

**1****Absorptive capacity development in Indonesian exporting firms [Texto impreso] : How do institutions matter? / Janti Gunawan, Elizabeth L. Rose**

Este artículo se encuentra disponible en su edición impresa. Los datos para su localización están accesibles a través del enlace al título de la publicación.

References: p. 53-54

**Abstract:** This paper addresses how firms from an emerging market characterized by a challenging and variable institutional environment learn about internationalizing. Building on the organizational learning and institutional literatures, and the concept of absorptive capacity (AC), and using a sample of Indonesian manufacturing-sector exporters we identify two dimensions of internationalization-related AC: international market and international strategic operation. Unlike previous literature, we find that indirect, or second-hand, experience contributes more than the firm's own experience to the development of international market AC. Furthermore, the second-hand experience feeds Indonesian manufacturing exporters' learning in both positive (e.g., buyers) and negative (e.g., suppliers and foreign multinationals in Indonesia) ways. In contrast, the development of international operation strategy AC appears to be driven internally, with minimal contribution from either first- or second-hand experience. We posit that these outcomes are influenced by the rapid and substantial changes in the domestic institutional environment faced by the Indonesian manufacturers.

International business review. -- 2014, v. 23, n. 1, february, p. 45-54

1. Absorptive capacity 2. Export 3. Indonesia 4. Internationalization 5. Learning

**2****Born globals [Texto impreso] : a cross-country survey on high-tech start-ups / Giusy Cannone, Elisa Ughetto**

Este artículo se encuentra disponible en su edición impresa. Los datos para su localización están accesibles a través del enlace al título de la publicación.

References: p. 283

**Abstract:** The paper empirically investigates what drivers affect the decisions of high-tech start-ups to internationalize from the outset, and their degree of born-globalness. The empirical data have been obtained from a cross-country survey on internationalized high-tech start-ups operating in the ICT and electronics sectors. The present findings show that the presence of a small domestic market and the scalability of the product put on sale have a positive effect on the probability of a start-up internationalizing from its inception. We have also observed that the niche strategy and the network relationships built up by the entrepreneur are key drivers for both an early internationalization and the scope of international expansion. The experiential knowledge and international commitment of an entrepreneur, as well as the diversity of team competences and organizational flexibility of a firm, have a significant impact on a born global's degree of born-globalness, although it is not a fundamental precondition for early internationalization.

International business review. -- 2014, v. 23, n. 1, february, p. 272-283

1. Born globals 2. Degree of born-globalness 3. High-tech start-ups 4. ICT

**3****Control mechanisms of MNEs and absorption of foreign technology in cross-border acquisitions [Texto impreso] / Byung Il Park, Jiyul Choi**

Este artículo se encuentra disponible en su edición impresa. Los datos para su localización están accesibles a través del enlace al título de la publicación.

References: p. 143-144

**Abstract:** This study investigates the impact of control mechanisms exercised by MNEs on knowledge (technology) absorption in cross-border acquisitions (CBAs). The empirical examination was undertaken in Korea, which is a newly industrialized emerging market, where knowledge acquisition from foreign investing firms is particularly important to leapfrog into advanced economies. We find that most of the control mechanisms (i.e., 'staffing the top management positions', 'participation in the policy making and planning process', 'interaction of the subsidiary's top management with the MNE' and 'participation of foreign expatriates in key functional areas') have a positive association with organizational learning. In addition, we also uncover that provision of training programs for a fixed period creates more synergy when it is combined with constant and continuous education in daily activities. This study contributes significantly to the body of control mechanism literature and the understanding of CBAs, and also provides practical implications for MNEs intending to enter foreign markets by partially purchasing the equity shares of local firms.

International business review. -- 2014, v. 23, n. 1, february, p. 130-144

1. Control mechanisms 2. Cross-border acquisitions 3. Knowledge(technology)acquisition 4. Korea

**4****Does business group affiliation help firms achieve superior performance during industrial downturns? [Texto impreso] : an empirical examination / Vassiliki Bamiatzi ... [et al.]**

Este artículo se encuentra disponible en su edición impresa. Los datos para su localización están accesibles a través del enlace al título de la publicación.

References: p. 209-211

**Abstract:** Does affiliation with a business group enhance a firm's performance? What is the potential effect of this affiliation especially in declining economic periods? The literature provides contradictory results on this proposition. In this study, the authors explore the role of business group affiliation as a firm-specific factor and its impact in different environments, adding to our understanding of the firm-growth phenomenon. The empirical context is a large sample of firms registered in the United Kingdom, drawn from the FAME database. The analysis provides evidence for significant impact of business group affiliations on firm growth, especially during adverse economic conditions. However, the business group-firm growth relationship is moderated by firm-specific characteristics (e.g. firm size), and group specific characteristics (e.g. type of ownership and country of origin). Regarding the latter, it is specifically revealed that the impact of group affiliation is not uniform across all countries, a possibility that has been ignored in the international business literature. Among its contributions, this research introduces a novel typology of firms in growing and declining industries. The proposed typology enables us to advance propositions with respect to varying trajectories of business affiliations for firms of different size and nationality/region of origin of business groups.

International business review. -- 2014, v. 23, n. 1, february, p. 195-211

1. Affiliation 2. Business groups 3. Declining industries 4. Firm performance 5. Over-performers 6. Small firms

**5****Does relationship psychic distance matter for the learning processes of internationalizing SMEs? [Texto impreso] / Emilia Rovira Nordman, Daniel Tolstoy**

Este artículo se encuentra disponible en su edición impresa. Los datos para su localización están accesibles a través del enlace al título de la publicación.

References: p. 37

Abstract: This study builds on two theoretical assumptions: (1) Because SMEs tend to internationalize fast on a wide global scale, their market selections do not seem to be dictated by distance measures. (2) Business relationships seem to be vital for these firms when acquiring knowledge and developing their ongoing businesses in foreign markets. Based on these assumptions, this study applies Linear Structural Relations (LISREL) analysis to investigate the relationships of 314 Swedish SMEs and their most important foreign customers. In specific, we investigate what potential effects relationship psychic distance has on SMEs' knowledge transfer in ongoing foreign customer relationships. The results demonstrate, rather counterintuitively, that relationship psychic distance actually enhances knowledge transfer in the investigated customer relationships.

International business review. -- 2014, v. 23, n. 1, february, p. 30-37

1. SME 2. Knowledge transfer 3. Psychic distance 4. Relationship

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**6****Does the importance of value, brand and relationship equity for customer loyalty differ between Eastern and Western cultures? [Texto impreso]/ Sha (Sandy) Zhang, Jenny Van Doorn, Peter S.H. Leeflang**

Este artículo se encuentra disponible en su edición impresa. Los datos para su localización están accesibles a través del enlace al título de la publicación.

References: p. 291-292

Abstract: The use of the customer equity framework as a focal marketing strategy to increase customer loyalty has emerged as an important topic. Despite a growing number of investigations, previous studies are limited by their strong U.S. and European orientations. Research into Western consumers cannot necessarily predict the behaviour of Eastern consumers though. Therefore, this study investigates whether the link between customer equity drivers (value equity, brand equity and relationship equity) and loyalty intentions is sensitive to the cultural environment. A sample of 1553 Chinese and 1085 Dutch consumers in the banking and supermarket industries reveals that all three customer equity drivers exert a greater impact in Western than in Eastern cultures. This study also shows that Eastern consumers in general have higher loyalty intentions than Western consumers.

International business review. -- 2014, v. 23, n. 1, february, p. 284-292

1. Customer equity drivers 2. Loyalty intentions 3. Cultural differences

**7****Dynamic capability in a small global factory [Texto impreso]/ Taina Eriksson, Niina Nummela, Sami Saarenketo**

Este artículo se encuentra disponible en su edición impresa. Los datos para su localización están accesibles a través del enlace al título de la publicación.

References: p. 179-180

Abstract: In order to balance their local and global operations optimally, SMEs are moving toward a 'global factory' type of organizational form, meaning a differentiated network of activities held together through the control of key assets and flows of knowledge, and coordinated by a focal firm. Managing such a network requires a specific dynamic capability comprising, according to our study, cognitive, managerial, and organizational capabilities. Cognitive capabilities – cultural awareness, entrepreneurial orientation, and a global mindset – are the basis for a global factory because they are the source for opportunity recognition and exploitation, and are therefore crucial. The focal firm's organizational flexibility and absorptive capacity, as well as managerial capabilities in the areas of interface competence and analytical capability, are needed in the steering of a small global factory, the success of which depends on the nurturing of these assets.

International business review. -- 2014, v. 23, n. 1, february, p. 169-180

1. Dynamic capabilities 2. Global factory 3. SME

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**8****Economic nationalism and foreign acquisition completion [Texto impreso] : the case of China / Jianhong Zhang, Xinming He**

Este artículo se encuentra disponible en su edición impresa. Los datos para su localización están accesibles a través del enlace al título de la publicación.

References: p. 226-227

Abstract: Extending institutional theory, we incorporate a neglected but important component of formal institution, economic nationalism, into a model that specifies its effects on crossborder acquisition success. We suggest that economic nationalism has a dynamic nature and sees the interaction between protectionism and liberalism. As such, it exerts both positive and negative effects on foreign investments, contingent on how these investments are perceived as aligned with the national interests as reflected by national security considerations, foreign relations, and growth strategy. Using a data set containing 7275 announced cross-border acquisition deals in China during 1985–2010, the study finds that (1) when an acquisition activity targets essential industries or state-owned enterprises, it is less likely to be completed because of provoked national economic security concerns; and (2) when an acquirer brings technology and/or capital, or/and helps to restructure poorly-performing firms, or/and the acquirer comes from a country with good foreign relations with China, the acquisition is considered as safe and helpful for the country's development, and it is more likely to be completed.

International business review. -- 2014, v. 23, n. 1, february, p. 212-227

1. China 2. Cross-border acquisition 3. Economic nationalism 4. Foreign direct investment policy 5. Institutional theory

**9****Expatriate personality and cultural fit [Texto impreso] : the moderating role of host country context on job satisfaction / Vesa Peltokorpi, Fabian Froese**

Este artículo se encuentra disponible en su edición impresa. Los datos para su localización están accesibles a través del enlace al título de la publicación.

References: p. 301-302

Abstract: This study draws on the cultural fit hypothesis to examine interactive effects of host country context and four (Multicultural Personality Questionnaire) expatriate personality traits – Cultural Empathy, Social Initiative, Emotional Stability, and Open Mindedness – on job satisfaction. The cultural fit hypothesis maintains that it is not only the expatriate personality traits per se, but the cultural fit between expatriate personality traits and host country cultural values, norms, and prototypical personality traits that predict expatriate adjustment in host countries (Searle & Ward, 1990). Providing partial support for the cultural fit hypothesis, data derived from 191 expatriates in Brazil and Japan shows that the importance of two personality traits varies in these countries. Specifically, expatriates with high Cultural Empathy were more satisfied with their jobs in Japan than in Brazil, whereas Social Initiative was more important for expatriates in Brazil.

International business review. -- 2014, v. 23, n. 1, february, p. 293-302

1. Brazil 2. Cultural fit hypothesis 3. Expatriate 4. Japan 5. Job satisfaction 6. Personality trait

**10****Experiential knowledge antecedents of the SME network node configuration in emerging market business networks [Texto impreso] / Susanne Sandberg**

Este artículo se encuentra disponible en su edición impresa. Los datos para su localización están accesibles a través del enlace al título de la publicación.

References: p. 28-29

Abstract: This paper aims to determine experiential knowledge antecedents of the network node configuration (i.e., dyad or triad) of SMEs entering emerging market business networks. Three kinds of knowledge of different degrees of specificity are assessed, namely, general internationalization, market-specific, and customer-specific knowledge. The sample consists of 203 SMEs in southern Sweden with experience of entering the Baltic State, Polish, Russian, or Chinese markets. The theoretical framework integrates network theory and internationalization process theory in order to understand and explain the internationalization of smaller firms. The hypotheses formulated are tested using logistic regression, which indicates that market- and customer-specific types of knowledge favor a dyadic network node configuration into the emerging market business network, while general internationalization knowledge has no significant effect. In addition, interaction effects were seen to moderate relationships between knowledge antecedents and the network node configuration of the sampled SMEs.

International business review. -- 2014, v. 23, n. 1, february, p. 20-29

1. Customer-specific knowledge 2. Emerging markets 3. Experiential knowledge 4. Internationalization knowledge 5. Market-specific knowledge 6. Network node configuration 7. SMEs

**11****Explaining cross-country differences in exporting performance [Texto impreso] : the role of country-level macroeconomic environment/ Yong Yang, Sushanta Mallick**

Este artículo se encuentra disponible en su edición impresa. Los datos para su localización están accesibles a través del enlace al título de la publicación.

References: p. 258-259

**Abstract:** In this paper, we undertake a meta-analysis to investigate whether country-level macroeconomic factors can help explain the inconclusiveness of existing evidence on the firm-level productivity-exporting relationship – the so-called learning-by-exporting hypothesis. Using 34 studies that investigate learning by exporting covering 31 countries, we attempt to explain whether country-specific macroeconomic factors account for the variation in the estimated firm-specific productivity effects from exporting across different studies, along with considering a firm-level factor. Robust to different specifications, one interesting finding is that countries with bigger external demand (measured by distance-weighted global GDP for each country) are likely to display a higher estimate of the productivity effect of exporting. In addition, countries with higher competitiveness, as reflected in lower relative prices, tend to experience higher exporting performance, while higher returns from overseas production reduce the learning effect from exporting at the firm level. The results also indicate that the effect of exporting on firm productivity is lower in periods of financial crisis.

International business review. -- 2014, v. 23, n. 1, february, p. 246-259

1. Exporting 2. Firm productivity 3. Macroeconomic factors

**12****Exploring the role of knowledge management practices on exports [Texto impreso] : a dynamic capabilities view / Cristina Villar, Joaquín Alegre, José Pla-Barber**

Este artículo se encuentra disponible en su edición impresa. Los datos para su localización están accesibles a través del enlace al título de la publicación.

References: p. 43-44

**Abstract:** Drawing on dynamic capabilities view, this work provides empirical evidence on the role of knowledge management practices on export intensity in SMEs in a mature and global, non-high-tech industry. A quantitative study with structural equation modeling was carried out on a sample of 157 Spanish and Italian manufacturing companies in the ceramic tile industry. Our results suggest the existence of a mediating effect of dynamic capabilities on exports, hence the implementation of knowledge management practices is a necessary but not sufficient condition to improve exporting, requiring the existence of dynamic capabilities to reconfigure these capabilities. Findings highlight the relevance of knowledge practices to foster exports, providing new insights for managers dealing with dynamic capabilities in SMEs.

International business review. -- 2014, v. 23, n. 1, february, p. 38-44

1. Knowledge management practices 2. Dynamic capabilities 3. Exports

**13****FDI inflow as an international business operation by MNCs and economic growth [Texto impreso] : an empirical study on Turkey / Dilek Temiz, Aytaç Gökmen**

Este artículo se encuentra disponible en su edición impresa. Los datos para su localización están accesibles a través del enlace al título de la publicación.

References: p. 153-154

**Abstract:** The issue of foreign direct investment (FDI) has been affecting the world economy for years and is a considerable subject for both developed and developing countries. FDI is the fixed form of international business operation made across the national borders made mostly by the multi-national corporations (MNCs). The positive impact of FDI inflow in a host country is expected to emerge as capital accumulation, technology transfer, know-how acquisition, innovative capacity and economic growth eventually. In this study, it is aimed to address the FDI literature depending on comprehensive international publications and then to analyze the FDI inflow and GDP growth in Turkey with econometric methods. The relation between FDI inflow and GDP growth is analyzed by using the Johansen cointegration test and Granger causality analysis. Afterwards, a regression equation is estimated by using the ordinary least squares method (OLS). Prior to applying the Cointegration test, the stationarity and integration degrees of the series are determined by the augmented Dickey-Fuller test (ADF). Consequently, resting on the results of entire analysis, it is possible to mention that no significant relation is determined between the FDI inflow and GDP growth in Turkey both in the short and long run.

International business review. -- 2014, v. 23, n. 1, february, p. 145-154

1. Economic growth 2. FDI 3. GDP 4. International business 5. Turkey

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**14****How international entrepreneurship characteristics influence Internet capabilities for the international business processes of the firm [Texto impreso] / Charmaine Glavas, Shane Mathews**

Este artículo se encuentra disponible en su edición impresa. Los datos para su localización están accesibles a través del enlace al título de la publicación.

References: p. 244-245

**Abstract:** This research explores the relationship between international entrepreneurship characteristics and the use of Internet capabilities for the international business processes of the firm. It has been suggested, that the accumulation of a firm's Internet capability can assist international operations, especially when operating in fast changing dynamic Internet environments. However, international entrepreneurship characteristics which are seen as a precursor to leveraging Internet capabilities are still vague. Given this finding, eight case studies of small and medium sized travel and tourism firms were selected to investigate the influence of international entrepreneurship characteristics, and Internet capabilities for international business processes. Based on the eight in-depth case studies, the results signify that successful international entrepreneurial firms which encompass high levels of international innovativeness and proactiveness behaviour integrate Internet capabilities to a greater degree. Our findings also indicate that the prior international business experience, international risk-taking propensity and international networking characteristics are not necessarily precursors to successful integration of Internet capabilities for international business processes. On the contrary, international business experience and international networks actually lead to a reliance on traditional mechanisms of internationalisation and can dilute the development of Internet capabilities for international business processes.

International business review. -- 2014, v. 23, n. 1, february, p. 228-245

1. Internet capabilities 2. International entrepreneurship 3. International entrepreneurship characteristics 4. International business processes 5. SMEs



**15****The impact of MNE cultural diversity on the internationalization-performance relationship theory and evidence from European multinational enterprises [Texto impreso] / Gjalte de Jong, Jerry Van Houten**

Este artículo se encuentra disponible en su edición impresa. Los datos para su localización están accesibles a través del enlace al título de la publicación.

References: p. 324-326

Abstract: Prior work has established the importance of degree of internationalization for understanding the performance of multinational enterprises. Despite all efforts, however, the relationship between degree of internationalization and firm performance (I-P) is still the subject of ongoing debate following inconclusive findings. We suggest that the international business literature has largely overlooked MNE cultural diversity as an essential determinant of the I-P relationship. We argue that the impact of the degree of internationalization on MNE performance is contingent on MNE cultural diversity. The impact of the degree of internationalization on performance is positive for MNEs that operate in culturally similar countries and negative for MNEs that operate in culturally diverse countries. Our study is among the first to examine the impact of MNE cultural diversity on the I-P relationship with a unique panel dataset from European multinationals. The results provide convincing support for our approach to the study of the degree of internationalization and MNE performance.

International business review. -- 2014, v. 23, n. 1, february, p. 313-326

1. Degree of internationalization 2. MNE cultural diversity 3. Multinational firm performance

**16****The internationalization process model [Texto impreso] : a proposed view of firms' regular incremental and irregular non-incremental behaviour / Amjad Hadjikhani, Annoch Isa Hadjikhani, Peter Thilenius**

Este artículo se encuentra disponible en su edición impresa. Los datos para su localización están accesibles a través del enlace al título de la publicación.

References: p. 166-168

Abstract: Commitment in the internationalization process model (IP-model) is challenged by the search for knowledge through experience and interactions. Critics opposing this logic even forced the founder of the model to call for the need for integration of other elements in order to understand irregular behaviour like rapid internationalization, loss of commitment and market exit. Aligned with this call, the paper raises the question of how the IP-model can be applied to analyse both regular/incremental and irregular/nonincremental behaviour of the firms. To reach an answer, the paper proposes a theoretical view by adding expectation and unknown uncertainty to the IP-model and examines this in a case study. The contribution is a further development of the IP-model by merging these two concepts that provide tools for understanding irregular behaviour. The paper analyses a Swedish firm's internationalization in different foreign markets for the period of 1995-2009. Conclusions support the understanding of how the model can describe regular incremental and irregular non-incremental commitment behaviour.

International business review. -- 2014, v. 23, n. 1, february, p. 155-168

1. Commitment 2. Expectation 3. Incremental and non-incremental behavior 4. Internationalization process 5. Known and unknown uncertainty 6. Regular and irregular behaviour



**17****Internationally leading SMEs vs. internationalized SMEs [Texto impreso] : evidence of success factors from South Korea / Yongyoon Suh, Moon-Soo Kim**

Este artículo se encuentra disponible en su edición impresa. Los datos para su localización están accesibles a través del enlace al título de la publicación.

References: p. 127-129

Abstract: Previous studies on the internationalization of small and medium-sized enterprises (SMEs) have typically compared the performance of internationalized SMEs (I-SMEs) with that of non-internationalized SMEs. However, not all I-SMEs can successfully lead the international market either unless they should consistently strive to attain and maintain competitive advantages. Thus, this study aims at identifying success factors which influence efforts of I-SMEs to lead international markets as internationally leading SMEs (IL-SMEs). To examine the success factors of the IL-SMEs, in this paper, IL-SMEs are specifically defined as I-SMEs which occupy dominant positions in the international market, i. e., ranking among the top three worldwide. The results based on a sample of 88 South Korean SMEs including 18 IL-SMEs and 70 I-SMEs indicate that 18 factors (out of 47 factors) show significant differences between IL-SMEs and I-SMEs in terms of customer relations/service, technological innovation, and corporate strategies. Also, by factor analysis and logistic regression analysis, three factors influencing the success of IL-SMEs are identified in the perspectives of technological innovation (R&D) and international marketing (customer satisfaction and demand quality/scope). Surprisingly, internationalization strategies and external markets have no relationship with performance of ILSMEs. These results provide important implications to policy-makers interested in the sustainably international competitiveness of SMEs.

International business review. -- 2014, v. 23, n. 1, february, p. 115-129

1. Internationalization 2. Internationalized SMEs 3. Internationally leading SMEs 4. Small and medium-sized enterprises (SMEs) 5. South Korea 6. Success factor

**18****Knowledge assets and firm international performance [Texto impreso] / Stefano Denicolai, Antonella Zucchella, Roger Strange**

Este artículo se encuentra disponible en su edición impresa. Los datos para su localización están accesibles a través del enlace al título de la publicación.

References: p. 61-62

Abstract: This paper investigates how intangible knowledge assets impact upon firm international performance through the analysis of a sample of 290 European listed companies. We draw upon the knowledge-based view of the firm, and argue that more knowledge assets have a positive impact on foreign sales intensity, but only a up to a point. The inverse quadratic relationship found suggests that it is necessary to balance knowledge assets with complementary assets in order to achieve a higher degree of international performance. Furthermore we also suggest that externally-generated knowledge assets may have a positive impact upon international performance, but that the impact will be mediated by the possession of internally generated knowledge assets.

International business review. -- 2014, v. 23, n. 1, february, p. 55-62

1. International business 2. Foreign sales intensity 3. Knowledge 4. R&D 5. Externally generated knowledge 6. Absorptive capacity

**19****Knowledge creation capability in MNC subsidiaries [Texto impreso] : examining the roles of global and local knowledge inflows and subsidiary knowledge stocks / Saba Colakoglu, Sachiko Yamao, David P. Lepak**

Este artículo se encuentra disponible en su edición impresa. Los datos para su localización están accesibles a través del enlace al título de la publicación.

References: p. 100-101

Abstract: Grounded in knowledge-based theories of the multinational corporation (MNC) and building on organizational learning literature, this paper develops and tests a model of MNC subsidiaries' knowledge creation capability as a joint function of knowledge inflows to subsidiaries and their knowledge stocks (i.e., subsidiaries' internal human, social, and organizational capital). Survey-based data from 106 subsidiaries located in the U.S. suggests that local (i.e., host country) knowledge inflows to a subsidiary are more effective in enhancing a subsidiary's knowledge creation capability compared to global knowledge inflows from other units of the same MNC. Furthermore, results point to a not-invented-here syndrome in the exploitation of knowledge sourced from the parent company; such that when a subsidiary's internal social capital is high, the relationship between global knowledge inflows and knowledge creation capability is negative and when it is low, the relationship becomes positive.

International business review. -- 2014, v. 23, n. 1, february, p. 91-101

1. Absorptive capacity 2. Human capital 3. Knowledge creation 4. Knowledge flows 5. Organizational capital 6. Organizational learning 7. Social capital 8. Subsidiary management

**20****Knowledge outflows from foreign subsidiaries and the tension between knowledge creation and knowledge protection [Texto impreso]: evidence from the semiconductor industry / Alessandra Perri, Ulf Andersson**

Este artículo se encuentra disponible en su edición impresa. Los datos para su localización están accesibles a través del enlace al título de la publicación.

References: p. 73-75

Abstract: This paper analyzes the MNC subsidiaries' trade-off between the need for knowledge creation and the need for knowledge protection, and relates it to the extent of knowledge outflows generated within the host location. Combining research in International Business with Social Theory, we build a conceptual framework suggesting that subsidiaries that extensively draw on external knowledge sources are also more likely to generate knowledge outflows to local firms. We argue that this may be explained by the subsidiaries' willingness to build the trust that facilitates the establishment of reciprocal knowledge linkages. However, when the value of the subsidiary's knowledge stock is very high, the need for knowledge protection restrains reciprocity mechanisms in knowledge exchanges, thus reducing the extent of knowledge outflows to the host location. This study contributes to the literature on the firmlevel antecedents of FDI-mediated local knowledge outflows, as well as to the broad IB literature on the relationship between subsidiaries and their host regions. The implications for managers and policymakers are also discussed.

International business review. -- 2014, v. 23, n. 1, february, p. 63-75

1. Local knowledge outflows 2. FDI 3. Knowledge creation 4. Knowledge protection

**21****Knowledge sharing and subsidiary R&D mandate development [Texto impreso] : a matter of dual embeddedness / Fariza Achcaoucaou, Paloma Miravittles, Fidel León-Darder**

Este artículo se encuentra disponible en su edición impresa. Los datos para su localización están accesibles a través del enlace al título de la publicación.

References: p. 88-90

Abstract: Sharing knowledge across borders has proven to be especially relevant to multinational corporations (MNCs). Foreign subsidiaries have become active players in these knowledge flows. However, the network effects of interacting with multiple agents on the evolution of the R&D role played by subsidiaries are still undeveloped. The present study focuses on changes in subsidiary capabilities and on the dynamic mechanisms by which their R&D role might evolve, especially, as a consequence of their interaction with a variety of knowledge networks. We examine this issue by conducting four longitudinal case studies of subsidiaries operating in Spain. Using an inductive approach to theory building, we develop a general theoretical framework considering the subsidiary's embeddedness in the knowledge networks within the MNC (internal) and within the host country (external). We find that evolving towards a competence-creating mandate is characterised by the simultaneous growth of embeddedness in both internal and external networks; otherwise, a subsidiary may gravitate away from upgrading its R&D role. Thus, the contribution of this paper is to present a dynamic model that sheds light on how internal and external knowledge embeddedness interact in generating outcomes for subsidiary R&D roles.

International business review. -- 2014, v. 23, n. 1, february, p. 76-90

1. Dual Embeddedness 2. Knowledge 3. Mandate 4. Multinational 5. R&D 6. Role evolution 7. Subsidiary

**22****Microfinance [Texto impreso] : the long tail and mission drift / Carlos Serrano-Cinca, Begoña Gutiérrez-Nieto**

Este artículo se encuentra disponible en su edición impresa. Los datos para su localización están accesibles a través del enlace al título de la publicación.

References: p. 193-194

Abstract: Poor people were excluded from financial services until microfinance institutions (MFIs) emerged. The mission of MFIs is to alleviate poverty, contributing to women empowerment, especially in rural communities. Microcredits can be analyzed under Pareto's 80/20 Principle. Their clients are situated in the long tail of the wealth distribution function. This niche market is not very attractive, because of its high administrative costs, lack of deposits and the need for compensating low revenues with fluctuating subsidies. Some MFIs have drifted from their mission. This paper presents a model to explain microfinance mission drift, tested with hypotheses. The results from the empirical study show a pattern of mission centered MFI: a small NGO, with labor productivity, receiving donations and obtaining a high yield. It can be concluded that there is a need for reducing interest rates. According to the long tail theory, this could be done by using efficient technology, as it has been achieved in the e-commerce sector.

International business review. -- 2014, v. 23, n. 1, february, p. 181-194

1. Bankruptcy 2. Financial ratios 3. Long tail 4. Microfinance 5. Mission drift 6. Outreach 7. Social performance

**23****Network knowledge and business-relationship value in the foreign market [Texto impreso] / Jukka Hohenthal, Jan Johanson, Martin Johanson**

Este artículo se encuentra disponible en su edición impresa. Los datos para su localización están accesibles a través del enlace al título de la publicación.

References: p. 18-19

Abstract: Based on the key assumptions that firms are opportunity seeking and that they gain critical knowledge operating in a network of relationships, this paper focuses on early expansion in foreign market networks. In particular, the paper examines the relation between experience and business-relationship value in a foreign market. While experience and experiential knowledge are central concepts in international business, little has been written about their effects on the value of business relationships. The paper formulates a set of interrelated hypotheses on the effects of international experience, experiential network knowledge and importance of customer and competitor knowledge on the value of business relationships in a foreign market. They are combined in a structural model, which is tested on a sample through LISREL. The main conclusion drawn from the study is that experiential network knowledge and knowledge about the importance of customers and competitors in the network influence the value of business relationships in a foreign market in different ways.

International business review. -- 2014, v. 23, n. 1, february, p. 4-19

1. Business relationship value 2. Experiential network knowledge 3. International experience 4. Knowledge about competitors 5. Knowledge about customers 6. Network

**24****The overlooked distinction of multinational enterprise subsidiary learning [Texto impreso] : its managerial and entrepreneurial learning modes / Pavlos Dimitratos ... [et al.]**

Este artículo se encuentra disponible en su edición impresa. Los datos para su localización están accesibles a través del enlace al título de la publicación.

References: p. 113-114

Abstract: The theme concerning modes of learning in multinational subsidiaries is the focus of enquiry in the current study. This theme is closely linked to the issue of how subsidiaries become alert and seize opportunities. Such an investigation is also important for management practice because effective subsidiary learning can render sustainable competitive advantage in the host country. We performed an in-depth case examination on six multinational subsidiaries of a large Finnish firm. We identify two learning modes of multinational subsidiaries that we refer to as managerial and entrepreneurial learning. We find that managerial learning shares characteristics with the systems-structural learning perspective; is facilitated by embeddedness of the subsidiary in the MNE system; and, transferred in the MNE through many conventional and reverse knowledge flows. On the contrary, entrepreneurial learning shares characteristics with the interpretive learning perspective; is facilitated by embeddedness of the subsidiary in the host country; and, transferred in the MNE through relatively fewer reverse knowledge flows. The distinction between these two learning modes and their discrete characteristics enlighten past research that has largely failed to pinpoint the importance of the two modes for MNE subsidiary activities.

International business review. -- 2014, v. 23, n. 1, february, p. 102-114

1. Entrepreneurial learning 2. Managerial learning 3. Multinational enterprise 4. Subsidiary

**25****The role of family management and ownership on semi-globalization pattern of globalization [Texto impreso] : the case of family business groups / Hsi-Mei Chung**

Este artículo se encuentra disponible en su edición impresa. Los datos para su localización están accesibles a través del enlace al título de la publicación.

References: p. 270-271

Abstract: Employing a multi-level with longitudinal concern data analysis this research examines the impact from family management and ownership on semi-globalization pattern of globalization in family business groups from an integrated framework. The results reveal that the more likelihood that the controlling family utilize familymanagement in the subsidiary, and the higher degree of pyramidal ownership in the subsidiary, the more likelihood that the family business group will choose to engage in the host regions. Additionally, family management and pyramidal ownership is positively related with the choice to engage in a higher difference region instead of a lower difference region in family business groups. The theoretical and future research implications of these findings for family enterprises and globalization research are discussed.

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1. Agency theory 2. Family business group 3. Family management 4. Pyramidal ownership 5. Resource-based theory 6. Semi-globalization 7. Transaction cost theory

**26****Wholly owned foreign subsidiary relation-based strategies in volatile environments [Texto impreso] / George O. White III<sup>a</sup> ... [et al.]**

Este artículo se encuentra disponible en su edición impresa. Los datos para su localización están accesibles a través del enlace al título de la publicación.

References: p. 310-312

Abstract: Drawing from dynamic capability, institutional, nonmarket strategy, and social-network literatures, we detail wholly owned subsidiary (WOFSS) relation-based strategies (RBSs). We explain how deploying RBSs with key nonmarket and market actors will create competitive advantages for WOFSSs operating in volatile emerging market environments. We posit that dynamic capabilities will drive the deployment of RBSs by WOFSSs, and argue that the positive relationship between dynamic capabilities and RBS deployment will strengthen as perceived institutional uncertainty increases. We further suggest that the greater the strength and frequency of RBS deployment, the more likely that a WOFSS will establish a combination of nonmarket-based and market-based embedded assets. Also, our theory proposes that greater integration of nonmarket-based and market-based assets will enhance WOFSS financial performance outcomes. Implications for future research are discussed.

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1. Dynamic capabilities 2. Emerging market 3. Market-based assets 4. Nonmarket-based 5. Relation-based strategies 6. Uncertain institutions 7. Volatile environments 8. Wholly owned foreign subsidiaries