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**A 22 year review of strategic alliance research in the leading management journals [Texto impreso] / Emmanuel Gomes, Bradley R. Barnes, Tehmina Mahmood**

Este artículo se encuentra disponible en su edición impresa y electrónica. Los datos para su localización están accesibles a través del enlace al título de la publicación. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 26-27

Abstract: This study contributes to the strategic alliance literature by providing a comprehensive review of over 800 articles that have appeared in 22 leading management journals over a 22 year period. Our study reveals that (a) there has been an upward trend to publish articles on this subject over time; (b) a large proportion of these articles are empirical in nature, with a growing number of them reporting on statistical studies that consider variable association and causality; (c) in terms of their methodological rigour we have witnessed relatively larger sized samples, higher response rates and more frequent use of probability sampling; and (d) although the majority of articles were written by authors within the same country and these tended to report on alliances involving North American businesses, we find that a variety of thematic areas have emerged, with cross cultural management and other human related facets receiving greater attention in recent times. Finally, we highlight the study's limitations and based on our review, outline several avenues where future research could be undertaken.

International business review. -- 2016, v. 25, n. 1, part A, february, p. 15-27

1. Interfirm collaboration 2. Interfirm partnerships 3. Inter-organisational encounters 4. Joint ventures 5. Network alliances 6. Review 7. Strategic alliances

2

**Country specific advantage, firm specific advantage and multinationality-sources of competitive advantage in emerging markets [Texto impreso] : evidence from the electronics industry in China / Sumon Kumar Bhaumik, Nigel Driffield, Ying Zhou**

Este artículo se encuentra disponible en su edición impresa y electrónica. Los datos para su localización están accesibles a través del enlace al título de la publicación. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 175-176

Abstract: The extant literature on emerging market multinationals (EMNEs) suggest that they derive their advantages from country-specific advantages (CSAs) such as economies of scale, as opposed to traditional firm specific advantage (FSA) such as technology. We use firm level data from the Chinese electronics industry and an empirical methodology that has thus far not been used in the literature to provide clear empirical support for this proposition. Further, we demonstrate that not all emerging market firms can leverage CSAs equally and that EMNEs are better at exploiting CSAs than their non-MNE domestic counterparts. We also demonstrate that developed country MNEs operating in emerging market economies are not as good as leveraging available CSAs as their EMNE competitors, arguably on account of liability of foreignness. Our results have implications for outward investment by emerging market firms as well as for the ability of developed country MNEs to significantly benefit from efficiency-seeking FDI in emerging market economies.

International business review. -- 2016, v. 25, n. 1, part A, february, p. 165-176

1. Competitive advantage 2. Emerging market MNES 3. Internationalisation 4. Productivity

**3****Do foreign resources assist or impede internationalisation? [Texto impreso] : evidence from internationalisation of indian multinational enterprises / Peter J. Buckley ... [et al.]**

Este artículo se encuentra disponible en su edición impresa y electrónica. Los datos para su localización están accesibles a través del enlace al título de la publicación. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 138-140

Abstract: Cross-border acquisitions (CBAs) by emerging country multinational enterprises (EMNEs) have attracted considerable scholarly attention in recent years. However, researchers have not yet thoroughly investigated the effects of combining external resources accessed from abroad with resources owned and possessed by the EMNE when undertaking acquisitions. Against the general supposition in the Resource Based View (RBV) that all resources facilitate acquisitions, the paper shows that external foreign resources can impede, as well as assist, cross-border acquisitions. Their effect depends on the nature of interactions between external and internally owned resources within the EMNE. This study offers managerial implications for EMNEs planning to use external resources to accelerate their internationalisation.

International business review. -- 2016, v. 25, n. 1, part A, february, p. 130-140

1. Acquisitions 2. Emerging country multinational enterprise 3. India 4. Internationalisation

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**4****Does learning at home and from abroad boost the foreign subsidiary performance of emerging economy multinational enterprises? [Texto impreso] / Xiaoui Liu ... [et al.]**

Este artículo se encuentra disponible en su edición impresa y electrónica. Los datos para su localización están accesibles a través del enlace al título de la publicación. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 150-151

Abstract: Based on a sample of Chinese firms that have undertaken outward FDI, we examine the extent to which domestic learning and host market learning affect subsidiary performance. The findings indicate that domestic learning through collaboration with foreign firms at home, and host market learning, positively contribute to subsidiary performance. We find some synergetic effects between domestic learning and host market learning, and these two types of learning jointly shape subsidiary performance. By providing new empirical insights into the performance implications of different types of learning, this study helps advance our understanding of EMNEs.

International business review. -- 2016, v. 25, n. 1, part A, february, p. 141-151

1. Domestic learning 2. EMNEs 3. Foreign subsidiary performance 4. Host market learning

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**The effects of institutional distance on FDI inflow [Texto impreso] : general environmental institutions (GEI) versus minority investor protection institutions (MIP) / Jongmoo Jay Choi, Sang Mook Lee, Amir Shoham**

Este artículo se encuentra disponible en su edición impresa y electrónica. Los datos para su localización están accesibles a través del enlace al título de la publicación. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 122-123

Abstract: Existing research suggests that foreign direct investment (FDI) flows into countries with good institutional infrastructure. We distinguish between general environmental institutions (GEI) that promote societal interests at large, and minority investor protection (MIP) institutions that promote the interests of a specific group, and argue that these types of institutions affect international investments differently. We tested this hypothesis by examining the effects of institutional distance on international M&A activities of US firms during 1981–2008. We found that better GEI in the host country attracts inflowing FDI while better MIP may discourage it, because of the perception that it reduces the potential gain an acquiring firm can earn from an international acquisition in that country.

International business review. -- 2016, v. 25, n. 1, part A, february, p. 114-123

1. FDI 2. General environmental institution 3. Institutional distance 4. International acquisitions 5. Minority investor protection

6

**Employing critical incident technique as one way to display the hidden aspects of post-merger integration [Texto impreso] / Muriel Durand**

Este artículo se encuentra disponible en su edición impresa y electrónica. Los datos para su localización están accesibles a través del enlace al título de la publicación. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 100-102

Abstract: This paper explores perceptions of job changes and cross-cultural interactions in a multicultural team resulting from a cross-border merger and acquisition (M&A). It is based on a grounded qualitative study interviewing and debriefing nine managers who are experts in cross-border acquisitions (CBA). The purpose of this work is to demonstrate the relevance of Critical Incident Methodology to accessing managerial perceptions, emotions, and stress in a post-merger integration (PMI) stage. Critical incident technique (CIT) is examined from a novel perspective to capture uncovered contextual conditions of PMI and show its relevance to studying soft factors of CBA. The paper explains how CIT can be used to gain greater understanding and to reveal the "hidden" aspects of M&A systematically. Interview results are described: 22 critical incidents have been developed. Employing CIT, the conclusions focus on the insights gained from the counter-intuitive positive emotional reactions of managers to cross-border M&As.

International business review. -- 2016, v. 25, n. 1, part A, february, p. 87-102

1. Emotion 2. Managers' perception 3. Merger 4. Acquisition 5. Post-integration stage 6. Critical incident technique

7

**Foreign Knowledge acquisition through inter-firm collaboration and recruitment [Texto impreso] : implications for domestic growth of emerging market firms / Pao-Lien Chen, Danchi Tan, Ruey-jeer "Bryan" Jean**

Este artículo se encuentra disponible en su edición impresa y electrónica. Los datos para su localización están accesibles a través del enlace al título de la publicación. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 231-232

**Abstract:** Institutional transition from central planning toward an open and market-oriented economic system has pressured emerging market firms to learn new ways of doing business and to strengthen their competitive positions at home. To speed up the learning process, emerging market firms often acquire advanced technology and managerial skills from more developed countries. This paper focuses on two mechanisms through which emerging market firms acquire foreign technological and managerial knowledge, i.e. collaborating with foreign firms and recruiting returnees, and examines the extent to which the two mechanisms facilitate the firms' performance in the local market. Empirical findings based on a sample of firms that made initial public offerings (IPOs) domestically and from the Zhongguancun Science Park in China indicated that privatized state-owned firms benefit more from foreign collaboration, while entrepreneurial firms benefit more from recruiting returnees. Also, the positive impact of foreign collaboration was reduced by the presence of returnees on the top management team.

International business review. -- 2016, v. 25, n. 1, part A, february, p. 221-232

1. Entrepreneurial firms 2. Inter-firm collaboration 3. Knowledge acquisition 4. Privatized state-owned firms 5. Returnees

8

**How culture influences the way entrepreneurs deal with uncertainty in inter-organizational relationships [Texto impreso] : the case of returnee versus local entrepreneurs in China / Yipeng Liu, Tamar Almor**

Este artículo se encuentra disponible en su edición impresa y electrónica. Los datos para su localización están accesibles a través del enlace al título de la publicación. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 12-14

**Abstract:** Entrepreneurship is widely associated with uncertainty that stems from inter-organizational relationships. The concept of uncertainty, however, has mostly been analyzed as a uni-variate variable that addresses perceived environmental uncertainty. In this conceptual paper we analyze the concept of uncertainty stemming from inter-organizational relationships in the entrepreneurial context as a multivariate concept, utilizing Milliken's framework, which examines uncertainty by differentiating between state, effect and response uncertainty. Cultural influences are critical in determining how entrepreneurs perceive, analyze and deal with uncertainty in inter-organizational situations. By using illustrative cases of returnee versus local entrepreneurs in China, we propose that entrepreneurs influenced by Western cultures tend to treat state uncertainty as a focal change event, whereas entrepreneurs from Eastern cultures are more likely to consider the contextual factors; entrepreneurs influenced by Western cultures tend to limit effect uncertainty in the professional work setting by looking at cause-effect in an analytical way, whereas entrepreneurs from Eastern cultures are more likely to look at effect uncertainty beyond work; and entrepreneurs influenced by Western cultures tend to respond to perceived uncertainty by analytical-strategic thinking, whereas entrepreneurs from Eastern cultures are more likely to connect multiple factors holistically and to react to uncertainty by engaging the wider community. We argue that in a globalizing world it is pertinent for entrepreneurs who operate in the international environment to have a better understanding of the various facets of uncertainty and how these are related to culture when dealing with inter-organizational relationships.

International business review. -- 2016, v. 25, n. 1, part A, february, p. 4-14

1. Culture 2. China 3. Local 4. Returnee 5. supplier-entrepreneur relationship 6. Uncertainty

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**In search of strategic assets through cross-border merger and acquisitions [Texto impreso] : evidence from chinese multinational enterprises in developed economies / Nan Zheng ... [et al.]**

Este artículo se encuentra disponible en su edición impresa y electrónica. Los datos para su localización están accesibles a través del enlace al título de la publicación. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 185-186

**Abstract:** Drawing on multiple cases of cross-border merger and acquisitions (CBMAs) by Chinese multinational enterprises (CMNEs), we investigate their search of strategic assets in developed economies (DEs). It is a received view that CMNEs use CBMAs to access strategic assets in DEs so as to address their latecomer disadvantages and competitive weakness. This paper aims to identify the nature of strategic assets that sought after by CMNEs and the post-CBMA integration approach, a partnering approach, adopted in enabling access to these assets. The findings reveal that CMNEs possess firm-specific assets that give them competitive advantages at home and seek for complementary strategic assets in the similar domain, but at a more advanced level. The partnering approach helps securing these strategic assets through no or limited integration, giving autonomy to target firm management team, retaining talents and creating synergy.

International business review. -- 2016, v. 25, n. 1, part A, february, p. 177-186

1. CBMAs 2. Chinese multinational enterprises 3. Partnering approach 4. Strategic assets

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**Intercultural influences on managing african employees of chinese firms in Africa [Texto impreso] : chinese managers' HRM practices/ Yijun Xing ... [et al.]**

Este artículo se encuentra disponible en su edición impresa y electrónica. Los datos para su localización están accesibles a través del enlace al título de la publicación. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 40-41

**Abstract:** The present paper addresses the important inter-organizational relationship between Chinese firms and local unions by investigating Chinese managers' HRM practices in managing African employees. We utilize the storytelling research method to obtain a nuanced understanding of this little-understood, yet important phenomenon. Our data was collected through in-depth narrative interviews with 32 Chinese managers (both senior and middle) with three to eight years of professional experience in African countries from 21 Chinese firms (both state-owned and privately owned). We found that Chinese managers' crossvergence HRM practices are a blend of divergent local contextual factors and convergent cultural factors. Our findings reveal that the cultural proximity between African "Ubuntu" and Chinese Confucianism can significantly influence Chinese firm-local union inter-organizational relationship in managing African employees of Chinese firms. The crossvergence of Chinese managers' HRM practices can gradually affect the work behaviors of African employees over time. The paper identifies importance of the cross-cultural training and mutual learning between Chinese managers and African employees to enhance mutual understanding against the backdrop of Chinese firms entering Africa countries. Our study contributes to the better understanding of HRM practices of emerging market multinational corporations, and has important practical implications for managing African employees.

International business review. -- 2016, v. 25, n. 1, part A, february, p. 28-41

1. Chinese firms 2. African employees 3. Crossvergence 4. Local unions 5. Culture 6. Employee behavior

## 11

**The international experience in domestic mergers-are purely domestic M&A a myth? [Texto impreso] / Noelia-Sarah Reynolds (née Schnurr), Satu Teerikangas**

Este artículo se encuentra disponible en su edición impresa y electrónica. Los datos para su localización están accesibles a través del enlace al título de la publicación. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 48-50

**Abstract:** Paralleling the rise of cross-border mergers and acquisitions (M&As) over the last decades, the academic study of the international dimensions and challenges of cross-border M&A has increased. This has led to a conceptual distinction between domestic M&As on the one hand, and cross-border M&As on the other hand. Our two ethnographic case studies on domestic mergers enable us to contradict this well-established assumption. We observe domestic mergers to be impacted by cross-border dimensions. These influences bear particular relevance on the merging organizations' employees' experience of the merger. In this light, the employee experience is deemed an international vs. domestic one. This leads us to posit that both academics and practitioners engaged with M&As need to bear caution with respect to the established domestic vs. cross-border divide. Our main contribution claims that in a globalized environment, purely domestic M&As are a myth. This finding bears important implications on the practice and theorizing on M&As and international management at large.

International business review. -- 2016, v. 25, n. 1, part A, february, p. 42-50

1. M&A 2. Merger 3. Acquisition 4. Emotions 5. Ethnography

## 12

**Knowledge transfer and cross-border acquisition performance [Texto impreso] : the impact of cultural distance and employee retention / Mohammad Faisal Ahammad ... [et al.]**

Este artículo se encuentra disponible en su edición impresa y electrónica. Los datos para su localización están accesibles a través del enlace al título de la publicación. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 74-75

**Abstract:** The current understanding of when and how knowledge transfer leads to cross-border acquisition (CBA) success is still limited. The aims of the paper are to provide new insights into the factors that facilitate or impede knowledge transfer, and to examine the impact of knowledge transfer on CBA performance. The data were gathered via a cross-sectional survey using a questionnaire on a sample of UK firms that had acquired North American and European firms. The findings indicate that knowledge transfer and employee retention have positive influence on CBA performance. In addition, organizational culture differences have a negative influence on CBA performance, but also mediate the relationship between knowledge transfer and CBA performance. No direct or mediating effect of national cultural distance has been found on knowledge transfer and CBA performance. One of the important contributions of the present paper is the development of a conceptual framework incorporating the mediating effect of national cultural distance, organizational culture differences, and employee retention on knowledge transfer and acquisition performance. Moreover, we have tested the two distinct types of knowledge transfer namely knowledge transfer in the functional area and knowledge transfer in the general management area, thus making a contribution to the existing literature on knowledge transfer in CBAs.

International business review. -- 2016, v. 25, n. 1, part A, february, p. 66-75

1. Cross-border acquisition 2. Employee retention 3. Knowledge transfer 4. National cultural distance 5. Organizational culture differences 6. Performance

**13****Localized learning by emerging multinational enterprises in developed host countries [Texto impreso] : a fuzzy-set analysis of chinese foreign direct investment in Australia / Di Fan ... [et al.]**

Este artículo se encuentra disponible en su edición impresa y electrónica. Los datos para su localización están accesibles a través del enlace al título de la publicación. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 201-203

Abstract: Firms learn general international management and foreign market specific knowledge in their internationalization process. Firms' strategic emphasis on generalized vs. localized learning is an important yet underexplored issue in the extant literature. Drawing on the theoretical framework of dynamic capability, and in the context of emerging multinational enterprises' FDI into developed host countries, this study examines the equifinal process-position-path configurations of firms that will motivate them to engage in localized learning (as opposed to generalized learning). Utilizing primary and secondary data of eleven Chinese foreign direct investments in Australia, collected at both headquarters and subsidiary levels, we conducted fuzzy-set qualitative comparative analysis (fsQCA) that provided substantial support to our propositions. This study contributes to the internationalization process model by identifying equifinal process-position-path configurations, as well as their core and peripheral conditions that motivate localized learning at both the headquarters and the subsidiary levels.

International business review. -- 2016, v. 25, n. 1, part A, february, p. 187-203

1. Dynamic capability 2. Foreign direct investment 3. Fuzzy-set analysis 4. Internationalization process 5. Localized learning

**14****M&A and innovation [Texto impreso] : the role of integration and cultural differences : a central european targets perspective / Florian Bauer, Kurt Matzler, Stefan Wolf**

Este artículo se encuentra disponible en su edición impresa y electrónica. Los datos para su localización están accesibles a través del enlace al título de la publicación. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 84-86

Abstract: Cultural differences are an important issue for cross-border M&A. Empirical evidence for the impact of cultural differences on M&A performance is mixed. A major reason for these inconclusive results relies on integration. One main motive for cross-border transactions is the acquisition of innovative capabilities. In a study of innovation-driven M&A in the German-speaking part of Europe, we find different effects of human and task integration on the innovation outcome after the transaction. While human integration (i.e., the creation of a shared identity and satisfaction among the employees from both organizations) is rather destructive, task integration (i.e., the transfer and sharing of resources and capabilities) is beneficial for innovation output. Furthermore, the integration-innovation performance relationship is moderated by national cultural differences. While national cultural differences have a downward curvilinear slope moderating the effect of human integration to innovation, we find a clear inverted U-shaped slope moderating the effect for task integration. Both effects indicate that cultural similarity is more beneficial in the case of innovation-driven M&A with targets in Central Europe.

International business review. -- 2016, v. 25, n. 1, part A, february, p. 76-86

1. Innovation 2. M&A 3. National culture 4. Targets perspective



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**Making great minds think alike [Texto impreso] : emerging market multinational firms' leadership effects on targets' employee psychological safety after cross-border mergers and acquisitions / Rekha Rao-Nicholson, Zaheer Khan, Peter Stokes**

Este artículo se encuentra disponible en su edición impresa y electrónica. Los datos para su localización están accesibles a través del enlace al título de la publicación. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 112-113

**Abstract:** This paper examines the impact of leadership on targets' employee psychological safety (EPS), characterized by employees' expectation of job and remuneration stability, during the cross-border mergers and acquisitions (M&As) by emerging market multinational companies (EMNEs). The M&As by Indian and Chinese companies forms the empirical context of this study and the case survey method is used to examine the effect of leadership on EPS. The results show that the EMNEs' leadership visibility during the M&A process has no impact on the EPS, whereas, the trust in the EMNEs' leadership has positive effect on the EPS. The deal status has a moderating effect on the leadership visibility and positively affects the EPS. This research finds evidence of target country differences in terms of the effect of EMNEs' leadership on EPS and limited evidence of such effect for acquirer nationality differences.

International business review. -- 2016, v. 25, n. 1, part A, february, p. 103-113

1. Employee psychological safety 2. Leadership 3. Emerging market multinational firms 4. M&As 5. India 6. China

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**Reverse knowledge transfer in emerging market multinationals [Texto impreso] : the indian context / Smitha R. Nair, Mehmet Demirbag, Kamel Mellahi**

Este artículo se encuentra disponible en su edición impresa y electrónica. Los datos para su localización están accesibles a través del enlace al título de la publicación. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 163-164

**Abstract:** This study examines knowledge acquisitions of Indian multinationals via overseas mergers and acquisitions. Specifically, the paper examines the effects of the perceived subsidiary capability, parent absorptive capacity, and the relevance of the target knowledge on reverse knowledge transfer. Using firm level data from a survey of Indian multinationals (with overseas acquisitions), we find that perceived subsidiary capability, knowledge relevance, and absorptive capacity positively influence reverse knowledge transfer. The results also highlight the moderating role of knowledge relevance and the mediating effects of absorptive capacity.

International business review. -- 2016, v. 25, n. 1, part A, february, p. 152-164

1. Absorptive capacity 2. Emerging market multinationals 3. Indian MNEs 4. Knowledge relevance 5. Reverse knowledge transfer 6. Subsidiary capability



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**"Us vs. them" or "us over them"? [Texto impreso] : on the roles of similarity and status in M&As / H. Emre Yildiz**

Este artículo se encuentra disponible en su edición impresa y electrónica. Los datos para su localización están accesibles a través del enlace al título de la publicación. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 63-65

Abstract: This paper complements existing research on the role of cultural similarity in cross-border M&As by examining their effects in conjunction with relative status positions of merging entities. Two experimental studies with senior managers were conducted and reported. Whereas status breeds competence-based trust between acquirer and acquired unit, similarity is conducive to benevolence-based trust. Furthermore, higher status position of acquirer is shown to have significant effect on acquired unit members' social preferences toward the former (Study1). Lastly, similarity and status are found to have distinct and joint effects on knowledge transfer in M&As, which designate an interesting tradeoff between acquired unit members' perceptions of the credibility of the acquirer and the usefulness of the advice it provides (Study 2). Theoretical and practical implications of the findings are discussed.

International business review. -- 2016, v. 25, n. 1, part A, february, p. 51-65

1. Mergers and acquisitions 2. Similarity 3. Status characteristics 4. Trust 5. Social preferences 6. Knowledge transfer 7. Sociocultural integration 8. Experimental designs

18

**What does location choice reveal about knowledge-seeking strategies of emerging market multinationals in the EU? [Texto impreso] / Björn Jindra, Sohaib S. Hassan, Uwe Cantner**

Este artículo se encuentra disponible en su edición impresa y electrónica. Los datos para su localización están accesibles a través del enlace al título de la publicación. Su acceso electrónico es a través del enlace de 'Acceso al documento'.

References: p. 219-220

Abstract: The European Union is one of the largest recipients of outward foreign direct investment from emerging economies. We apply different discrete choice models to analyze the location choice of 4555 emerging market firms in 93 sub-national regions of the European Union. In particular, we test to what extent these firms' location choices are related to agglomeration economies and knowledge externalities, because these have been suggested as potential sources to propel learning and technological catching-up. Our results indicate that emerging market firms' location choices are positively affected by agglomeration economies and knowledge externalities. In addition, we can identify differences in the valuation of various sub-national location factors as well as differences in the substitution pattern between alternative regions for firms originating from emerging markets. The evidence supports the argument that emerging market firms use outward foreign direct investment to augment ownership specific assets.

International business review. -- 2016, v. 25, n. 1, part A, february, p. 204-220

1. Emerging economies 2. European Union 3. Location choice 4. Outward FDI