

**1****Archetypes of SME internationalization [Texto impreso] : a configurational approach / Daniele Cerrato, Lisa Crosato, Donatella Depperu**

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. 294-295

Abstract: Building on the recognition of the variety of aspects associated with international expansion, we present a framework for identifying different archetypes of firm internationalization. Our model is based on six indicators: internationalization from the demand side, resources located abroad, geographical scope, international orientation, internationalization of the business network, and financial internationalization. Drawing from data on 63 Italian SMEs, four archetypes of internationalization strategy are identified through a cluster analysis: 'marketer', 'investor', 'networker', and 'weak internationalizer'. This study offers a methodological contribution to the analysis of firm-level internationalization, grounded in configurational theory, which defines strategies as multidimensional archetypes. We also discuss potential directions for future research.

International business review. -- 2016, v. 25, n. 1, part B, february, p. 286-295

1. Internationalization archetypes 2. SME internationalization 3. Configurational theory 4. Cluster analysis

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**2****Developing international business knowledge through an appreciative inquiry learning network [Texto impreso] : proposing a methodology for collaborative research / Mikael Lundgren, Hans Jansson**

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. 354-355

Abstract: This paper argues for the need for methodological development within international business (IB) research. This need is born out of the dominance of positivistic research within the field which both marginalizes other scientific approaches and jeopardizes practical relevance. The purpose of this paper is to consider collaborative research, almost non-existent within IB research, as a possible way forward. A performed collaborative research project and its methodology is described and lessons learned, challenges and possibilities are discussed. Our conclusion is that collaborative research may bridge the possible gap between scientifically valid and practically relevant results, but that this requires collaboration and interaction to permeate the whole research process, from planning, through execution to post-project activities.

International business review. -- 2016, v. 25, n. 1, part B, february, p. 346-355

1. Collaborative research 2. International business 3. Appreciative inquiry 4. Qualitative methodology

**3****Drivers of export entrepreneurship [Texto impreso] / Antonio Navarro-García**

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. 253-254

Abstract: The existing knowledge concerning the determinants of exporting entrepreneurship – conceived to be the speed, degree and scope with which the exporting activity is developed – is both scant and scattered. In order to cover this research gap, the main aim of this investigation is to get to know the drivers of export entrepreneurship from the resource-based view – RBV – and the contingency approach. A conceptual model that is verified with a multi-sectorial sample of 212 Spanish exporting companies is proposed. The results reveal that export entrepreneurship positively depends on internal factors, such as export commitment and resources associated with experience and structure. It likewise depends on contingency factors linked to the external environment, such as competitive intensity and the distances between the export firm's different markets. The results produce academic and managerial contributions for the field of export activities.

International business review. -- 2016, v. 25, n. 1, part B, february, p. 244-254

1. Export commitment 2. Export entrepreneurship 3. Intensity competitive 4. Market distances 5. Resources

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**4****Emerging market MNE cross-border acquisition equity participation [Texto impreso] : the role of economic and knowledge distance / Nolan Gaffney, Rusty Karst, Jack Clampit**

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. 274-275

Abstract: We theorize that in an attempt to facilitate the transfer of tacit assets during cross-border acquisitions, Emerging Market Multinationals (EMNEs) pursue higher levels of equity participation when targets are based in locations that are institutionally distant in terms of knowledge protection and economic development. Furthermore, we propose that these direct relationships are stronger for EMNEs than they are for MNEs. We test these propositions by comparing the cross-border acquisition activity of firms based in BRIC countries versus the U.K. While we do find a positive linear relationship between knowledge distance and equity participation, the link with economic distance is curvilinear. We also find that both dimensions of distance have greater positive effects on equity participation for EMNEs in comparison. The key implications are that institutional distance may be a positive for EMNEs and that their behavior does seem significantly different than traditional MNEs. This offers support for EMNE-specific internationalization theories.

International business review. -- 2016, v. 25, n. 1, part B, february, p. 267-275

1. Cross-border acquisitions 2. Emerging market multinationals 3. Equity participation 4. Institutional distance

**5****Enhancing export performance [Texto impreso] : betting on customer orientation, behavioral commitment, and communication / Gro Alteren, Ana Alina Tudoran**

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. 380-381

**Abstract:** This study examines the extent to which behavioral commitment and communication mediate the effect of customer orientation on export performance such as satisfaction with the percentage margin, capability of payment, and level of complaints. The research was carried out in the Norwegian seafood industry with a sample of 105 exporters. Length of the relationship, firm size, and environmental uncertainties are considered as covariates. The results show that behavioral commitment and communication fully mediate the relationship between exporter's customer orientation and customer's payment capability. Furthermore, communication mediates the relationship between customer orientation and the level of customer complaints. The results do not support the view that behavioral commitment and/or communication are key mechanisms promoting exporter's satisfaction with the margins. The more predictable and stable the environment is in the export market, the more likely it is that the exporter is pleased with the level of complaints and the percentage margin.

International business review. -- 2016, v. 25, n. 1, part B, february, p. 370-381

1. Behavioral commitment 2. Communication 3. Customer orientation 4. Export performance 5. Seafood 6. Norway 7. PLS

**6****Equity commitment under uncertainty [Texto impreso] : a hierarchical model of real option entry mode choices / Rossitza B. Wooster, Luisa Blanco, W. Charles Sawyer**

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. 393-394

**Abstract:** We develop a hierarchical model of real option entry mode choices under environmental uncertainty and test predictions using a unique sample of U.S. companies expanding in the countries of Latin America and the Caribbean between 1980 and 2005. Our results, based on a probit estimation with sample selection, show that country risk has a significant and negative effect at the primary level of the hierarchy. Sensitivity analysis further distinguishes between which entry modes drive our main results. Taken collectively, our findings suggest that prior acquisition experience, marketing intensity, size, as well as a higher proportion of specific or intangible assets, are key attributes for managers to consider when structuring foreign investments as a portfolio of options. Moreover, we find that international investment experience moderates the extent to which firm capabilities matter by weakening the predicted effects of prior acquisition experience and asset structure when firms make choices regarding equity commitment.

International business review. -- 2016, v. 25, n. 1, part B, february, p. 382-394

1. Real options 2. Entry mode 3. Latin America

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**An exploratory study of international opportunity identification among family firms [Texto impreso] / Reza Zaefarian, Teck-Yong Eng, Misagh Tasavori**

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. 343-345

**Abstract:** This research examines how family firms identify international opportunities. Family firms are characterised by long-term orientation, being risk averse, and benefiting from familiness capital, resources and capabilities related to family involvement and interactions. Built upon opportunity identification theory and in two perspectives of accidental discovery and purposeful search, we explore the role of social and business networks, and prior knowledge in a first and subsequent international opportunity identification by family firms. In addition, we attempt to understand the role of family characteristics in the process of opportunity identification. Multiple case studies were carried out with seven family businesses from emerging economies, namely, India, Turkey and Taiwan. The findings of this research illustrate that because of being risk averse and long-term oriented, family firms are more likely to identify the first international opportunity through accidental discovery and subsequent international opportunities through purposeful search. The findings of this research show that, as risk-averse firms, family firms are not proactive in initiating international opportunity identification but rather learn about opportunities through accidental discovery. After the first experience of internationalisation, family firms engage in a more purposeful search to identify avenues that will aid their longevity through internationalisation. In the identification of firms' first international opportunities, it is mainly social networks that play a crucial role, especially those that contain international industry and market-specific knowledge. There is also a positive relationship between a family entrepreneur's prior knowledge and international opportunity identification and this relationship is moderated by the prior knowledge of their network. Familiness capital of these organisations can also play a role in long-term international opportunity identification.

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1. International opportunity identification 2. Family business 3. Emerging markets 4. Social networks 5. Business networks 6. Familiness 7. Case study

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**Extraversion, individualism and M&A activities [Texto impreso]/ Alex W.H. Chan, Hoi Yan Cheung**

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. 367-369

**Abstract:** Previous studies have documented that variations in economic and business environments can explain the patterns of mergers and acquisitions (M&A) across different countries. We investigated these patterns from a psychological perspective and found that the personality trait of extraversion and the cultural dimension of individualism (IDV) also affected the patterns of M&A activities across countries. Our results suggest that the psychological characteristics of corporate decision makers play a very important role in the M&A decision-making process, even after controlling for external economic and business factors. Furthermore, IDV significantly mediates the relationship between extraversion and M&A activities. This result provides support for the reverse causation hypothesis.

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1. Mergers and acquisitions 2. Hofstede's cultural dimensions 3. Individualism 4. Extraversion 5. Reverse causation hypothesis

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**Failing to estimate the costs of offshoring [Texto impreso] : a study on process performance / Marcus M. Larsen**

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. 317-318

Abstract: This article investigates cost estimation errors in the context of offshoring. It is argued that an imprecise estimation of the costs related to implementing a firm activity in a foreign location has a negative impact on the process performance of that activity. Performance is deterred as operations are likely to be disrupted by managerial distraction and resource misallocation. It is also argued that this relationship is mitigated by the extent to which firms use modularity to coordinate the activity but worsened by the extent to which ongoing communication is used. The results, based on a hierarchical regression analysis of a unique survey on Danish and Swedish firms, support these arguments.

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1. Cost estimation errors 2. Offshoring 3. Modularity 4. Ongoing communication 5. Process performance

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**Intellectual property rights and the productivity effects of MNE affiliates on host-country firms [Texto impreso] / Roger Smeets, Albert de Vaal**

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. 433-434

Abstract: In this paper we investigate the impact of increased Intellectual Property Rights (IPR) protection on the productivity effects that MNE affiliates exert on local host-country firms. Conceptually, we argue that IPR protection has two opposing effects: On the one hand, it weakens the productivity effects through reduced knowledge spillovers and increased monopoly power of MNE affiliates. On the other hand, it strengthens productivity effects through increased knowledge sharing (with local suppliers) and higher quality products and processes produced and used by MNE affiliates. Given these opposing forces, the net outcome is an empirical matter. Using a sample of 81,299 local firms in 17 countries, we find that increased IPR protection strengthens backward (to supplier) productivity effects and weakens forward (to customer) productivity effects. These moderating effects of IPR protection are only observed in industries that strongly rely on patents to protect intellectual property. The results suggest that increased IPR protection leads to increased knowledge sharing with local suppliers, yet also to increased monopoly power over local (corporate) customers.

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1. Intellectual property rights 2. Multinationals 3. Knowledge spillovers 4. Competition effects 5. Pecuniary externalities 6. FDI

**11****Internationalization of emerging indian multinationals [Texto impreso] : linkage, leverage and learning (LLL) perspective / Mohan Thite ... [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. 442-443

**Abstract:** The multi-polar world in which we now live and work demands re-examination and refinement of the traditional understanding of the internationalization strategies and competitive advantages of multinational firms by incorporating the characteristics of firms from emerging economies. Based on interviews in four Indian multinationals in different industry segments, we present the "voices" of Indian corporate leaders to provide preliminary evidence on the primary motives behind the internationalization process of emerging multinationals from the perspective of linkage, leverage and learning (LLL). We show how the case study organizations have evolved themselves to become credible global players by leveraging on their learning through targeted acquisitions in developed markets to acquire intangible assets and/or following global clients in search of new markets and competitive advantages.

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1. Emerging market multinational enterprises (EMMNEs)
2. Indian multinationals
3. Internationalization process
4. LLL framework

**12****Inward-outward connections and their impact on firm growth [Texto impreso] / Virginia Hernández, María Jesús Nieto**

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. 304-306

**Abstract:** Firms can internationalize via two types of operations: inward (related to international supply operations) and outward (related to serving or selling in foreign markets). This paper analyzes variations in growth for firms that adopt different international strategies: those that perform only one type of international operation, and those that undertake both types simultaneously. The study starts from the premise that connections exist between inward and outward operations, connections that give access to related and diverse knowledge. Based on a sample of European SMEs from different sectors, the empirical findings indicate that undertaking inward and outward operations simultaneously exerts a greater positive effect on turnover growth than performing just one type of international operation. This simultaneous effect is significantly higher when these operations take place in the same foreign country. The findings provide support for the idea that the acquisition of country-specific knowledge allows firms to boost sales growth.

International business review. -- 2016, v. 25, n. 1, part B, february, p. 296-306

1. Inward-outward connections
2. Growth
3. Organizational learning
4. Experiential knowledge

**13****Knowledge flows in the emerging market MNC [Texto impreso] : the role of subsidiary HRM practices in Korean MNCs / Christopher Williams, Soo Hee Lee**

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. 242-243

**Abstract:** We develop and test a new model of knowledge flows in the emerging market multinational corporation (MNC) based on the way people are managed in its foreign subsidiaries. Extant literature argues that, to facilitate effective intra-MNC knowledge transfer, subsidiaries need to (a) possess human capital, (b) encourage inter-unit socialization of human capital. However, the impact that a subsidiary's human resource management (HRM) practices have on these relationships remains under-researched, especially for MNCs from emerging markets. Using questionnaire survey data from senior managers of 86 Korean MNC subsidiaries in the UK, France and Germany, we find that different aspects of subsidiary HRM practices exhibit different direct and indirect effects. HRM practices based on formalized procedures weaken the effect of socialization, but strengthen that of human capital, while empowering practices within the subsidiary weaken the effect of human capital, but strengthen the effect of socialization. Overall, establishing a participative climate within the subsidiary enhances both knowledge in- and outflows at the level of the subsidiary in the emerging market MNC.

International business review. -- 2016, v. 25, n. 1, part B, february, p. 233-243

1. HRM practices 2. Emerging market MNCs 3. Knowledge flows 4. Subsidiary people management 5. Human capital 6. Socialization

**14****Leadership positioning among U.S. firms investing in China [Texto impreso] / Rossitza B. Wooster, Donna L. Paul**

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. 331-332

**Abstract:** This study investigates leadership positioning by U.S. firms in China using the awareness, motivation, capability (AMC) perspective. We define leadership as first in industry to invest in China, and find that leaders have characteristics associated with higher AMC, evidenced by pre-existing multinational experience, higher product market orientation, smaller scale of operations, and higher input cost structure. Notably, the motivation to lower input costs and the prior capability in multinational operations mattered only for the first wave of firms leading industry investment earlier in time, while firms with smaller scale of operations exhibited a preference to lead investment in less popular provinces. Overall, these results provide a unique view on how AMC characteristics influence international investment decisions, suggesting that firms both strategically lead and strategically follow. In additional analysis, we examine how leaders and followers positioned themselves with respect to ownership, and find that leaders were more likely to choose entry modes that offered ownership control over flexibility, consistent with internalization theories.

International business review. -- 2016, v. 25, n. 1, part B, february, p. 319-332

1. Competitive dynamics 2. Entry order 3. Entry mode 4. Discrete choice models

**15****New evidence on assessing the level of competition in the European Union banking sector [Texto impreso] : a panel data approach / Nicholas Apergis, Irene Fafaliou, Michael L. Polemis**

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. 407

Abstract: The goal of this paper is to empirically assess the level of banking competition in the European Union (EU) across three economic blocks (i.e. EU-27, EMU-17 and the remaining EU countries). Furthermore, the paper assesses the impact of the on-going financial crisis (2008–2011) on the competition pattern of the banking sector in the European Monetary Union (EMU) as a whole, where little attention has been paid by the relevant literature. The analysis employs the Panzar and Rosse ((1987). *Journal of Industrial Economics*, 35, 443) methodology and draws upon a panel dataset of EU banks, spanning the period 1996–2011. The empirical findings are robust, providing updated evidence in favour of a monopolistic competition pattern across all EU economic blocks examined. The level of competition in the EMU countries triggered by bank consolidations seems to have undergone a small, albeit a significant decline, after the adoption of the euro currency and the on-going financial crisis.

*International business review*. -- 2016, v. 25, n. 1, part B, february, p. 395-407

1. Banking 2. Monopolistic competition 3. Panel data 4. Panzar-Rosse index 5. Financial crisis

**16****Selection, valuation and performance assessment [Texto impreso]: are these truly inter-linked within the M&A transactions? / Ibne Hassan, Agnieszka Chidlow, Ana M. Romero-Martínez**

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. 264-266

Abstract: Merger and Acquisitions have been on the rise since the last three decades and as such have attracted considerable attention from the research community. Conclusions drawn by the existing studies indicate that such transactions do not result in a better performance, they erode acquiring firm's shareholders value, and also produce highly volatile market returns. A number of studies have analysed reasons for such inefficiencies and pointed out to several factors behind them. However, to the best of our knowledge, very little attention has been given to the business evaluation process as an influencing factor. Therefore, by providing a holistic view, the aim of this work is to investigate how the components involved in the business evaluation process influence the outcome of Merger and Acquisitions. Overall, the findings reveal that strictly controlled and inter-linked components relating to the business evaluation process have a significant impact on the outcome of the cross-border transactions. Further, the results also point out that if the selection and assessment of target firms is improved, the Merger and Acquisition results will be better.

*International business review*. -- 2016, v. 25, n. 1, part B, february, p. 255-266

1. Business evaluation process 2. Merger and acquisitions 3. Multinational company



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**When distance is good [Texto impreso] : a construal level perspective on perceptions of inclusive international language use / Anders Klitmøller, Jakob Lauring**

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. 283-285

**Abstract:** Virtual work has become an increasingly important part of the international business environment. In particular, two components of virtual work; workplace mobility and distributed work, depicting physical and psychological distance to the workplace, have gained substantial scholarly attention. However, while the main stream of the international business literature, studying global virtual teams, has used mobility and distribution as predictors for negative work outcomes, there are indications that virtual work can have positive implications for the organization. In this study, we explore how workplace mobility and distributed work can affect employees' perceptions of their colleagues and of managerial activities. More specifically, we focus on inclusive language use by managers and employees since this is a theme of growing interest in international business research. Relying on individuals from five Danish multicultural business organizations, we demonstrate a positive association between workplace mobility and perceptions of employees' openness to language diversity as well as between distributed work and perceptions of consistent common corporate language at management level. This is consistent with construal level theory predicting that distance between employees and the organization will lead to more objective and goal-oriented perceptions whereas individuals that are more emerged in organizational social life will view issues more in relation to goal irrelevant factors.

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1. Common corporate language 2. Construal level theory 3. Distributed work 4. Inclusion 5. Language management 6. Language use 7. Multicultural organizations 8. Perceptions 9. Virtual works 10. Workplace mobility

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**Why do some US manufacturing and service firms with international operations choose to give internationally whereas others opt to give only in the United States? [Texto impreso] / Adrian Cowan, Chia-Hsing Huang, Prasad Padmanabhan**

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. 418

**Abstract:** Although there have been many academic papers dealing with corporate social responsibility including charitable giving, many have focused on domestic giving. Very few papers have focused on foreign giving. We add to the emerging literature on foreign giving by examining separately the determinants of domestic vs. domestic and international giving for a sample of US manufacturing and service firms over the 2004–2010 period. Using a logit regression model, our findings show that firms with larger size and higher percentage of foreign sales tend to opt to give abroad for both manufacturing and service firms. In addition, manufacturing firms with higher debt to asset ratios tend to prefer giving only domestically. Service firms with higher return on assets or higher levels of free cash flow also tend to give internationally. These findings suggest that to some degree firms attempt to maximize the strategic value of foreign vs. domestic giving. Firms seem to treat corporate giving as a scarce strategic resource.

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1. Foreign giving 2. Domestic giving 3. Strategic giving 4. Corporate social responsibility