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CEO succession and firms' internationalization processes [Recurso electrónico] : insights from german companies / Corinna Elosge ... [et al.]

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 378-379

Abstract: This article analyses the relationship between CEO succession events and German firms' internationalization processes, which is represented by the degree of internationalization (DOI) growth and internationalization rhythm. Based on a theoretical framework combining elements of agency theory, institutionalism and upper echelons approach, we propose a longitudinal model to examine the relationships of both process variables with the number of CEO changes and succession type (internal vs. external succession), respectively. The results of our study of 102 German firms over 23 years (1990–2012) show an inverted U-shaped impact (no impact) of the number of CEO changes (succession type) on the DOI growth and a positive (negative) monotonic effect on the rhythm of internationalization.

International business review. -- 2018, v. 27, n. 2, april, p. 367-379

1. CEO succession 2. Internationalization processes 3. Internationalization rhythm 4. Number of CEO changes 5. Succession type 6. Longitudinal research design 7. Germany

2

Corporate social responsibility research in international business journals [Recurso electrónico] : an author co-citation analysis/ Hongyan Zhao, Fenghua Zhang, Jongwook Kwon

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 399-400

Abstract: This paper aims to describe the development of research on corporate social responsibility in international business (IB) journals and to suggest future research directions. We conducted a bibliometric study of articles published in twelve leading international business journals over three decades in a longer time frame (1996–2015). Five research trends were found in IB journals: business ethics, integration of stakeholder management, the evolution of the CSR concept, the political and social demands of CSR, and the financial implications of CSR. Our results thus have several implications and suggest numerous opportunities for future research.

International business review. -- 2018, v. 27, n. 2, april, p. 389-400

1. Bibliometric study 2. Corporate social responsibility 3. CSR 4. International business

3**East meets west-corporate governance in asian emerging markets [Recurso electrónico] : a literature review and research agenda / Jana Oehmichen**

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 478-480

Abstract: This review examines how corporate governance mechanisms in the Asian emerging markets (AEMs) context affect firm-level outcomes. Literature about characteristics of the main corporate governance actors (boards and owners), their effects on firm-level outcomes, and contingency factors in AEMs offers interesting first insights. I synthesize these results and develop a research agenda that proposes how AEM corporate governance research should extend (but not ignore) agency theory, how AEM research about firm effects of corporate governance could take a stakeholder-oriented perspective, and how research could utilize the AEM institutional context to model contingency factors and extend our theoretical understanding of corporate governance.

International business review. -- 2018, v. 27, n. 2, april, p. 465-480

1. Emerging markets 2. Asia 3. Institutions 4. Corporate governance 5. Ownership structure 6. Boards of directors

4**Examining the impact of managerial involvement with social media on exporting firm performance [Recurso electrónico] / María del Carmen Alarcón del Amo, Alex Rialp Criado, Josep Rialp-Criado**

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 365-366

Abstract: The growth of social media presents international businesses and marketers with unprecedented risks and challenges. Marketers are becoming aware of the threat of losing control over their message and are also beginning to realize the potential of social media as a marketing tool. Based on export managers' beliefs about social media use outcomes, as well as their attitudes, intention to use, and actual use of these applications of Web 2.0, three groups of Spanish exporters are identified according their managerial involvement with social media tools: 'potential in SM', 'initiated in SM', and 'expert in SM'. Considering other firm characteristics and type of sector, these three clusters of exporting firms are fully characterized and their relationship with firm performance is determined. From these results, relevant implications emerge for academic researchers, entrepreneur-managers and policy-makers.

International business review. -- 2018, v. 27, n. 2, april, p. 355-366

1. Social media 2. Exporting firm 3. Latent segmentation 4. Performance

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Home country institutions, social value orientation, and the internationalization of ventures [Recurso electrónico] / Jie Chen, Sami Saarenketo, Kaisu Puumalainen

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 453-454

Abstract: We examined how home country formal institutions and the venture's value orientation influenced the venture's likelihood of internationalization based on a data set that was adapted from the Global Entrepreneurship Monitor (GEM) data in the year 2009, covering 7668 individual ventures in 25 countries. Better-developed home country formal institutions are found to have a supportive impact on the venture's likelihood of internationalization. The supportive impact is also found to be weaker for socially oriented ventures than for profit-oriented ventures. The venture's social value orientation negatively moderates the home country formal institutions–likelihood of internationalization relationship. The negative moderating effects can be explained as follows: Socially oriented ventures in the better-developed home country institutional environment are less likely to develop coping skills against uncertain and risky institutional environments, which are common in their host countries. Besides the theoretical contributions, this paper also highlights the implications for both business researchers and policy makers.

International business review. -- 2018, v. 27, n. 2, april, p. 443-454

1. Home country institutions 2. Internationalization 3. Social value orientation 4. Cross-country 5. Global entrepreneurship monitor

6

Inbound foreign direct investment in Japan [Recurso electrónico]: a typology / Rémy Magnier-Watanabe, Jean-Paul Lemaire

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 441-442

Abstract: While Japan has been attracting far less foreign investment than other mature economies, it could offer insights into FDI decision-making for international firms entering countries with a shrinking domestic market and increased international competition. Using a Delphi methodology with contributions from foreign direct investors and experts, we propose a model of inbound FDI in Japan and identify four types of investors based on the nature of investments and market maturity, namely empire builders, rescuers, niche players, and cherry-pickers. This framework, offering both descriptive and prescriptive components, highlights the importance of the predisposition and motives of local takeover targets and business partners in foreign market entry decisions. This model can help foreign firms take advantage of investment opportunities in Japan, and provide lessons for market entry in other mature economies facing similar conditions.

International business review. -- 2018, v. 27, n. 2, april, p. 431-442

1. Foreign direct investment 2. Entry modes 3. Mature economies 4. Japan 5. Delphi method

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Interpersonal relations in China [Recurso electrónico] : expatriates' perspective on the development and use of guanxi / Ying Guo ... [et al.]

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 463-464

Abstract: The literature on social networks identifies relationship building through guanxi as an effective way for Western organizations to reduce their liability of foreignness in China. Even though it is individuals rather than organizations who build these relationships, the focus in previous literature has been on organizational outcomes, and only a handful of studies have attempted to explain how expatriates perceive guanxi relations are built and maintained. To help address this issue, we conducted in-depth, semi-structured interviews with 36 Western expatriates working in China. Our findings suggest that guanxi is perceived to be an informal process that is used to build trust between individuals, which in turn can reduce the uncertainty around contract enforcement in China. We also find that the process for building guanxi between parties is initiated by the individual whose organization has less market power. Finally, the findings suggest that firms should be cautious if they elect to use agents as intermediaries to help connect to, and build relations with buyers and sellers.

International business review. -- 2018, v. 27, n. 2, april, p. 455-464

1. China 2. Expatriates 3. Guanxi 4. Relationship building 5. Social networks

8

Managerial assessments of export performance [Recurso electrónico] : what do they reflect? / Tage Koed Madsen, Øystein Moen

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 387-388

Abstract: Export performance is often measured by managers' subjective assessments, but little is known about what such assessments reflect. This article addresses this gap in the literature by analyzing the association between subjective and objective measures of export performance. We examined which aspects managers take into consideration when subjectively assessing the export performance of their firm. We also examined whether managers' assessments had any predictive power concerning the future development of their firm's export sales. Our empirical evidence is based on Norwegian small and medium-sized enterprises operating mainly in business-to-business markets. Our analyses show that managers' subjective assessment of export performance at the firm level is significantly associated with the percentage of the total firm sales that are exported. This is true for assessments of economic as well as non-economic performance. Subjective assessments, however, were not associated with actual export sales levels or with export growth.

International business review. -- 2018, v. 27, n. 2, april, p. 380-388

1. Export performance 2. Subjective assessment 3. Measurement 4. Perception 5. Small and medium-sized enterprises

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Managing distance in international purchasing and supply [Recurso electrónico] : a systematic review of literature from the resource-based view perspective / Harri Lorentz, Mukesh Kumar, Jagjit Singh Srai

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 351-354

Abstract: The aim of this research is to find out how the extant literature on international purchasing and supply management (PSM) covers the elements of capability from the perspective of distance. A priori, we form a framework of capability driving elements and conclude that distance—in its multiple dimensions—is the fundamental management aspect in international PSM. Equipped with analytical frameworks and a bottom-up process for identifying emergent themes, a systematic literature review was conducted on a representative sample of scholarly literature on international PSM, using the NVivo analysis software and a data display as tools. We identify several capability relevant themes from the literature, and provide a distance-based a posteriori conceptualisation of international PSM, founded in the information processing theory, with the source-user, user-user and source-source distance types driving the information processing requirements, and loading avoidance, policy-based and enhancement mechanisms determining the information processing capacity.

International business review. -- 2018, v. 27, n. 2, april, p. 339-354

1. International purchasing 2. Global sourcing 3. Distance 4. Systematic literature review 5. Capability 6. Information processing theory

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A metacultural approach to predicting self-employment across the globe [Recurso electrónico] / Giacomo Laffranchini, Si Hyun Kim, Richard A. Posthuma

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 499-500

Abstract: Drawing from neo-institutional theory, we examine the relationship between preference for entrepreneurship and actual entrepreneurship behavior across multiple countries and cultures. We elucidate how multiple societal-level cultural models, namely Hofstede, Global Leadership and Organizational Behavior Effectiveness (GLOBE), and Schwartz affect the individual-level process connecting expressed preference for self-employment and actual behavior. Our hypotheses were tested using a multilevel technique on a sample of 20,755 individuals across 24 countries. The findings indicate that the moderating effect of predominant cultural cognition is partially supported. Contributions and implications for theory and practice are also discussed.

International business review. -- 2018, v. 27, n. 2, april, p. 481-500

1. Entrepreneurial behavior 2. Cultural values 3. Meta-cultural approach 4. Multi-level modeling

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Religious belief and international business negotiations [Recurso electrónico] : does faith influence negotiator behaviour? / Christopher Richardson, Hussain Gulzar Rammal

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 407-409

Abstract: Religious observance is widespread and continues to influence managerial behaviour in many parts of the world. However, its role in international business negotiations has not received much scholarly attention. This study explores some of the key ways in which religious belief shapes negotiation behaviour. Focusing specifically on the Islamic context, and drawing on interviews with 27 religiously observant Muslim managers in Malaysia, the study found that commitment to a common religion among negotiators positively influenced certain components of the negotiation process through, for example, the use of religious/emotional appeal, which emphasised their 'spiritual camaraderie'. In some instances, however, we observed something of a paradox, whereby differing religious beliefs among negotiating counterparts were claimed to actually enhance, rather than hinder, negotiations.

International business review. -- 2018, v. 27, n. 2, april, p. 401-409

1. International business negotiations 2. Religion 3. Islam 4. Culture

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The scope of corporate social responsibility in networked multinational enterprises [Recurso electrónico] / Peter Enderwick

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 416-417

Abstract: The extent of corporate social responsibility of a multinational enterprise along a global production system or chain is contested. Legal approaches highlight ownership, causation, and awareness. The stakeholder approach broadens responsibility but fails to address the directness of linkages. Adopting a social network perspective to examine international production within modern global factory systems, we argue that the extent of responsibility of the lead firm is impacted by all activities and participants in the chain. The full extent of responsibility is likely to be determined by whether indirect partners are exclusive or non-exclusive. Global factory systems, while contributing to geographical, ownership, and task fragmentation, significantly amplify linkages, interactions, and awareness implying a concomitant increase in corporate social responsibility when viewed from a social network perspective.

International business review. -- 2018, v. 27, n. 2, april, p. 410-417

1. CSR 2. International production 3. Global factory

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Strategic entry or strategic exit? [Recurso electrónico] : international presence by emerging economy enterprises / Jinyun Sun, Stephanie L. Wang, Yadong Luo

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 429-430

Abstract: By proposing an integrated strategic choice framework, we theorize the distinctive dynamics of international expansion by emerging economy enterprises. Specifically, we explicate how these firms build international presence based on combined strategic entry (i.e., prompted by internal capabilities such as innovation and diversification) and strategic exit (i.e., pushed out by external handicaps at home such as institutional obstacles and market competition). Further, a firm's cooperative ties with foreign multinationals in the former's home country fortify the strategic entry intent, while ties with home government institutions weaken the strategic exit intent. We also demonstrate that building international presence helps bolster firm performance, highlighting the economic catch-up consequence of international expansion. Analyses of a two-year imbalanced panel data of 2136 firms statistically support our hypotheses.

International business review. -- 2018, v. 27, n. 2, april, p. 418-430

1. International presence 2. Strategic intent 3. Emerging economy enterprise

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Subsidiary-specific advantages for inter-regional expansion [Recurso electrónico] : the role of intermediate units / Cristina Villar, Àngels Dasí, Ana Botella-Andreu

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 337-338

Abstract: This paper explores the distinctive deployment of resources and capabilities by subsidiaries in order to develop an intermediate role within the MNC. Based on the regional management perspective, we focus on a specific intermediate role—the springboard subsidiary—that helps overcome the liability of inter-regional foreignness. Our results, which are based on a dataset covering 188 subsidiaries, show that the probability of taking on this role is contingent upon experiential knowledge about the target region, as well as a rich knowledge base derived from a wide range of activities and a broad geographical scope. Our findings also show that possession of slack resources does not necessarily mean that a subsidiary will take on this role, as such slack must be combined with experiential knowledge. This paper serves as a first step in helping MNCs plan resource allocation to handle inter-regional expansion.

International business review. -- 2018, v. 27, n. 2, april, p. 328-338

1. Subsidiary-specific advantage 2. Liability of inter-regional foreignness 3. Intermediate unit 4. Springboard subsidiary 5. Regional strategy

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**Why do over-deviated firms from target leverage undertake foreign acquisitions? [Recurso electrónico]
/ Yousry Ahmed, Tamer Elshandidy**

Este artículo se encuentra disponible en su edición electrónica. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 326-327

Abstract: This paper examines how deviation from firms' target leverage influences their decisions on undertaking foreign acquisitions. Using a sample of 5746 completed bids by UK acquirers from 1987 to 2012, we observe that over-deviated firms are more likely to acquire foreign targets. Consistent with co-insurance theory, we find that over-deviated firms engage in foreign acquisition deals to relieve their financial constraints and to mitigate their financial distress risk. We also note that foreign acquisitions enhance over-deviated firms' value and performance, measured by Tobin's q and return on assets (ROA) respectively. These findings support the view that over-deviated firms pursue the most value-enhancing acquisitions. Overall, this paper suggests that co-insurance effects, value creation and performance improvements are the main incentives for over-deviated firms' involvement in foreign acquisitions.

International business review. -- 2018, v. 27, n. 2, april, p. 309-327

1. Leverage deviation 2. Co-insurance theory 3. Global diversification 4. Financial constraints 5. Default risk 6. Firm value 7. Operating performance