

1**Beyond path dependence [Texto impreso] : explorative orientation, slack resources and managerial intentionality to internationalize in SMEs / Ángels Dasí, María Iborra, Vicente Safón**

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. 87-88

Abstract: Managerial intentionality plays an important role in a firm's selection of its internationalization path. In relation to small and medium sized enterprises (SMEs), most studies focus on the individual traits that foster managerial intentionality without considering organizational-level antecedents. This study seeks to address this gap by focusing on two organizational antecedents: the firm's exploration and exploitation orientations, and its slack resources. The firm's orientations affect the application of different learning processes, including knowledge acquisition, information interpretation, and knowledge diffusion, and they shape the subjective norms prevalent in the organization, thereby influencing managers' intentions. Slack resources can affect managers' intentions not only by offering them leeway to explore new alternatives but also by encouraging complacency. We test our hypotheses on a data set of 132 SMEs. Our findings show that an explorative orientation plays an important role in management intentionality to internationalize, and that slack resources moderate this relationship.

International business review. -- 2015, v. 24, n. 1, february, p. 77-88

1. Exploitation orientation 2. Exploration orientation 3. Managerial intentionality 4. Slack resources 5. SME internationalization

2**Consumer animosity and foreign direct investment [Texto impreso]: an investigation of consumer responses / Cher-Min Fong, Chun-Ling Lee, Yunzhou Du**

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. 31-32

Abstract: This study proposes the concepts of host identity and foreign identity to explain the effect of foreign direct investment (FDI) entry modes and branding strategies on foreign subsidiary product purchases in an animosity context. Two experiments were conducted in two host countries with varying animosity levels toward the home country of a foreign entrant. Experiment 1 examined consumer purchase intentions toward products launched through three FDI modes (greenfield, acquisition joint venture [AJV], and greenfield joint venture [GJV]). Experiment 2 further examined consumer purchase intentions toward an equal-equity GJV subsidiary adopting a co-brand with different brand orders (foreign-local [F-L]) and local-foreign [L-F]). Results show that in a high-animosity host country, consumers prefer products launched through an entry mode and with a brand having a higher host identity (lower foreign identity). In a low-animosity host country, the FDI entry mode and branding strategy have no effect.

International business review. -- 2015, v. 24, n. 1, february, p. 23-32

1. Brand order 2. Consumer animosity 3. Country of origin (COO) 4. Country of brand (COB) 5. Country of ownership 6. Foreign direct investment (FDI) 7. Foreign identity 8. Host identity

3**Corruption distance and FDI flows into Latin America [Texto impreso] / Jose R. Godínez, Ling Liu**

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. 41-42

Abstract: Studies of corruption and its relationship with foreign direct investment (FDI) have yielded mixed results; some have found that corruption deters FDI but others have found the opposite. This paper replicates earlier studies within the OLI paradigm, but also seeks to advance our understanding of this relationship by introducing the concept of "corruption distance" between pairs of countries and applying it to the special context of Latin America. After controlling for transaction costs and institutional variables, results show that corruption distance has an asymmetrical impact on FDI. Host countries with "positive" corruption distance compared to the corruption levels of home countries, experience no significant increases or reductions in levels of inward FDI. However, "negative" corruption distance suffered by host countries is associated with significantly lower levels of inward FDI. We argue that firms from a home country with relatively low levels of corruption are unfamiliar with the formal and informal institutions associated with corruption. Conversely, firms from home countries with high corruption are undeterred by high corruption in host countries. Thus, corruption distance can be seen as a key determinant of FDI when investing in a highly corrupt host location.

International business review. -- 2015, v. 24, n. 1, february, p. 33-42

1. Corruption distance 2. FDI 3. Institutions 4. OLI theory

4**Cross-border mergers and acquisitions by emerging market firms [Texto impreso] : a comparative investigation / Ping Deng, Monica Yang**

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. 171-172

Abstract: This paper applies and extends resource dependence theory (RDT) to comparatively investigate major factors that determine the level of cross-border mergers and acquisitions (M&As) by emerging market firms (EMFs) in developed and developing markets. We argue that the resource dependence logic of M&As (or simply the M&A logic) provides a unique perspective in better understanding the internationalization of EMFs via cross-border M&As, but the explanation is bounded by institutional environment (i.e., government effectiveness) in a host nation. Our empirical results, based on a large panel data analysis of cross-border M&As by EMFs from nine emerging economies from 2000 to 2012, suggest that the intensity of EMFs to acquire vital resources for constraint absorption increases the likelihood of their cross-border M&As and the positive relationship is negatively moderated by host government effectiveness. On top of that, consistent with the predictions of resource dependence arguments, we found differences in the determinants of cross-border M&As by EMFs in developed and developing countries. Finally, host country factors attracting Chinese M&As are different from those attracting other emerging economies. Thus, generalization of Chinese M&A deals to other EMFs need to be cautious.

International business review. -- 2015, v. 24, n. 1, february, p. 157-172

1. Comparative approach 2. Cross-border mergers and acquisitions (M&As) 3. Emerging market firms (EMFs) 4. International expansion 5. M&A logic 6. Resource dependence theory (RDT)

5**Direct or indirect channel structures [Texto impreso] : evaluating the impact of channel governance structure on export performance / Meena Rambocas ... [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. 131-132

Abstract: The purpose of the study is to examine the impact of channel governance structure on export performance ex post. The study surveyed 105 foreign buyers of crane services from five countries and used MANOVA to test the effects of channel governance structure on export short term and long term performance outcomes. The study found that short term profitability was higher for indirect distribution channel arrangements while longer term outcomes of buyer economic satisfaction and loyalty were higher for direct. The results suggest that exporters are more likely to achieve immediate financial objectives with the support from indirect channels; however, long term objectives are more effectively achieved through direct channels.

International business review. -- 2015, v. 24, n. 1, february, p. 124-132

1. Distribution channel 2. Exporter profitability 3. Loyalty 4. Relationship 5. Satisfaction

6**Discourses of knowledge across global networks [Texto impreso]: what can be learnt about knowledge leadership from the ATLAS collaboration? / Christopher Mabey, Alyson Nicholds**

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. 52-54

Abstract: Writing on knowledge management (KM) and leadership studies tends to take place in parallel; both fields are prolific yet they rarely inform each other. A KM view tends to take a positional view of leaders and a functionalist view of firms: so it regards those with the ascription or status of leaders as pivotal, and knowledge as a commodity to be leveraged with the help of leaders to improve firm performance. But as the global reach of organizations in the knowledge-based economy become more stretched, as their operations become more networked and as their workforces become more mobile, the task of deploying and deriving value from knowledge becomes ever more challenging and calls for a qualitatively different approach which is termed knowledge leadership. In contrast to the instrumentalist approach of KM we offer some alternative discourses of knowledge and explore the implications of these for knowledge leadership. We then use interpretive discourse to examine the way knowledge activists enact and experience the exchange of knowledge in the ATLAS collaboration, part of the largest scientific experiment in the world at the Large Hadron Collider, near Geneva. We find this apparently democratic and homogeneous global network to be populated by quite different perceptions concerning the way knowledge is viewed, the way knowledge leadership is exercised and the impact of this on the global collaboration. We discuss the wider significance of these findings for knowledge leadership in other international knowledge-based enterprises and R&D businesses.

International business review. -- 2015, v. 24, n. 1, february, p. 43-54

1. Discourses 2. International knowledge management 3. Networked organizations 4. Science collaborations

7**Entrepreneurial orientation and export intensity [Texto impreso]: examining the interplay of organizational learning and innovation/ Anabel Fernández-Mesa, Joaquín Alegre**

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. 155-156

Abstract: Nowadays how to be a successful exporter has reach great importance. Some studies on the entrepreneurial orientation literature highlights the attitude of the manager to make risky strategies such as strategies toward exports. But might the CEO's attitude toward entrepreneurship be sufficient to achieve greater SMEs export performance? Through an analysis of a database of Spanish and Italian SMEs, we find that entrepreneurial orientation is a managerial attitude that enhances exports when managers also make efforts in organizational learning and innovation. Being entrepreneurially oriented is important, but it might not be sufficient for increasing export performance if the company is not able to learn and to innovate.

International business review. -- 2015, v. 24, n. 1, february, p. 148-156

1. Entrepreneurial orientation 2. Export intensity 3. Innovation 4. Organizational learning capability

8**Knowing when to acquire [Texto impreso] : the case multinational technology firms / Nir N. Brueller ... [et all.]**

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. 8-10

Abstract: This study examines the effects of timing in high-tech acquisitions by analyzing how deviation from routines affects the value captured by the acquirer as well as the price paid. It examines the context of information and communication technology (ICT) acquisitions in which multinational technology incumbents are known to habitually acquire product-related capabilities to facilitate their entry into new product domains. The paper highlights the role of routines in managing technology acquisitions of multinationals, and tests the hypothesis that smaller deviations in terms of target-maturity and acquisition-timing lead to superior outcomes for acquirers. The findings indicate positive relationships between stricter iterations of routines and superior outcomes. The discussion centers on the theoretical implications of acquisition routines, timing and performance of multinational technology companies.

International business review. -- 2015, v. 24, n. 1, february, p. 1-10

1. Acquisition routines 2. Multinational companies 3. Organizational routines 4. Price 5. Target maturity 6. Timing and performance

9**Knowledge acquisition, learning and the initial pace of internationalization [Texto impreso] / Jose C. Casillas, Jose L. Barbero, Harry J. Sapienza**

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: We analyze how knowledge, learning, and strategic intent shape export intensity during the period surrounding the initiation of export activities in small, independent firms. Our research is conducted on a sample of small firms started in Andalusia, a region characterized by a lower proportion of exporting firms. By examining the interplay among different forms of knowledge and learning we extend stage and international entrepreneurship models of the internationalization process. We find that in addition to the expected direct effects of learning, different forms of knowledge and learning interact to shape the pace of internationalization. Additionally, we find that pre-existing foreign knowledge influences export intensity in younger firms, but not in older ones; and, that the effects of vicarious learning and experiential learning on export intensity are conditioned by firms' strategic intentions. We discuss the meaning of our results and suggest avenues for future study.

International business review. -- 2015, v. 24, n. 1, february, p. 102-114

1. Export intensity 2. Internationalization 3. Knowledge 4. Learning 5. Strategic intent

10**Lending to women in microfinance [Texto impreso] : role of social trust / Raj Aggarwal, John W. Goodell, Lauren J. Selleck**

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. 64-65

Abstract: Microfinance institutions' (MFIs) preference for women borrowers varies internationally and the MFI focus on women borrowers is generally attributed to two reasons: women borrowers are more trustworthy and have greater social impact. However, the role of social trust with regard to this gender preference has not been adequately investigated. We document that MFIs favor women more in low trust countries and in countries where social trust formation is primarily behavioral. We interpret these findings as consistent with gender targeting being used as a substitute for social trust. Our results should be of considerable interest to policy-makers, managers, and scholars.

International business review. -- 2015, v. 24, n. 1, february, p. 55-65

1. Access to finance 2. Banking 3. Economic development 4. Financing 5. Gender development 6. Gender discrimination 7. National culture 8. Social trust

11**Local clusters of SOEs , POEs and FIEs, international experience and the performance of foreign firms operating in emerging economies [Texto impreso] / Tsai-ju Liao**

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. 75-76

Abstract: Drawing on the institutional perspective, this study provides an empirical framework for analyzing how clusters within local institutional environments, along with experience derived from international environments, influence the performance of foreign firms operating in emerging economies. Analyzing a sample of 943 Taiwanese manufacturing firms investing in China, this study found that choosing to locate in proximity to a cluster of privately owned enterprises (POEs) has a U-shaped relationship with the performance of foreign firms, and that choosing to locate close to a cluster of foreign-invested enterprises (FIEs) from the same home country has an inverted U-shaped relationship with the performance of foreign firms. However, choosing to locate within a cluster of state-owned enterprises (SOEs) has no significant effect. Further analysis confirms that the positive impact of a business group's international experience in a less developed country is greater than that of a business group's international experience in a developed country.

International business review. -- 2015, v. 24, n. 1, february, p. 66-76

1. International experience 2. Local clusters 3. Performance 4. The institutional perspective

12**Multinational subsidiary sales and performance in South East Asia [Texto impreso] / Quyen T.K. Nguyen, Alan M. Rugman**

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. 122-123

Abstract: We extend the theory of the multinational enterprise (MNE) by exploring the concept of subsidiary-specific advantages (SSAs) as a driver for subsidiary performance. We investigate the relationship of host country-specific advantages (host CSAs) in the form of market attractiveness, SSAs and subsidiary sales as they affect subsidiary performance. From an original primary dataset of 101 British multinational (MNE) subsidiaries in six South East Asian countries, our analysis reveals three significant findings. First, host market attractiveness has a statistically positive impact on the performance of subsidiaries. Second, the three traditional SSAs of general management, marketing capabilities and invested capital enhance subsidiary performance. Third, we examine geographic direction and types of customers for subsidiary sales by following international accounting standards. We find that these subsidiaries generate on average 95 percent of total sales from the Asia Pacific region and 91 percent of total sales from external customers. Our findings have important research and managerial implications.

International business review. -- 2015, v. 24, n. 1, february, p. 115-123

1. Host country market attractiveness 2. International accounting standards (IAS 24, IFRS8) 3. Multinational subsidiary sales 4. Performance 5. South East Asia 6. Subsidiary specific advantages

13**The power of triple contexts on customer based brand performance [Texto impreso] : a comparative study of Baidu and Google from chinese netizens' perspective / Deli Yang ... [et all.]**

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. 21-22

Abstract: Despite academic consensus on the concomitant power of triple contexts (country, industry and firm) for business, debates remain as to which context plays more salient a role to drive brand performance. This paper investigates how the triple contexts affect customers' views of corporate brands and how such views impact on their assessment of brand performance (satisfaction, loyalty and perceived success). This is a comparative study of two search engines – Google and Baidu – from Chinese netizens' perspective, based on the structural equation modeling of 2151 valid questionnaire responses. We found that the direct (firm) and indirect (country and industry) impact of triple contexts has explained 94% of the variations in netizens' views. Comparatively, the leading local and foreign search engines have performed superbly, but significantly differently although the firm context has exerted equal impact on both firms. Rather than simultaneous impact, a chain relationship is evident toward brand performance. The findings can aid managers' understanding of the triple-contextual relationships, their different degrees of influence on brand performance, and the comparative advantages and disadvantages of local and foreign brands in the international arena.

International business review. -- 2015, v. 24, n. 1, february, p. 11-22

1. Baidu 2. Comparative study 3. Corporate brand performance 4. Customer based brand performance 5. Google 6. Netizens 7. Search engine industry 8. Triple contexts

14**Relevant dimensions and contextual weights of distance in international business decisions [Texto impreso] : evidence from spanish and chinese outward FDI / Rian Drogendijk, Oscar Martín Martín**

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. 146-147

Abstract: We investigate how distance and different dimensions of distance between countries explain the outward FDI of firms according to distinct home country contexts. We identify three important dimensions of country distance: socio-economic development distance, cultural and historical distance and physical distance. We then empirically explore whether these dimensions receive different weights when explaining the location of FDI depending on its origin by comparing the outward FDI of China and Spain using partial least squares-based structural equations modelling (SEM-PLS). We find that although country distance significantly explains the FDI of both countries, the weights of the three dimensions of distance depend on the home country context. More specifically, we find that all three dimensions of distance explain the direction of Spanish investments, whereas only cultural and historical distance significantly explains Chinese outward FDI. Our research advances the understanding of distance between countries, the dimensions of distance, and how context influences the impact of the dimensions of distance.

International business review. -- 2015, v. 24, n. 1, february, p. 133-147

1. Contextual weights 2. Country distance 3. Dimensions of distance 4. FDI

15**Transfer of tacit vs. explicit knowledge and performance in international joint ventures
[Texto impreso] : the role of age / Chansoo Park, Ilan Vertinsky, Manuel Becerra**

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: This paper studies the transfer of tacit and explicit knowledge from foreign parents to international joint ventures (IJVs) and the impact of these two types of knowledge transfers on the performance of young and mature IJVs. We estimate a structural equation model using survey data from 334 Korean joint ventures and find support for our hypotheses regarding IJV age, knowledge transfers, and performance. Our results show that IJV age is positively associated with the transfer of tacit knowledge, but not with the transfer of explicit knowledge. In contrast, the transfer of tacit knowledge has a significant impact on the performance of both young and mature IJVs, while the transfer of explicit knowledge only has a significant effect on the performance of mature IJVs. These results confirm the important role of IJV age as a driver of knowledge transfers in IJVs, and as a moderator of their effects on performance.

International business review. -- 2015, v. 24, n. 1, february, p. 89-101

1. Age 2. Explicit knowledge 3. International joint ventures 4. Knowledge transfer 5. Korea 6. Performance 7. Tacit knowledge