

**1****Chinese values and negotiation behaviour [Texto impreso] :a bargaining experiment / Swee-Hoon Chuah, Robert Hoffmann, Jeremy Larner**

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. 1210-1211

Abstract: The importance of Chinese culture in cross-national negotiation has become conventional wisdom in international business research and practice. However, empirical work has not sufficiently established whether, how and under what conditions specific cultural values of the Chinese affect their negotiation decisions. This paper reports an experiment with a purpose-designed game task in which Chinese subjects divide a fixed gain over escalating stages. We find that concerns for face and harmony promote cooperative negotiation decisions while desire to win and risk seeking accentuate competitive ones. Values only predict behaviour in the critical, final stage of the bargaining process supporting a dynamic view of the effect of culture in negotiation.

International business review. -- 2014, v. 23, n. 6, december, p. 1203-1211

1. China 2. Culture 3. Experiment 4. Negotiation 5. Values

**2****Corporate entrepreneurship, customer-oriented selling, absorptive capacity and international sales performance in the international B2B setting [Texto impreso] : conceptual framework and research propositions / Rajshekhar G. Javalgi, Kenneth D. Hall, S. Tamer Cavusgil**

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. 1201-1202

Abstract: In the international business-to-business (B2B) setting, a firm's salespeople often have more direct, prolonged, and intimate contact with the customer and market environments than any other employees of the firm. In fact, for customers in many B2B markets, the salesperson is the face of the firm. The sales function can be characterized as an inherently entrepreneurial activity. Entrepreneurship is founded on knowing or seeing something others do not see, and the sales force has long been recognized as an important source of knowledge about a firm's customers and environment. However, there has been relatively little work linking entrepreneurship to international sales performance, especially in the B2B context. This paper focuses on the intelligence-gathering role of salespeople to firms practicing corporate entrepreneurship in the international B2B setting. More specifically, drawing on the theories of corporate entrepreneurship and the knowledge-based view of the firm, the authors develop a conceptual model that proposes international sales performance for firms practicing corporate entrepreneurship will be enhanced when salespeople practice customer-oriented selling and the firm's absorptive capacity is stronger. Recommended methodology for testing the proposed model is a single-informant survey of sales managers with firms in the domain of interest, using structural equation modeling with moderator tests. The paper concludes with implications and directions for future research.

International business review. -- 2014, v. 23, n. 6, december, p. 1193-1202

1. Absorptive capacity 2. B2B marketing 3. Corporate entrepreneurship 4. Customer-oriented selling 5. Cultural distance 6. International B2B sales 7. Knowledge-based view

**3****Credit lender-borrower relationship in the credit card market-implications for credit risk management strategy and relationship marketing [Texto impreso] / Joon-Hee Oh, Wesley J. Johnston**

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. 1094-1095

Abstract: Lehman Brothers filed for bankruptcy in 2008, precipitating the international financial crisis. Many questioned the banks' risk-taking credit system. Understanding credit risk and how the credit system functions may provide knowledge on managing credit, to avoid another such international crisis. We study the credit card field and present a pricing decision model for managing credit risk. Recent credit lenders' portfolio re-pricing practices call for immediate attention to the credit lender-borrower relationship and relationship marketing. A literature review and recent phenomena in the credit card industry reveal that the lenders' re-pricing strategy negatively affects the credit lender-borrower relationship and relationship marketing. Thus, we introduce a pricing decision model incorporating the lenders' re-pricing strategy and the credit lender-borrower relationship. Further, we discuss the implications of, and the role of marketing in, credit risk management and the implications of relationship marketing for credit lenders in foreign markets, including the US market.

International business review. -- 2014, v. 23, n. 6, december, p. 1086-1095

1. Credit lender-borrower relationship 2. Credit risk management 3. Delinquency management practice 4. Pricing decision model 5. Relationship marketing

**4****A cross-national investigation of IPO activity [Texto impreso]: the role of formal institutions and national culture / Krista B. Lewellyn, Shuji 'Rosey' Bao**

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. 1177-1178

Abstract: Why does IPO activity vary across countries? This study proposes that the variation is attributable to differences in the overall quality of formal institutions and in the informal institutional effects of national culture directly and interactively. The empirical analysis of IPO activity in 45 countries from 2001 to 2011 indicates that the quality of formal institutions and high levels of performance orientation each have positive effects on the level of IPO activity. Further, the positive relationship between the quality of formal institutions and IPO activity is amplified in cultures that encourage and reward performance achievement (high performance orientation) and those that favor the use of rules, and laws to enhance the predictability of future events (high uncertainty avoidance). This study provides theoretical and practical implications for understanding what motivates IPO activity around the world.

International business review. -- 2014, v. 23, n. 6, december, p. 1167-1178

1. Formal institutions 2. IPO activity 3. National culture 4. Performance orientation 5. Uncertainty avoidance

**5****Foreign market entry mode choice of small and medium-sized enterprises [Texto impreso] : a systematic review and future research agenda/ Katharina Laufs, Christian Schwens**

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. 1124-1126

Abstract: Despite significant differences between small and medium-sized enterprises (SMEs) and large multinational enterprises (MNEs), the majority of extant foreign market entry mode choice literature has focused on MNEs. The current state of knowledge regarding SME foreign market entry mode choice is equivocal. The present paper reviews the current state of SME foreign market entry mode choice literature and maps future research directions. To this end, we systematically analyze 33 relevant journal articles for their theoretical frameworks and contextual dimensions. Based on this review, we identify gaps in the literature and develop an agenda to guide future scholarship in this important domain of research in taking SME-specific characteristics into consideration.

International business review. -- 2014, v. 23, n. 6, december, p. 1109-1126

1. Foreign market entry mode choice 2. Literature review 3. Small and medium-sized enterprises 4. (SMEs)

**6****Innovativeness, offshoring and black economy decisions [Texto impreso] : evidence from italian manufacturing firms / Vito Amendolagine, Rosa Capolupo, Giovanni Ferri**

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. 1164-1166

Abstract: Following recent models in international trade this paper examines the characteristics that businesses should possess to pursue internationalization strategies. We do this in the peculiar context of Italy, the G-7 country with the largest share of the black economy in GDP. Specifically, we posit that Italian manufacturing firms may use three strategies to counter the competitive threats by emerging economies: (i) improve the innovative content of their products (ii) venturing into offshoring, or, alternatively, (iii) entering the black economy. We estimate the impact of these moves with firm-level data drawn from two waves of the Italian Manufacturing Survey (IMS) covering a six-year period (1998–2003). We find that offshoring firms are larger, more innovative, have higher capital/labour ratio and are located in provinces where the share of the black economy is lower. Firms belonging to provinces in which the share of the black economy is larger are less likely to choose the internationalization mode. The offshoring-black economy nexus bears relevant policy implications. In particular, vis-à-vis their offshoring companions, firms choosing to enter the black economy may be producing negative spillover effects by lowering productivity and the propensity to innovate.

International business review. -- 2014, v. 23, n. 6, december, p. 1153-1166

1. Empirics of global sourcing 2. Globalization 3. Offshoring 4. Shadow economy

**7****Internationalization of korean banks during crises [Texto impreso] : the network view of learning and commitment / Joong-Woo Lee, Hong Sun Song, Jooyoung Kwak**

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. 1047-1048

Abstract: This study addresses the effect of crisis on bank internationalization from the perspective of network theory. Employing the internationalization process (IP) model, we particularly examine the role of learning and commitment in overseas expansion for banking services under stable and critical periods. Following the IP model and business network approach, the study develops a theoretical view for analysis of international banks from South Korea. South Korean banks are selected as they experienced two global crises, one in 1998 and the other in 2008. Findings show that while the first crisis in 1998 stopped internationalization, the 2008 crisis stimulated firms to find new markets, especially in developing countries. Different from the studies showing that commitment increases in stable periods and decreases in crisis, this study contributes to the finding that experiencing earlier crises enhances learning and increases commitment needed for expansion and strengthening of the business network.

International business review. -- 2014, v. 23, n. 6, december, p. 1040-1048

1. Business network 2. Crisis 3. Internationalization of banks 4. Internationalization process 5. Korean banks 6. Learning and commitment

**8****An investigation of the cross-border supplier development process [Texto impreso] : problems and implications in an emerging economy/ Zaheer Khan, John D. Nicholson**

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. 1220-1222

Abstract: This paper is concerned with supplier development in an emerging-market. The context of the study is the interaction between Pakistani suppliers and Japanese automotive manufacturers in equity joint ventures operating in Pakistan. Using a novel approach, drawing data from buyers 'and' suppliers, the paper presents a three-stage (evaluation, exploration and interactive) teleological process theory that highlights the key relational, knowledge transfer, and operational factors that signify each stage. Key conclusions are drawn as to the importance of relational ties, and the early importance of absorptive capacity. Notions of stasis implied by predominantly cross-sectional research into supplier development are challenged and the findings reveal many factors that demonstrate temporal dynamics. The paper also highlights CSR dilemmas for developed-country investors who are establishing supplier development programmes in developing economies.

International business review. -- 2014, v. 23, n. 6, december, p. 1212-1222

1. Automotive industry 2. Developing markets 3. Inter-firm supply-chain relationships 4. International supplier development 5. Knowledge-transfer process

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**Modeling firm specific internationalization risk [Texto impreso]: an application to banks' risk assessment in lending to firms that do international business / Kent Eriksson ... [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. 1083-1085

Abstract: Drawing on internationalization process theory, we develop a new model for firm-specific internationalization risk assessment. The model shows that firm-specific internationalization risks can be determined from a firm's experiences and from current business activities in a firm's network. Experiential risks are categorized as international, country market, network, or relationship experience risks. Risk assessment in current network activities can be determined from a firm's dependency on a network and from the network's performance and evolution. We apply our model to credit risk assessment by banks and other credit institutions. This article adds to research on financial institutions' credit risk assessment by focusing on firm-specific internationalization risk assessment, an area that has previously received little attention in the literature. In addition, this article provides a better understanding of risk assessment in the internationalization process, shedding light not only on the risks involved in firms' commitment to internationalization but also on the risks that banks and other institutions take when they commit by lending to internationalizing firms.

International business review. -- 2014, v. 23, n. 6, december, p. 1074-1085

1. Bank 2. Experience 3. Internationalization 4. Network 5. Process 6. Risk assessment

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**On the discursive contest of an international M&A relationship development process within financial services [Texto impreso] / Sabine Gebert Persson, Heléne Lundberg, Jörgen Elbe**

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. 1072-1073

Abstract: The global liberalisation of national regulated financial services' sectors has opened up a wave of international mergers and acquisitions processes. To succeed with such processes, a positive relationship needs to be developed between involved parties. But actors within and outside involved companies in international mergers and acquisitions may have conflicting interests, not least because of national resistance to changes in domestic financial sectors. In order to study the discourse among such actors, this paper presents a theoretical view based on business relationships, highlighting the concept of legitimacy. The aim is to analyse how different actors communicate in and through the media, in order to legitimise their own actions or to delegitimise the actions of their opponents in the relationship development process. The empirical investigation is a longitudinal study of an acquisition process between two insurance companies from Sweden and South Africa. A discourse analysis shows that the relationship development process is not only a matter of rational arguments. It is rather a struggle between actors drawing on discourses that change over time, as a means to affect perceptions of legitimate behaviours to reach the preferred outcome.

International business review. -- 2014, v. 23, n. 6, december, p. 1064-1073

1. Business relationship 2. Discourse 3. Insurance companies' M&A 4. Legitimacy/delegitimacy 5. Media

**11****Pay for performance does one size fit all? [Texto impreso] : a multi-country study of Europe and the United States / Alexander Hüttenbrink ... [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. 1190-1192

**Abstract:** Are there country-level differences in the use of pay-for-performance in executive compensation contracts? We investigate how formal country-level institutions affect pay-for-performance directly and if institutions have a moderating effect on the relation between ownership structure and pay-for-performance contracts. Based on agency theory arguments, we show that substitutionary and complementary relations are conceivable, for the direct and the moderating effect. We conduct an empirical analysis based on 2766 firm-year observations for the years 2005–2008. Our empirical results show that whereas strong shareholder protection substitutes pay-for-performance, disclosure requirements complement pay-for-performance. Additionally, strong shareholder protection complements the effect of concentrated ownership on pay-for-performance while disclosure requirements substitute effects of ownership concentration. Overall, our results provide evidence for the relevance of formal institutions as determinants of executive compensation contracts. Additionally, our results indicate the general complexity of integrating institutions and internal governance mechanisms.

International business review. -- 2014, v. 23, n. 6, december, p. 1179-1192

1. Agency theory 2. Complements 3. Executive compensation 4. Formal institutions 5. Pay for performance 6. Substitutes

**12****A process leading to strategic alliance outcome [Texto impreso]: the case of IT companies in China, Japan and Korea / Inwon Kang, Shin Han, Geon-Cheol Shin**

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. 1138

**Abstract:** Although theories and research have provided valuable information on strategic alliance, it still seems difficult for practitioners to overview the process and subsequent outcomes of strategic alliance in a single frame. This is because the conditions of alliance are different from one alliance to another, which makes it difficult for practitioners to apply existing research findings to their own cases. One of the ways to overcome such difficulties in practical application would not be focusing on alliance processes with unique or idiosyncratic features of each alliance but instead focusing on elements that exist in most alliances. To find out the process that leads to the outcome in strategic alliance that is easily applicable for practitioners, the current study measured the behavioral direction and relational outcomes of strategic alliance based on benefit and risk perception in information technology (IT) companies in China, Japan and South Korea. Results show that firms set the direction and the intensity of their participation in alliance based on benefit and risk perception. Specifically, while perceived benefits promoted active participation in alliance, perceived risks increased protective participation in alliance. Also, these behavioral directions predicted the relational outcome in strategic alliance such that while active behavioral orientation predicted commitment to the relationship with the partner firms, protective behavioral orientation led to dissolution of the relationship. The present study provides useful insights for strategy associates, and evoke more various and detached academic approaches in the field of strategic alliance discussions.

International business review. -- 2014, v. 23, n. 6, december, p. 1127-1138

1. Benefit perception 2. Partner's behavioral direction 3. Prediction of alliance outcome 4. Risk perception

**13****Resilience [Texto impreso] : lessons from banks that have braved the economic crisis and from those that have not / Gideon M. Markman, Markus Venzin**

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. 1106-1107

Abstract: Resilience – a firm's ability to adapt, endure, quickly bounce back, and then thrive despite a catastrophic event – addresses diverse managerial constructs including performance (Carmeli & Markman, 2011). Our exploratory study expands this line of research by making two contributions: first, we develop and test a new revelatory measure for resilience – VOLARE – combining financial performance measures with volatility data. Then, applying this new measure to the financial industry, from 2002 to 2011, we identify highly resilient international financial services firms (IFSFs; e.g., banks) and compare them with less resilient IFSFs. Second, we assess three factors – bank size, home-market solidity, and product and market complexity – that the literature has traditionally shown to be highly predictive of banks' performance. Consistent with our expectations, the results corroborate that VOLARE is complementary to, but distinct from, traditional financial measures of firm performance. We explain these deviations from traditional studies and suggest further research topics.

International business review. -- 2014, v. 23, n. 6, december, p. 1096-1107

1. Bank size 2. Financial services 3. Home-market solidity 4. Product/market complexity 5. Resilience 6. Sustained superior performance 7. VOLARE

**14****Social ties and venture creation by returnee entrepreneurs [Texto impreso] / Sarika Pruthi**

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. 1151-1152

Abstract: Recent years have witnessed the return of individuals of Indian or Chinese origin from developed markets to their home countries to start new ventures. Returnee Entrepreneurs (REs) facilitate both direct technology transfer and indirect technology spillovers to local firms, thus contributing to the technological development of emerging economies. Much previous work is based on the integration of ethnic entrepreneurs in their host countries or business activities of transnational entrepreneurs that traverse their host and home countries. This study explores the role of social ties in venture creation by REs. Based on twenty case studies in India, the findings show that (1) local ties are indispensable for venture creation, and (2) the heterogeneity in the way REs leverage social ties across the host and home countries is contingent on the location of their intention to start up and generation of idea for their venture. The implications of these findings are discussed.

International business review. -- 2014, v. 23, n. 6, december, p. 1139-1152

1. Ethnic entrepreneurs 2. India 3. Returnee entrepreneurs 4. Social ties 5. Strong ties 6. Transnational entrepreneurs 7. Venture creation 8. Weak ties

**15****Tit for tat and big steps [Texto impreso] : the case of swedish banks / Peter Ekman ... [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. 1062-1063

**Abstract:** This study examines four major Swedish banks' internationalization process patterns during the period 1961–2010. The study complements earlier studies by also considering the banks' levels of market commitment. One objective is to determine if 'Tit for tat'-behaviour seen in earlier studies of Swedish banks still prevails after the deregulation. Adding to earlier studies, this study also considers the level of market activities and commitments. A secondary purpose is to examine how the financial crisis has affected the banks with reference to the banks' internationalization patterns. The empirical study is based on archival data on the studied banks' foreign operations. The results show that the banks' behaviour follows 'Tit for tat'-behaviour but that the internationalization has accelerated after the deregulation, hence being carried out with 'big steps' rather than small steps. The analysis also shows that the mimetic behaviour is complemented by other types of internationalization behaviours. The differences in bank internationalization also mean that the effect of a financial crisis varies depending on how the banks have internationalized.

International business review. -- 2014, v. 23, n. 6, december, p. 1049-1063

1. Banks 2. Commitment 3. Financial crisis 4. Internationalization process 5. Longitudinal study