

1**Analysis of predictors of organizational losses due to occupational corruption [Texto impreso] / Yuriy Timofeyev**

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. 640-641

Abstract: This article focuses on the empirical analysis of individual level predictors of organizational losses due to occupational corruption – intentional actions, in which employees misuse their influence in business transactions in a way that violates their duty to the employer or in order to gain a direct or indirect benefit at the cost of the employer. Although organizations suffer enormously from occupational corruption, so far no empirical studies link micro and macro data on occupational corruption together in order to explain what predicts these losses. In this study, I examine intra-class correlations for assessing the impact of micro and country level predictors of organizational losses due to occupational corruption, and propose a linear model for estimating micro level predictors since they account for the largest percentage in the variance of organizational losses. For the purpose of analysis, I have used the original global micro level data based on victimization survey on 1694 occupational corruption cases reported by certified fraud examiners of 37 countries between January 2002 and December 2011. The results determine that in order to prevent losses due to occupational corruption, organizations should care more about individuals they employ rather than the country or industry they operate in or organization type they have, although minor differences in issue-specific predictors inside and outside the US exist.

International business review. -- 2015, v. 24, n. 4, august, p. 630-641

1. Fraud 2. Multilevel model 3. Occupational corruption

2**Beyond financial indicators [Texto impreso] : an assessment of the measurement of performance for international new ventures / Stephan Gerschewski, Simon Shufeng Xiao**

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. 628-629

Abstract: This study examines the measurement of performance for international new ventures (INVs). While there is a growing area of literature on INVs that includes the internationalisation patterns, networks and entry strategies of these firms, there is generally a lack of research on how INVs measure their own performance. Using a sequential mixed methods approach of exploratory interviews and a survey sample of 310 firms from New Zealand and Australia, we find that INVs tend to be significantly more international performance oriented than non-INVs. Our study also indicates that financial performance measures are generally viewed as more important than operational indicators. In addition, we find that manufacturing INVs generally place more importance on financial performance than service INVs. The study offers two key contributions to the literature: (1) an integrated examination of international performance measures as used in practise by INVs, and (2) a comparative perspective between INVs and non-INVs in terms of performance measurement.

International business review. -- 2015, v. 24, n. 4, august, p. 615-629

1. Born global firm 2. Financial performance 3. International new venture 4. International performance measurement 5. Mixed methods 6. Operational performance 7. Organisational effectiveness 8. Traditionally internationalising firm

3**Competence-creating subsidiaries and FDI technology spillovers [Texto impreso] / Yoo Jung Ha, Axèle Giroud**

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. 612-614

Abstract: Building on International Business research on subsidiary activities, this paper investigates the relationship between the type of innovation-intensive activities in an MNE subsidiary and FDI spillovers. Our results show that competence-creating activities by MNE subsidiaries generate significantly different horizontal and vertical spillovers compared with competence-exploiting activities. The findings suggest that FDI spillovers are influenced by the dynamic development of technological and strategic roles in a subsidiary in the dispersed innovation network of an MNE.

International business review. -- 2015, v. 24, n. 4, august, p. 605-614

1. FDI 2. Technology spillovers 3. Competence-creating subsidiaries 4. MNEs 5. South Korea

4**Corporate political strategy and liability of foreignness [Texto impreso] : similarities and differences between local and foreign firms in the South African health sector / Albert Wöcke, Terence Moodley**

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. 708-709

We investigate the differences between corporate political strategies (CPS) of local and foreign firms in the South African Health Sector. We expected to find significant differences in CPS due to MNE subsidiaries needs to overcome liability of foreignness (LOF) effects and MNEs possessing superior resources than local firms. We surveyed 103 firms and found considerable commonality in perceptions of uncertainty for both groups of firms, however foreign firms are more likely than local firms to adopt adaptation and avoidance strategies. We find that antecedent conditions such as turn over, age of the subsidiary and industry are more important than LOF in the selection of CPS.

International business review. -- 2015, v. 24, n. 4, august, p. 700-709

1. Corporate political activity 2. Liability of foreignness 3. Multinational enterprises

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Culture clashes in cross-border mergers and acquisitions [Texto impreso] : a case study of Sweden's Volvo and South Korea's Samsung/ Sung-Jun Lee, Joongwha Kim, Byung Il Park

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. 593

Abstract: This study investigates the way in which employees from acquiring and acquired firms experience cultural differences during post-acquisition integration. We examined Volvo Construction Equipment's acquisition of Samsung Heavy Industry's division of construction equipment. Two ontologically bipolar conceptualizations of culture – the classic and social constructivist concept of culture – are discussed. Semi-structured interviews were conducted at Volvo Construction Equipment Korea twice over an 11-year interval, in 2001 and 2012, respectively. The results suggest that while the classic concept of culture correctly predicts what kinds of culture-dependent problems may occur during post-acquisition integration, the social constructivist concept of culture can better predict whether or not these problems may occur.

International business review. -- 2015, v. 24, n. 4, august, p. 580-593

1. Cross-border mergers and acquisitions 2. Cultural differences 3. Post-acquisition integration

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Drivers and performance implications of international key account management capability [Texto impreso] / Ruy-Jer "Bryan" Jean ... [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. 553-555

Abstract: Key account management plays a pivotal role for managers and practitioners in the maintenance of successful customer–supplier relationships. Yet, little is known conceptually or empirically about how suppliers can move beyond market scanning and develop international key account management capabilities in international customer–supplier relationships. Drawing from the dynamic capability literature, we develop and test a model of antecedents and performance implications of suppliers' international key account management capabilities. In addition, the moderating effects of cultural distance and supplier information technology advancement are examined. An analysis of 246 Taiwanese electronics suppliers reveals that market scanning and trust are recognized as critical to the development of suppliers' international key account management capabilities. Moreover, these key account management capabilities can facilitate suppliers' market performance. Importantly, cultural distance and suppliers' IT advancement moderate the impact of market scanning on the development of key account management in international exchange relationships.

International business review. -- 2015, v. 24, n. 4, august, p. 543-555

1. Cultural distance 2. Information technology 3. International Exchange relationships 4. International key account management 5. Capabilities 6. Market scanning

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Explaining foreign firms' approaches to corporate political activity in emerging economies [Texto impreso] : the effects of resource criticality, product diversification, inter-subsidiary integration and business ties/ Vikrant Shirodkar, Alexander T. Mohr

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: Despite the increasing scope for transactional approaches to corporate political activity (CPA) in emerging markets and rising concerns about the use of relational approaches, foreign firms in emerging economies appear to be reluctant to adopt transactional approaches to CPA. Using Resource Dependence theory we argue that criticality of resources, product diversification, integration with other foreign subsidiaries, and business ties may explain why foreign firms adopt a transactional or a relational approach to CPA. We test our hypotheses using a sample of 105 subsidiaries of foreign firms in India. We find that unrelated diversification and close integration with other subsidiaries of their parent firm makes subsidiaries more likely to adopt a transactional approach, whereas local resource criticality and ties to local businesses makes subsidiaries less likely to use a transactional approach to CPA. Our findings enhance our understanding of the factors that determine foreign firms' choice of approaches to CPA in emerging economies.

International business review. -- 2015, v. 24, n. 4, august, p. 567-579

1. Corporate political activity 2. Emerging economies 3. Resource dependence theory

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Export patterns [Texto impreso] : typology development and application to estonian data / Tiia Vissak, Jaan Masso

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. 663-664

Abstract: As exporting is the most common internationalization form, previous studies have tried categorizing export patterns but without using a full population of a particular country's firms for finding out how often every pattern occurs. We aim to develop a typology of 13 main export patterns and 11 sub-patterns and identify the frequency of each export pattern using detailed firm- and market-level export data for the population of Estonian firms. We conclude that 69% of Estonian exporters (excluding 1st-year exporters) reduced or stopped exporting to at least one market, 58% exported only for 1 year and that true born globals and traditional (slow) internationalizers were rare: many firms started exporting soon after foundation but had a low export share and/or a small number of export markets.

International business review. -- 2015, v. 24, n. 4, august, p. 652-664

1. De-internationalization 2. Exports 3. Internationalization 4. Nonlinear internationalization 5. Re-internationalization

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FDI from emerging markets and the productivity gap-an analysis on affiliates of BRICS EMNEs in Europe [Texto impreso] / Marco Sanfilippo

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. 676

Abstract: This paper analyses differences in productivity of foreign affiliates of emerging market multinationals (EMNEs) from the BRICS against their counterparts from developed countries and domestic MNEs. Based on a large database on foreign affiliates in Europe, results find EMNEs at the bottom of the productivity ladder, with an average productivity gap of around 30 percentage points compared to more established competitors. The paper also shows that this effect is not homogeneously distributed since it varies in terms of sectorial distribution and technology intensity of activities performed, as well as by geographic destination. Moreover, firms' heterogeneity plays a key role given that productivity differentials are largely accounted for the least productive firms, while those at the top of the distribution tend to reach similar performances than their more established competitors, especially in services.

International business review. -- 2015, v. 24, n. 4, august, p. 665-676

1. Emerging market multinationals 2. Foreign direct investment 3. Total factor productivity

10

High-tech firms' international acquisition performance [Texto impreso] : the influence of host country property rights protection/ Hong Zhu, Gong-ming Qian

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. 565-566

Abstract: Prior research suggests that high-tech firms tend to encounter market transaction uncertainties in countries with weak property rights protection (PRP) and that transaction costs will increase significantly with such uncertainties. Basing our study on high-tech firms that have recently been increasingly acquiring targets in these countries, we explain this puzzling phenomenon. In particular, we investigate whether and how high-tech firms can gain value from acquiring targets in host countries with different degrees of PRP. In addition to transaction costs, we take into account market demands for advanced technologies in weak PRP host countries and fierce market competition in strong ones. Overall, we suggest that high-tech firms are likely to increase their performance by acquiring targets in weak PRP host countries where profit-generating opportunities tend to be more frequent than in strong PRP ones. Our theory receives strong empirical support from multilevel analyses of a sample of U.S. information technology (IT) firms' international acquisitions between 1995 and 2004. We also found that firms differ in their capabilities in gaining value in various levels of PRP host countries. When acquirer size increases, acquirers become less able to gain value through acquisitions in host countries with weak PRP; yet when acquirer host country acquisition experience increases, they are more able to gain value through acquisitions in host countries with weak PRP.

International business review. -- 2015, v. 24, n. 4, august, p. 556-566

1. High-tech firms 2. Host-country institutions 3. International acquisition 4. Post-acquisition performance 5. Property rights protection

11**How do marketing, research and development capabilities, and degree of internationalization synergistically affect the innovation performance of small and medium-sized enterprises (SMEs)? [Texto impreso] : a panel data study of chinese SMEs / Shengce Ren, Andreas B. Eisingerich, Hwei-Ting Tsai**

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. 650-651

Abstract: This research examines how the marketing and research and development (R&D) capabilities as well as degree of internationalization influence the innovation performance of SMEs (small and medium-sized enterprises). SMEs are often considered the backbone of, and hence are of critical importance to, a large number of economies worldwide. A theoretical framework is developed by integrating insights from international new venture and marketing theory. We provide empirical evidence using panel data to test our models. The results indicate that internationalization has a positive effect on innovation performance when SMEs' R&D capability or marketing capability is high. Notably, however, we find that the effect of internationalization on innovation performance is negative when R&D capability or marketing capability is low. Moreover, the results show that marketing capability not only positively strengthens the effect of R&D capability on innovation performance, but critically also further strengthens the impact of internationalization on innovation performance.

International business review. -- 2015, v. 24, n. 4, august, p. 642-651

1. Innovation performance 2. Internationalization 3. Marketing capability 4. R&D capability

12**International returnees as outside directors [Texto impreso]: a catalyst for strategic adaptation under institutional pressure / Ji-Hwan Lee, Michael J.D. Roberts**

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. 602-604

Abstract: Building on perspectives from corporate governance, resource dependence, and organizational learning, this paper investigates the ability of international returnees while acting as outside directors in corporate boards to influence strategic adaptation in the face of institutional pressure to adopt what are arguably more legitimate management practices. We empirically examine the restructuring efforts of large Korean firms in the early 2000s following the introduction of radically new board regulations by the government. To accomplish this we use a hierarchical linear modeling with repeated measures. Our results show that decreases in debt ratio and diversification level are greater for firms with more returnee outside directors. Such an association is strengthened by the extent of foreign experience held by returnee directors. In addition, the prestige of individual directors as well as support from foreign investors positively moderates the impact of returnee outside directors on strategic adaptation.

International business review. -- 2015, v. 24, n. 4, august, p. 594-604

1. Corporate governance 2. International returnee 3. Outside director 4. South Korea 5. Strategic adaptation

13**Situational job characteristics and job satisfaction [Texto impreso] : the moderating role of national culture / Sven Hauff, Nicole Franziska Richter, Tabea Tressin**

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. 722-723

International research on job satisfaction suggests that the relationship between job characteristics and job satisfaction differs across countries. These differences might be due to an effect of cultural differences. However, to date, there has been little systematic research on the question if and how national culture moderates different job characteristics' influences on job satisfaction. We address this research gap by referring to the four key dimensions of culture defined by Hofstede and seven top drivers of job satisfaction. Empirical analyses are based on a sample from 24 nations. Findings indicate that some job characteristics' impacts vary significantly between countries, while others prove to be independent of national context. These differences are indeed partially, significantly moderated by individual dimensions of culture.

International business review. -- 2015, v. 24, n. 4, august, p. 710-723

1. Culture 2. Job characteristics 3. Job satisfaction

14**State ownership and market orientation in China's public firms [Texto impreso] : an agency theory perspective / Jing Song, Rui Wang, Salih 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. 698-699

In China, an increasing number of state-owned firms have gone public, which suggests a dual-principal phenomenon such that firms are owned by both the government and non-state shareholders. Non-state shareholders tend to focus on the firm's market orientation and performance, while state shareholders seek political goals over profit-maximization. This manuscript attempts to investigate this issue based on agency theory with both qualitative and quantitative studies. Our findings suggest that state-controlled public firms indeed exhibit a lower degree of market orientation than privately controlled public firms in China, and that the firm's market orientation is relatively high when firm ownership is concentrated in the hands of non-state shareholders.

International business review. -- 2015, v. 24, n. 4, august, p. 690-699

1. Agency theory 2. China 3. Dual-principal 4. Market orientation 5. State ownership

15**The termination of international joint ventures [Texto impreso]: closure and acquisition by domestic and foreign partners / José Mata, Pedro Portugal**

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. 688-689

We study different modes of terminating international joint ventures, namely closure and acquisition, and find that different forces govern the two termination modes. Decisions regarding asset specificity and the size of the venture affect the likelihood of closure, but not that of acquisition. In contrast, full acquisition by one of the partners is related to history of the venture before the joint venture was formed, to decisions made at the time of the creation with respect to equity split between partners, and to subsequent changes of these initial decisions. Joint ventures that were created de novo are more likely to be closed down than those that were previously fully owned by one of the parties. The proportion of equity initially held by each partner and subsequent increases in this proportion increase the likelihood of the venture being fully acquired by that partner.

International business review. -- 2015, v. 24, n. 4, august, p. 677-689

1. Joint ventures 2. Dissolution 3. Termination 4. Survival 5. Closure 6. Acquisition