

**1****Context, law and reinvestment decisions [Texto impreso] : why the transitional periphery differs from other post-state socialist economies / Mehmet Demirbag ... [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. 964-965

A range of studies has found that corruption has a significant impact upon FDI decisions, however to date there has been scant investigation into longer term investments made by firms and their relative proclivity to reinvest. Further, there is particularly little work on reinvestment choices made on the transitional periphery of post-state socialist countries and how these might differ from the more stable transitional economies of central and Eastern Europe. Utilising 2005 World Bank Enterprise Survey data, this study explores the relationship between corruption and MNEs' strategic decision to reinvest profits. From an institutionalist starting point, we find variation in the impact of different dimensions of corruption upon reinvestment; pervasive corruption impacts negatively upon reinvestment, but its effects are more pronounced in the transitional periphery. Perceived robust legal institutions have a positive correlation with reinvestment, but again, the positive effects are less pronounced on the transitional peripheral state socialist states. We ascribe this disparity to greater institutional fluidity, and explore why this context has particularly adverse effects. Finally, we find that firm level attributes of larger size and greater age play an important role in positive reinvestment decisions, appearing to mitigate the worst consequences of this fluidity.

International business review. -- 2015, v. 24, n. 6, december, p. 955-965

1. Corruption 2. MNE 3. Profits 4. Reinvestment 5. Transitional periphery

**2****Contingency distance factors and international research and development (R&D), marketing, and manufacturing alliance formations [Texto impreso] / Jeongho Choi, Sengun Yeniyurt**

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. 1070-1071

This study contributes to the international alliance formation literature by extending and examining the differences between international Research and Development (R&D), and international marketing and manufacturing alliances in terms of distance. Distance is conceptualized as multiple contingency factors: national, industry, and firm. With a sample of 110 pharmaceutical alliances, spanning 11 years, from 2000 to 2010, we find that there are significant differences among the different types of international alliance formation regarding distance. The results support the view that R&D alliances tend to have a smaller national, industry, and firm-specific distance than marketing and manufacturing alliances. In addition, the pattern of R&D alliance formation confirms the argument that firms take advantage of both exogenous and endogenous location economies by forming international R&D alliances with infrastructural, institutional, and technological proximity between countries of partnering firms. On the other hand, firms get involved in international marketing and manufacturing alliances even though when the distance between partnering firms with regard to institutional, infrastructure, industrial environments, and technological bases is large.

International business review. -- 2015, v. 24, n. 6, december, p. 1061-1071

1. Alliance formations 2. Contingency distance factors 3. Distance 4. Knowledge-intensive industry 5. International strategic alliance

**3****The effects of institutional quality and diversity of foreign markets on exporting firms' innovation [Texto impreso] / Jie Wu, Zefu Wu, Shuaihe Zhuo**

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. 1105-1106

This study examines the role of the institutional quality and diversity of foreign markets on exporting firms' innovation performance. Building on the institutional economics theory, the institution-based view of international expansion, and the literature on international diversification, this study proposes that expanding into a foreign market with well-developed institutions helps exporting firms improve innovation performance and that a high degree of institutional diversity of multiple foreign markets positively influences firm innovation. The study also suggests that institutional diversity weakens the positive relationship between institutions and firm innovation. The findings provide support for the proposed hypotheses. Implications for both theory and practice are discussed.

International business review. -- 2015, v. 24, n. 6, december, p. 1095-1106

1. Incremental innovation 2. Institutional diversity 3. Institutional quality 4. Radical innovation

**4****FDI entry strategies and the impacts of economic freedom distance [Texto impreso] : evidence from Nordic FDIs in transitional periphery of CIS and SEE / Ahmad Arslan, Shlomo Y. Tarba, Jorma Larimo**

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.1006-1008

This paper addresses foreign direct investment (FDI) entry strategies of multinational enterprises (MNEs) by analysing both establishment mode (greenfield investment vs. acquisition) and ownership mode (wholly owned subsidiary vs. joint venture) strategies together. It contributes to extant IB literature by being one of the first to specifically address influences of economic freedom distance on both FDI establishment and ownership mode strategies of MNEs. The novel empirical sample consisting of 348 FDIs made by 146 Nordic (Denmark, Finland, Norway and Sweden) MNEs in the less researched transitional periphery of the European Union (EU), i.e. Common Wealth of Independent States (CIS) and South-Eastern Europe (SEE), during 1990–2009 further enhances the contribution of our study. The study results revealed that high economic freedom distance leads to preference of greenfield investments and JVs by Nordic MNEs in the full sample. Further in depth analysis by dividing the sample into FDIs in the Russian Federation vs. other host economies lead to more interesting insights into the establishment and ownership mode strategies of Nordic MNEs.

International business review. -- 2015, v. 24, n. 6, december, p. 997-1008

1. CIS 2. Economic freedom distance 3. Establishment mode strategy 4. Ownership mode strategy 5. SEE 6. Transitional periphery

**5****Five star hotels of a multinational enterprise in countries of the transitional periphery [Texto impreso] : a case study in human resources management / Giovanni O. Serafini, Leslie T. Szamosi**

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. 981-983

The paper examines the application of human resource management (HRM) practices by a Multinational Enterprise (MNE) whose operations extend from unexplored post-Soviet countries' transitional periphery economies to advanced economies. By involving hotels of a global luxury US chain in Azerbaijan (Caucasus) and Kyrgyzstan (Central Asia), this in-depth case study focuses on the labour-intensive hospitality industry which, although being relatively neglected by mainstream research, is among the first movers in new markets through the setting of business infrastructure and then leisure tourism. Through Whitley's dimensions of employer-employee interdependence and employee delegation, comparisons highlighted few differences between properties operating in the particular transitional periphery economies and those in a developed country (Germany) owned by the same chain. On the basis of corroboration obtained through a multiple case study methodology, dissimilarities identified were in terms of the flexibility of employment, outsourcing and dismissal procedures; however, despite socio-economic differences across nations, it is argued that luxury hospitality MNEs are able to maintain an overall uniform implementation of HRM policies and practices regardless of locale through a "geocentric" approach as illustrated by Perlmutter (1969) in his seminal work.

International business review. -- 2015, v. 24, n. 6, december, p. 972-983

1. Azerbaijan 2. Employment relations 3. Hospitality industry 4. Human resources management 5. Kyrgyzstan 6. MNE 7. Whitley

**6****How global careers unfold in practice [Texto impreso] : evidence from international project work / Denice Welch, Catherine Welch**

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. 1080-1081

This article investigates how global careers unfold through an abductive, two-stage interview study of international project workers, informed by the literature on boundaryless careers and career capital. Our perspective is that of the individual rather than the organization. Facilitators and constraints to building and maintaining global careers are identified. Our data suggest that career capital, especially career networks, is critical. An important element is context: the career domain that includes a strong community of practice, evoking what we term project citizenship behavior. Consequently, emphasis is placed more on loyalty to self, project and profession than to the organization. We suggest that those pursuing global careers may pose distinct multinational management challenges in terms of organizational commitment, citizenship behaviour, global talent management and knowledge transfer.

International business review. -- 2015, v. 24, n. 6, december, p. 1072-1081

1. Boundaryless careers 2. Career capital 3. Career networks 4. Citizenship behaviour 5. Global careers 6. International projects

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**Institutional influences on SME exporters under divergent transition paths [Texto impreso] : comparative insights from Tajikistan and Kyrgyzstan / Dilshod Makhmadshoev, Kevin Ibeh, Mike Crone**

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. 1037-1038

This paper compares the influence of national institutional environments on the internationalisation of SME exporters from two countries, Tajikistan and Kyrgyzstan, which followed divergent paths in the transition process. It contributes in several ways, notably by extending scholarly debate on divergent paths of transition to the IB literature, and enriching the institution-based view of IB with perspectives from the new institutional economics and comparative institutionalism and offering fresh evidence of how formal and informal institutions and the enforcement mechanism interact to create specific incentives and barriers for internationalising SMEs. The study, one of the first to examine SME exporters from the former Soviet Republics of Central Asia, cautions against the tendency to attribute countries in the transitional periphery with homogenous institutional environments. Analysis of case study evidence suggests appreciable differences in the institutional environments facing SME exporters in the comparator countries. More specifically, SME exporters in Tajikistan seem to experience tougher institutional constraints relative to their Kyrgyzstan counterparts, and this divergence in institutional environments appears to affect the internationalisation prospects and competitiveness of Tajikistan and Kyrgyzstan SME exporters adversely and favourably respectively. The above findings are richly illustrated in the paper, which also discusses implications for theory, managerial and policy decision making and future research.

International business review. -- 2015, v. 24, n. 6, december, p. 1025-1038

1. Formal institutions 2. Informal institutions 3. Institutional divergence 4. Kyrgyzstan 5. Tajikistan 6. Transition economies

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**Investment in personnel and FDI in Belarusian companies [Texto impreso] / Hanna Danilovich, Richard Croucher**

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. 971

We examine trends in investment in personnel in Belarussian enterprises and the impact they have on companies' capacity to attract FDI and modernise. Others have argued in favour of the economy's robust fundamentals, using macro-level data. They have suggested that Belarussian industry has attracted considerable FDI, due in part to high investment in human capital. Our findings, based on micro-level data from Belarussian enterprises in 2009–2014, demonstrate that investments in personnel have decreased since the global financial crisis and are suboptimal, reducing industry's capacity to attract and retain FDI. Management has limited ability and inclination to address these problems, due to government pressure. We conclude that the model may be becoming less sustainable as a result.

International business review. -- 2015, v. 24, n. 6, december, p. 966-971

1. Belarus 2. Employee training 3. FDI 4. Investment 5. Transition economy

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**The legends of the Caucasus [Texto impreso] : economic transformation of Armenia and Georgia / Aleksandr V. Gevorkyan**

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. 1023-1024

Considered peripheral in economic terms the structurally fragile Armenia and Georgia with obvious limitations are open to international business. This article constructs a compact analytical synthesis of the duo's potential across macroeconomic, industrial, external exposure risk, institutional, and the Diaspora (dispersion) effects within the five forces model of the social and economic transformation. Post-Great Recession dynamic analysis, sketching sectoral and business trends, tackles issues of market entry and foreign investor strategy. Armenia's impressive pre-crisis pattern has yet to be recovered, while Georgia's post-crisis record has been more consistent with earlier years. Armenia's entrepreneurial and innovative capacity, vital to new business accommodation, ranks above Georgia's, where traditional sectors are dominant. All in all there is a need for an individual, not "bulk", analysis of the post-socialist periphery. Foreign firms' managers are suited to gain if acquire local context and local (or Diaspora-) based partner (public or private) prior to regional or standalone entry. Despite multiple headwinds, both economies retain strong international business potential and hope for an economic and social resurrection.

International business review. -- 2015, v. 24, n. 6, december, p. 1009-1024

1. Armenia 2. Comparative economics 3. Diaspora vs. dispersion 4. External exposure risks 5. Georgia 6. Regional vs. standalone market strategies 7. Post-socialist transformation 8. Transitional business models

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**Managerial agency, risk, and strategic posture [Texto impreso]: nonmarket strategies in the transitional core and periphery / Yusaf H. Akbar, Maciej Kisilowski**

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. 995-996

Why do nonmarket strategies of businesses in peripheral economies of Eastern Europe and Central Asian (EECA) differ from those in post-socialist member states of the European Union? This paper suggests an explanation, by offering three advances in our theoretical understanding of the problem. First, we develop a focus on managerial agency in a nonmarket strategic process. Second, we disentangle two distinct features of nonmarket strategies: the firm's strategic posture vis-à-vis the external environment and the level of nonmarket risk associated with a particular strategy. Third, we draw upon a broader array of business actors, paying attention to both multinational and local firms. The resulting enriched framework is applied in an exploratory study of the differences in nonmarket strategies between peripheral and core EECA economies. Using original qualitative data, we develop theoretical propositions linking heterogeneity of nonmarket strategies to the levels of political-economic institutionalization of various EECA markets.

International business review. -- 2015, v. 24, n. 6, december, p. 984-996

1. Central Asia 2. Eastern Europe 3. Emerging economies 4. Managerial agency 5. Nonmarket risk 6. Nonmarket strategy 7. Strategic posture 8. Transitional economies

**11****National and international labour relations in oil and gas trans national corporations in Kazakhstan [Texto impreso] / Richard Croucher**

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. 953-954

The paper examines labour relations in Kazakhstan's oil and gas TNCs, contributing to recent debates on the Global Union Federations' (GUFs) and national unions' roles in building a global system of industrial relations. These debates suggest a need for GUFs to involve national unions in organisation within and dialogue with TNCs but the GUF judged them insufficiently capable of this and they therefore had only limited involvement in GUF-led activities. Analysts arguing that a 'global system of industrial relations' is emerging must take account of such issues deriving from trade unionism's global heterogeneity.

International business review. -- 2015, v. 24, n. 6, december, p. 948-954

1. Central Asia 2. Labour relations 3. Trans-National Corporations

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**12****Opening and closing doors [Texto impreso] : the role of language in international opportunity recognition and exploitation / Leila Hurmerinta, Niina Nummela, Eriikka Paavilainen-Mäntymäki**

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. 1093-1094

This study focuses on the impact of language skills on international opportunity recognition and exploitation. Data were collected from Finnish food industry companies employing a mixed-methods research strategy. It was found that the linguistic knowledge of the decision-maker is related to international opportunity recognition and exploitation, potentially creating a 'knowledge corridor' that either encourages or prevents international opportunities from being seen. A 'matching linguistic knowledge' construct was developed to investigate this knowledge corridor. The findings indicate that matching linguistic knowledge steers managers in their recognition of international opportunities, but the importance of the knowledge corridor has decreased with the emergence of Business English.

International business review. -- 2015, v. 24, n. 6, december, p. 1082-1094

1. Language 2. International opportunity recognition 3. International opportunity exploitation 4. Matching linguistic knowledge 5. Knowledge corridor 6. Food industry

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**Openness and isolation [Texto impreso] : the trade performance of the former Soviet Central Asian countries / Arman Mazhikeyev, T. Huw Edwards, Marian Rizov**

Este artículo se encuentra disponible en su edición impresa. Los datos para su localización están

References: p. 946-947

Previous studies divide the former Soviet Central Asian countries (CACs) into “more open” (Kazakhstan, Kyrgyzstan) and “more isolationist” (Tajikistan, Turkmenistan and Uzbekistan) depending on their trade-to-GDP ratio. We investigate this by gravity analysis measuring contributions of country-specific properties and networking factors in 185 bilateral CACs trade flows over the period 1995–2011. Our findings suggest that while all CACs have experienced growing trade over the period, they show considerable variety in initial conditions and transition reforms. The more isolationist countries have mostly relied on fortuitous factors such as hikes in natural resource prices to boost their trade, whereas the more open, reform-minded states have achieved considerable trade growth through reducing trade costs. Being an open or isolationist economy has resulted, respectively, in more or less suitable environment for business and investment.

International business review. -- 2015, v. 24, n. 6, december, p. 935-947

1. Central Asia 2. FSU 3. Gravity models 4. Russia 5. Trade performance 6. Transition

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**The principle of congruity in the analysis of international business cooperation [Texto impreso] / Peter J. Buckley, Adam Cross, Claudio De Mattos**

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. 1057-1060

This study investigates an under-researched topic: individual-to-individual or team-to-team interactions during the alliance pre-formation phase. We develop a general theory based on the principle of congruity for understanding the micro-dynamics of the alliance formation process. The attitudes of each party in an alliance towards their prospective partner depend on the level of mismatch between their initial evaluations of the contributions of each partner, and on their wish intensity and speed to reach congruity. The impact of different managerial cultural backgrounds (special theory) and mind-sets (special theory application) are theorised. Further applications are considered and all are presented as testable propositions.

International business review. -- 2015, v. 24, n. 6, december, p. 1048-1060

1. Alliances and joint ventures 2. Congruity theory 3. Cross-cultural behaviour 4. Managerial expectations 5. Negotiation and bargaining procedures 6. Strategic alliances in emerging markets

15

**When history matters [Texto impreso] : the effect of historical ties on the relationship between institutional distance and shares acquired / Ben L. Kedia, Tsvetomira V. Bilgili**

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. 933-934

The share of equity foreign acquirers obtain in targets is relevant to important aspects of firm strategy. Drawing on institutional theory, we examine the impact of regulatory institutional distance on foreign investors' choice of percentage of shares acquired in targets in the transition post-Soviet economies of the Caucasus and Central Asia. In addition, we explore the moderating role of historical ties between the acquirer and target nations on the proposed relationship. Our sample consists of 150 cross-border acquisitions completed between 1999 and 2011 by acquirers from 30 nations. Results show differential effects of different regulatory institutional distance dimensions on the percentage of shares acquired. Furthermore, findings confirm that differences exist in acquirer preferences based on whether their country of origin shares historical ties with the target nation. The study provides new insights into the important role of history to foreign investment decisions.

International business review. -- 2015, v. 24, n. 6, december, p. 921-934

1. Caucasus 2. Central Asia 3. Cross-border acquisition 4. Historical ties 5. Institutions 6. Share of equity 7. Transition economies

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**When over internationalized companies reduce their international footprint [Texto impreso] / Pierre-André Buigues, Denis Lacoste, Stephanie Lavigne**

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. 1046-1047

This paper questions if the most advanced companies in terms of internationalization tend to reduce their international exposure overtime. On a sample of highly internationalized multinationals observed over a 12 year-period (1997–2008), we discuss and explore the effects of internationalization on performance and we find an inverted U-shaped relationship between internationalization, confirming the existence of an optimal degree of internationalization. The major finding of this research is that beyond this optimum, the most advanced companies in terms of internationalization tend to reduce their international footprint over time, unlike the other companies.

International business review. -- 2015, v. 24, n. 6, december, p. 1039-1047

1. Internationalization 2. Multinational corporations 3. Optimum degree of internationalization 4. Performance