, European Academy of Management EURAM 2022, Winterthur/Zurich, Switzerland, June 15-17, 2022
- Vora, D., Kainzbauer, A. (2019). Characteristics of Expatriate Leaders in Thailand, the 79th Annual Meeting of the Academy of Management, Boston, USA, August 9-13, 2022
- Vora, D., Kainzbauer, A. (2019). Global Leadership in a Thai Context, the Academy of International Business (AIB) 2019 Conference. Copenhagen, Denmark June 24-27, 2019
- Kainzbauer A. (2017) Guanxi meets Personalismo: examining Chinese – Ecuadorian business interactions, Academy of International Business Latin America AIB LAT Conference, Lima, Peru, March 8-10, 2017
- Kainzbauer A. (2015) Intercultural Encounters across Continents – Cultural Differences China – Ecuador, ANZAM conference, Queenstown, NZ, December 2—4, 2015
- Kainzbauer A. (2015) Introducing design thinking in Thai management classrooms, Academy of Management Annual Meeting, Vancouver, August 7-11, 2015
- Kainzbauer A. (2014) Turning international study trips into experiential learning opportunities, APAIE Conference Seoul, South Korea, March 18-20, 2014
- Lowe S., Kainzbauer A., Magala S., Daskalaki M. (2014) International Business and the Balti of Meaning; Food for Thought, INBAM Conference Barcelona, Spain, June 24-27, 2014
- Kainzbauer A., Dickie C. (2013) Thinking with your hands - Analogically-based methods in Thai management classrooms, ANZAM conference, Hobart, Australia, December 4-6, 2013
- Hunt B., Kainzbauer A. (2013) Culturally-sensitive Teaching: Teachers' Strategies for shifting their Pedagogic Paradigms, ACE 2013 (The Asian Conference on Education 2013), Osaka, Japan October 24-27, 2013

- Hunt B., Kainzbauer A. (2013) How Teachers use Cultural Sensitivity to Develop Themselves and their Students, Redesigning Pedagogy Conference (RDP 2013), National Institute of Education (NIE), Nanyang Technological University, Singapore, June 3-5, 2013
- Lowe S., Kainzbauer A. (2012) Feeling, Talking and Thinking Sense in Indigenous Asian Management Research, 26th Annual Australian and New Zealand Academy of Management Conference, Perth, Australia, December 2012
- Kainzbauer A. (2012) The challenges of Global Leadership – Perspectives from Thailand, Academy of Management Annual Meeting, Boston, USA, August 3-7, 2012
- Kainzbauer A. (2011) Manager-subordinate relationships in Thailand: Parameters of trust and trust-building, Australia New Zealand Academy of Management (ANZAM) Conference, Wellington, New Zealand, December 2011
- Hunt B., Kainzbauer A. (2011) Experiential Learning, Cultural Alignment and Teaching Excellence, 3rd Annual Asian Conference on Education, Osaka, Japan, October 30-31, 2011
- Kainzbauer A., Hunt B. (2011) Cross-cultural awareness and management of students' expectations: reflections of foreign teachers, International Association for Cross-Cultural Psychology conference (IACCP), Istanbul, Turkey, July 2011.
- Lowe S., Kainzbauer A., Tapachai N., Hwang KS., Haghirian P. (2011) Leadership in East and West, Leadership and Management in a Changing World: Lessons from Ancient East and West Philosophy conference, Athens, Greece, June 2011
- Hunt B., Kainzbauer A. (2011) Redesigning Curriculum and Teaching to Engage Cultural Expectations of Learners, 4th Redesigning Pedagogy: Transforming Teaching, Inspiring Learning International Conference, the National Institute of Education, June 2011, Singapore.
- Kainzbauer A., Hunt B. (2011) Cultural sensitivity as a foundation for instructional pedagogy, Exploring Leadership and Learning Theories Association (ELLTA) Conference, Universiti Sans Malaysia, Penang, February 2011
- Lowe S., Kainzbauer A., Tapachai N., Hwang KS (2010) Comparative Sensemaking of Asian Environments, Asia Academy of Management Conference, Macau, December 2010
- Hunt B., Kainzbauer A. (2010) Developing Learner Autonomy: Project-based Learning in Thai Classrooms, CULI 7th International Conference, Pathways in EIL: Explorations and Innovations in Teaching and Research, Bangkok, December 2010
- Kainzbauer A., Hunt B. (2010) Learning to Apply International Knowledge to Local Contexts: Problem-based Learning in Thailand, UNESCO Apeid International Conference "Education for Human Resource Development", Bangkok, October 2010
- Aguirre Nieto M., Akinnukawe E., Barzantny C., Kainzbauer A., et.al. (2010) Understanding trust in manager-subordinate relationships: a multi-country, multi-cultural study (the moderating role of collectivism), 5th EIASM Conference (European Institute for Advanced Studies in Management), Madrid, Spain, January 2010
- Kainzbauer A. (2009) Teaching and Learning in Thailand, Academy of Management Annual Conference 2009, Chicago/USA, August 7-11 2009
- Reiche S. and 24 co-authors (2009) A Reciprocal Model of Trust in Manager-Subordinate Relationships: An Eighteen-Country Study, Academy of Management Annual Meeting 2009, Chicago, USA, August 7-11 2009
- Kainzbauer A. (2009) Buddhism, Sanuk and Intuition - making sense of Thai realities, 1st Bangkok International Forum on Indigenous Management Practices, Kasetsart University, Thailand, March 2009
- Grove C., Kainzbauer A. (2008) Instructional Styles in Global Perspective, Society for Intercultural Education, Training and Research (SIETAR) Conference, Oct. 22-26, 2008, Granada, Spain
- Brueck F., Kainzbauer A. (2008) Developing intercultural competencies: the role of emotions and the impact of culture in cross-cultural training, EGOS (European Group for Organizational Studies) Conference, Amsterdam, July 2008

- Kainzbauer A., Kantamara P. (2007) "Sanuk" vs. "Leistung" - An Analysis of Thai-German Differences in Management Styles. Australia New Zealand Academy of Management, Sydney, December 2007
- Brueck F., Kainzbauer A. (2007) The Contribution of Autophotography for Cross-cultural Knowledge Transfer, International Association of Cross-Cultural Competence and Management Conference, Rotterdam Business School, May 2007
- Claes M.T., Kainzbauer A. (2007) Managing a multicultural team in Thailand: Two years of management experience in the Land of Smiles, SIETAR Congress Sofia, Bulgaria, April 2007
- Kainzbauer A. (2007) Challenges in Teaching Across Cultures: A European View on Teaching Thai Business Students. International Conference on "Language, Communication, and Culture", Bangkok, 19-21 October 2005.
- Kainzbauer A. (2004) Intercultural Learning - Empirical Evidence from Singapore, Britain and Germany, Society of Intercultural Education, Training and Research (SIETAR) Congress Berlin, April 2004
- Brueck F., Kainzbauer A. (2003) Cultural Standards - Applied Cross-Cultural Management Research, Ninth Cross Cultural Research Conference, sponsored by the Association for Consumer Research, the American Psychological Association, Montego Bay, December 2003
- Kainzbauer A. (2003) Intercultural Learning - Learning Across Cultures, European Group for Organizational Studies (EGOS) Conference, Copenhagen, July 2003
- Brueck F., Kainzbauer A. (2002) The Cultural Standards Method: a qualitative approach in cross-cultural management research, European Academy of Management (EURAM) Conference, Stockholm, May 2002
- Kainzbauer A. (2002) Training and Learning Preferences in Different Cultures, SIETAR Congress Vienna, April 2002
- Brueck F., Kainzbauer A. (2001) Does European Management Exist?, European Academy of Management (EURAM), Founding Conference, Barcelona, April 2001
- Kainzbauer A., Zafarpour S., Agardi I., Hofmeister A., Neulinger A., Kosta J., Sindlarova J. & Tunakova A. (2000) Psychological Distance in the Euromove Region – Pilot Study on Regional Attitudes Bratislava-Brno-Budapest-Vienna, Future Knowledge, Cross Border Conference, Vienna, December 2000
- Brueck F., Kainzbauer A., Haghirian P. (2000) Development of designing tools for cross cultural trainings: How different are the specific needs of managers and students?, Society for Intercultural Education, Training and Research Conference, Brussels, March 2000
- Brueck F., Kainzbauer A. (1999) Cross-Cultural Training - Key to Success for Expatriates, European Institute of Advanced Studies in Management, Madrid, September 1999
- Kainzbauer A. (1999) Culture's influence on design and delivery of cross-cultural management trainings, International Organizational Behavior Teaching Conference (IOBTC), Milano, July 1999

Bangkok, Thailand, 2025