

**1****A race to lower standards? [Texto impreso] : labor standards and location choice of outward FDI from the BRIC countries / Jing-Lin Duanmu**

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. 632-634

Abstract: Scholars argue that multinational corporations tend to locate their investment in countries with lower labor standards, but empirical results are highly inconsistent. In this paper, we investigate the effect of differential labor standards on the location choice of outward greenfield foreign direct investment (FDI) from Brazil, Russia, India and China (i.e. the BRIC countries). We find robust evidence that while there is a tendency toward the attraction of FDI by lower labor standards in developed countries, such a "race" is absent in FDI directed to developing countries. Location choice is highly path dependent upon previous trading relations between the home and the host country, which hampers the MNCs' ability to arbitrage. Conversely, capital mobility at the industry level is found to intensify the race to lower standards.

International business review. -- 2014, v. 23, n. 3, june, p. 620-634

1. BRIC countries 2. Greenfield foreign direct investment 3. Labor standards

**2****The effect of foreign trade and investment liberalization on spatial concentration of economic activity [Texto impreso] / Yener Kandogan**

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. 658-659

Abstract: I examine the varying responses of countries to foreign trade and direct investment liberalization on spatial concentration of their economic activity by taking into consideration moderating factors such as their market size and level of economic development. I argue that liberalization increases the concentration under normal conditions but large market size, and underdevelopment can disperse economic activity. Using data from 168 countries for the period of time starting in 1980s, I found support for all hypotheses.

International business review. -- 2014, v. 23, n. 3, june, p. 648-659

1. Agglomeration 2. Economic geography 3. International trade liberalization 4. Multiple regression analysis

**3****Expect the unexpected [Texto impreso] : implications of effectual logic on the internationalization process / Igor Kalinic, Saras D. Sarasvathy, Cipriano Forza**

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. 646-647

Abstract: International entrepreneurship literature has indicated that entrepreneurs often increase international activities along unexpected lines of reasoning without having a precise goal, resulting in "unplanned" internationalization. We argue that "unplanned" internationalization does not necessarily involve non-logical decisions; but, entrepreneurs can follow an effectual rather than causal logic and may base their decisions on the affordable loss principle rather than on the maximization of expected returns. Based on five case-studies, we discuss the implication of effectual decision-making on the internationalization process. We find that switching from causal to effectual logic allows firms to rapidly increase the level of commitment in the foreign market and could assist in overcoming liabilities of outsidership and, therefore, successfully increase the level of commitment in the foreign market.

International business review. -- 2014, v. 23, n. 3, june, p. 635-647

1. Internationalization 2. SMEs 3. Decision-making 4. Effectuation

**4****FDI in Sub-Saharan Africa [Texto impreso] : a longitudinal perspective on location-specific factors (2003-2010) / Frank L. Bartels, Francesco Napolitano, Nichola E. Tissi**

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. 526-529

Abstract: This paper examines the characteristics of Location Specific Factors (LSFs) in Sub-Saharan Africa (SSA) regarding inward Foreign Direct Investment (FDI) by Multinational Enterprises (MNEs). Exploratory Factor Analysis (EFA) of 758 MNEs in 2003, 1216 in 2005 and 2402 in 2010 is used to compare the variability in LSFs in ten, 15 and 19 SSA countries respectively. We find firstly the most powerful factors, influencing the political-economy and trade dynamics of hosts to FDI, stable over time. Secondly, by 2010, production inputs become the most important factor for FDI followed by political-economic stability. This result reflects findings in International Business (IB) literature. Policy implications point to unwavering need by SSA to reduce transaction costs for FDI; increase the predictability of the policy environment; and increase the productivity-adjusted cost efficiency of inputs.

International business review. -- 2014, v. 23, n. 3, june, p. 516-529

1. Factor analysis 2. Foreign direct investment 3. Location specific factors 4. Multinationals enterprises

**5****Foreign direct investment in emerging markets and acquirers' value gains [Texto impreso] / Leonidas Barbopoulos ... [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. 618-619

**Abstract:** We investigate the shareholder wealth effects of 306 foreign direct investment (FDI) announcements by UK firms in seventy-five emerging markets (EM). Our results show that acquirers enjoy highly significant gains during the announcement period of FDI. Perhaps surprisingly, the highest gains are accrued to acquirers investing in countries with high political risk and high corruption ratings. The type of asset acquired has also a significant effect on the gains of acquirers' shareholders, with the highest gains accrued to acquirers of physical assets. Also, investments in physical assets in EM with a high corruption rating elicit the highest gains. We contend that UK firms following resource-seeking strategies in EM with a high corruption rating are facilitated access to resources on favorable terms and this is viewed positively by the market participants. Our results are robust to alternative model specifications and the endogenous choice to expand internationally.

International business review. -- 2014, v. 23, n. 3, june, p. 604-619

1. Announcement period returns 2. Corruption 3. Emerging markets 4. Foreign direct investment 5. Physical assets 6. Political risk

**6****Local and international knowledge search and product innovation [Texto impreso] : the moderating role of technology boundary spanning/ Jie Wu, Zefu Wu**

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. 550-551

**Abstract:** Drawing on the external knowledge search literature and the literature on international diversification, this study examined the interactive effect of local and international search for new knowledge on product innovation and the moderating role of a firm's technology boundary spanning activities. Specifically, it proposed that extensive local and international search interact to positively predict product innovation success and this relationship is weaker for firms entering a new technology domain. The results using data on 343 Chinese manufacturing firms across 5 industries indicated the support for the predictions.

International business review. -- 2014, v. 23, n. 3, june, p. 542-551

1. Knowledge search 2. Local search 3. International search 4. Technology 5. Product innovation 6. Emerging markets 7. China

**7****Measures of strategic alliance performance, classified and assessed [Texto impreso] /  
Jepe Christoffersen, Thomas Plenborg, Matthew J. Robson**

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. 488-489

**Abstract:** Over the last three decades, strategic alliance performance has been an important research topic within the international business and management fields. Researchers have investigated a number of factors explaining performance but often find diverging results. Scholars have suggested that one reason may be that different performance measures are used as the dependent variable. But which differences exist and how can they matter? Against this backdrop, the present study makes three main contributions. First, we identify dimensions that illustrate differences and similarities between performance measures and provide a simple yet comprehensive classification of the different performance measures used in 167 empirical studies in the literature. Second, we suggest how differences in performance measures may influence construct validity under different circumstances. Third, we show that the differences have empirical implications for the results researchers get when using the measures. The study implications serve to improve researchers' ability to choose performance measures that are appropriate in a given situation and to help them assess the influence the choice of performance measure may have on tests of hypotheses regarding antecedents' influence on performance.

International business review. -- 2014, v. 23, n. 3, june, p. 479-489

1. Classification 2. Construct validity 3. Joint venture 4. Measurement 5. Performance 6. Strategic alliance

**8****Microfoundations for learning within international joint ventures [Texto impreso] /  
Jeong-Yang Park, Simon Harris**

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. 501-503

**Abstract:** IJV research highlights the importance of learning in international joint ventures (IJVs) but has not indicated how to achieve it. We combine organizational learning and internationalization process research within a microfoundations framework to understand learning in IJVs. We study a Samsung-Tesco IJV that successfully learned retail practice from one partner and applied it in a South Korean context known by the other. The managers used many learning processes, not just experiential learning emphasized in international business research, and used many more knowledge sources than assumed in prior research, including the IJV partners' other subsidiaries. To build absorptive capacity, IJVs need appropriate microfoundations at individual, process and structural levels, and coherent interlinkages between them, especially by having IJV managers' with extensive experience and orientation to learn who are given structural and process autonomy to invest in learning.

International business review. -- 2014, v. 23, n. 3, june, p. 490-503

1. Absorptive capacity 2. International joint venture 3. Learning 4. Microfoundations

**9****The nexus between competition and efficiency [Texto impreso]: the european baking industries experience / Alin Marius Andrieş, Bogdan Căpraru**

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. 577-579

Abstract: In this paper, we investigate competition in banking systems in the EU27 as a whole for the period 2004–2010, but also for old members' banking systems compared with new members' banking systems and for banking systems from countries member of euro zone compares with banking systems from countries non-member of euro zone. In order to investigate this issue, we estimate a non-structural indicator of banking competition, using the H-statistic indicator that is estimated using bank-level data. Also, we apply two tests of convergence,  $\beta$ - and  $\sigma$ -convergence, for assessing competition evolution during the specified period. We want to fill the gap in the banking literature testing the validity of the Competition–Efficiency Hypothesis, analysing the impact of the banking competition measures on two alternative measures of efficiency, cost and profit efficiency, in the European banking systems in a Granger-causality manner. The results confirm us that in the EU the convergence process occur from the banking systems with higher competition level than the mean score of all countries. The evidence for all groups of countries, except non-euro zone group, where results are not statistically significant, confirm the Competition–Efficiency Hypothesis in terms of cost and profit efficiency.

International business review. -- 2014, v. 23, n. 3, june, p. 566-579

1. Bank competition 2. Efficiency 3. H-statistic 4. Convergence 5. Competition-efficiency hypothesis

**10****Process and intensity of internationalization of IT firms-evidence from India [Texto impreso] / Justin Paul, Parul Gupta**

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. 602-603

Abstract: This paper provides insights and evidence related to the process and intensity of internationalization of firms in the Information Technology (IT) sector, which is the driving force of high economic growth in the Indian sub-continent during the last two decades. Research objectives were set as (i) to examine the existence of born global firms in the IT sector, (ii) to identify the process of internationalization adopted by firms in the IT industry, (iii) to measure the intensity of internationalization of IT firms. The paper is based on data collected from annual financial reports of firms listed in the CNX IT Index of National Stock Exchange of India. Two clusters were extracted using hierarchical clustering method followed by k-means clustering to analyze the characteristics of the variables. We find that the firms in both clusters are true global firms with 66 and 85% of their income from foreign markets with a very high level of international intensity. Though the findings provide some evidence for the gradual internationalization of Indian IT firms; the empirical results indicate that firm age has no impact on internationalization. The results from our study also show that firms, especially in certain industries such as IT, do have access to information that reduces the risk aversion.

International business review. -- 2014, v. 23, n. 3, june, p. 594-603

1. Born-global 2. Internationalization 3. Process and intensity 4. Uppsala theory

**11****International purchasing offices in China [Texto impreso] : a dynamic evolution model / Fu Jia ... [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. 592-593

Abstract: The salience of the international purchasing office (IPO) in the management of international sourcing activities of multinational corporations (MNCs) has steadily increased, in developed and emerging economies, since the first adoption of this supply chain strategy in the 1980s. The aim of this paper is to develop an activity/role-based evolution model for IPOs, employing multiple case studies: 14 MNCs' IPOs in China, studied by British, Italian, and Chinese scholars. Applying role theory in a global purchasing context, we identify eight routine roles and four strategic roles played by IPOs and propose that IPOs could lead an MNC's global sourcing in a geographical region. We challenge the unilinear and sequential nature of existing global sourcing process models and propose a dynamic evolution model, consisting of five stages differentiated by number, depth, and breadth of roles, in which IPOs could leapfrog some stages, re-trench (move back to lower stages) and be potentially withdrawn. Finally, we conclude that the stage of an IPO is determined by the strategic importance of China to its parent company.

International business review. -- 2014, v. 23, n. 3, june, p. 580-593

1. Case study 2. China 3. Evolution model 4. Global sourcing 5. International purchasing office 6. IPO 7. MNC 8. Role theory

**12****Spillovers through backward linkages and the export performance of business services [Texto impreso] : evidence from a sample of italian firms / Giuliano Conti, Alessia Lo Turco, Daniela Maggioni**

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. 564-565

Abstract: We provide evidence on the role of spillovers through vertical linkages in service firms' internationalisation process. We combine input-output coefficients with region-level information on downstream manufacturing sector exports to build a measure of spillovers through backward linkages, which we assess as a systematic determinant of Italian BS firms' export status. Once considered firm and sector specificities, export spillovers especially matter for exporting to high-income economies outside Europe. This finding originates from higher sunk costs stemming from greater distance to the destination market and tougher competition within the destination market. Furthermore, the spillovers' geographical scope is mainly local. We thus contribute to international business theory by generalising existing evidence from case studies on the importance of buyer-supplier relationships for service firms' internationalisation across several BS sectors. Our research carries important implications for international business practices as well, as joining networks with internationalised customers may play an important role in enhancing BS firms' exports, regardless of the BS supplied.

International business review. -- 2014, v. 23, n. 3, june, p. 552-565

1. Backward linkages 2. Business services 3. Firms' internationalisation

**13****Subsidiary autonomy and performance in Japanese multinationals in Europe [Texto impreso] / Norifumi Kawai, 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. 513-515

**Abstract:** Notwithstanding the growing body of research on headquarters–subsidiary relationships, the conditions under which subsidiary autonomy leads to enhanced subsidiary performance is still a subject of debate. This study adopts a contingency approach and investigates the effects of external uncertainties and intra-MNE coordination on the performance benefits of subsidiary autonomy. The empirical analysis is based upon cross-sectional data collected from 88 European subsidiaries of Japanese MNEs. Our findings show that subsidiary autonomy has a greater impact upon performance (a) under conditions of technological uncertainty; and (b) when expatriate involvement is high, as the subsidiary can reap the full benefits of entrepreneurial capabilities and enjoy resource interdependencies through interactions with the parent simultaneously. MNC executives should aim for an appropriate balance between subsidiary autonomy and these internal and external factors so that the subsidiaries achieve superior performance.

International business review. -- 2014, v. 23, n. 3, june, p. 504-515

1. Environment uncertainty 2. Europe 3. Expatriate involvement 4. Firm performance 5. Japanese multinationals 6. Subsidiary autonomy

**14****Unbundling the differences between psychic and cultural distance [Texto impreso] : an empirical examination of the existing measures/ Anthi Avloniti, Fragkiskos Filippaios**

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. 673-674

**Abstract:** The diversity between the country-scores of Hofstede, Schwartz, GLOBE, Håkanson and Ambos and Dow and Karunaratna is the main focus of this study. To investigate the correlation between the country-scores of these CD (Cultural Distance), pPD (perceived Psychic Distance) and PDs (Psychic Distance stimuli) instruments we apply the Mantel test, a test predominantly used in anthropology and genetics, which can be particularly insightful when examining "distance" data. The matrix correlation findings provide evidence supporting the high diversity between these measures and their lack of consistent results for the same countries. Therefore, despite the similarity between the way of conceptualizing and operationalizing CD that Hofstede, Schwartz and GLOBE share, these CD measures do not report consistent findings. Consistently, the lack of correlation, between the PDs measure of Dow & Karunaratna and pPD of Håkanson & Ambos, indicates the diversity between PD stimuli measures and perceived PD measures. At the same time, while the two Psychic Distance (PD) measures indicate high correlation in some cases, overall they are highly diverse from the CD measures. We argue, therefore, that identical studies could reach significantly different conclusions by simply using different measures of CD, pPD & PDs which then denotes significant implications for the reliability of research findings. Additionally, we point out potential weaknesses of these measures when examining culturally proximate countries and multicultural nations.

International business review. -- 2014, v. 23, n. 3, june, p. 660-674

1. Cultural measures 2. Cultural distance 3. Mantel test 4. Psychic distance

**15****Unpacking the 'skill-cross-cultural competence' mechanisms [Texto impreso] : empirical evidence from chinese expatriate managers/ Dan Wang ... [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. 539-541

**Abstract:** International management (IM) literature identifies several important skill sets (namely, self-maintenance, perceptual, interpersonal, language and communication skills) that are important for expatriates' cross-cultural management. However, how skills influence each other and work synergistically towards expatriate competence has not been well examined. Based on the theoretical perspectives of learning, social dynamics and the IM stream, we develop an integrative model to investigate the joint effects of skills on cross-cultural competence (CCC), by surveying and interviewing Chinese expatriate managers. We find that self-maintenance skills, interpersonal skills, and language skills do not relate to CCC directly, while perceptual skills contribute to CCC mainly through communication skills. Our study demonstrates that competence goes beyond understanding local culture and lies in the ability to effectively interact and communicate within the host context. This study contributes to expatriate literature not only by revealing the skill – CCC mechanisms, but also by extending knowledge into an emerging market context which provides theoretical and practical guidance for competence-building of expatriates from China.

International business review. -- 2014, v. 23, n. 3, june, p. 530-541

1. China 2. Cross-cultural competence 3. Expatriate manager 4. International management 5. Skills

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