

1

**Build-operate-transfer projects as a hybrid mode of market entry [Recurso electrónico] : the case of Yavuz Sultan Selim Bridge in Istanbul / M. Mithat Uner, Erin Çavuşgil, Tamer Çavuşgil**

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

References: p. 802

Abstract: BOT (Build- Operate-Transfer) projects are well known to sponsors and contractors of mega infrastructure projects around the world. The massive scale and long-term time frame of these construction projects require non-traditional business relationships among the sponsors, prime contractors, sub-contractors, and a host of other vendors. The BOT model is typically sought by local and national governments that cannot independently finance complex mega projects. A BOT deal refers to a large-scale project where the sponsor (typically a governmental agency) contracts with a prime contractor, that assumes the responsibility for completing the construction and operating it for a predetermined period, before turning ownership back over to the sponsor. During this predetermined period, the contractor can recoup its investment through its operations and/or through a guaranteed rate of return from the sponsor. This paper reports on such a project – the case of Yavuz Sultan Selim Bridge, the third bridge linking Asia and Europe in Istanbul, a sprawling metropolis of roughly 15 million people. The bid also called for the construction of the connecting highways. It was initiated in 2012 and was completed in 2016. Named after a celebrated Ottoman Sultan, the bridge is widely acknowledged to address a much-needed infrastructure project for Istanbul. We detail BOT projects – rarely discussed in the IB literature – as a hybrid mode of international market entry, with unique features, benefits, and risks. The insights offered in this manuscript were gathered from a series of unstructured interviews with senior executives of the prime contractors.

International business review. -- 2018, v. 27, n. 4, august, p. 797-802

1. Build-Operate-Transfer projects 2. Mega projects 3. Infrastructure projects 4. Foreign market entry 5. Emerging markets 6. Global contractors 7. Turkey

2

**A comparative study of the application of systems thinking in achieving organizational effectiveness in malaysian and pakistani banks [Recurso electrónico] / Ch. Shoaib Akhtar ... [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. 774-776

Abstract: The present work is a comparative study of the banking industry of Malaysia and Pakistan. The paper aims to measure the impact of individual systems thinking on the overall organizational effectiveness. Skilled individuals are considered as an asset of the organization especially when these individuals exhibit systems thinking capabilities that helps in achieving effectiveness. The sample consisted of 368 respondents belonging to lower and middle tier levels in the banking sector of both countries. The results indicate that Malaysian banking employees are ahead of their counterparts in Pakistan while applying systems thinking. The study is significant in enhancing the understanding of the importance of systems thinking for organizational effectiveness. The study has managerial implications for the top management of banks.

International business review. -- 2018, v. 27, n. 4, august, p. 767-776

1. Systems thinking 2. Organizational effectiveness 3. Dynamic thinking 4. Pattern recognition 5. Systems logic

**3****Cross sectoral FDI spillovers and their impact on manufacturing productivity [Recurso electrónico] / Edvard Orlic, Iraj Hashi, Mehtap Hisarciklilar**

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

References: p. 794-796

**Abstract:** This paper explores the relationship between FDI spillovers and productivity in manufacturing firms in five European transition countries. The novelty of our approach lies in exploring different mechanisms of horizontal spillovers and disentangling the impact of backward and forward vertical spillovers from services and manufacturing sectors. We rely on firm level data obtained from the Amadeus database and annual input-output tables. The results from dynamic panel model estimations reveal that local manufacturing firms benefit from the presence of foreign firms in upstream services, especially in the knowledge intensive services, and in downstream manufacturing sector. Demonstration effect is found to be negatively associated with domestic firms' productivity, while worker mobility and increased competition appear to be the main channels of horizontal knowledge diffusion. The firms' productivity is also influenced positively by human capital and intangible assets. Finally, we show that the direction and intensity of both vertical and horizontal spillovers depend on the absorptive capacity of domestic firms.

International business review. -- 2018, v. 27, n. 4, august, p. 777-796

1. FDI 2. Services 3. Vertical linkages 4. Productivity spillovers

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**4****The emotions of top managers and key persons in cross-border M&As [Recurso electrónico] : evidence from a longitudinal case study/ Melanie E. Hassett, Noelia-Sarah Reynolds, Birgitta Sandberg**

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

References: p. 752-754

**Abstract:** Building on prior research on emotions in M&A, this paper analyses the post-M&A emotions of top managers and key persons from the acquired company by examining what triggers emotions during the post-acquisition integration stage, and what the consequences of those emotions are. This study applies cognitive appraisal and affective event theories with empirical evidence based on a longitudinal, single case study of an Indian-Finnish acquisition. The main findings imply that M&As are very emotional for top managers and key persons. Our findings reveal that they experience a wide range of positive and negative emotions triggered by individual and company-level triggers. Interestingly various triggers can have different and opposite appraisal outcomes in the short and long-term. In addition, top managers and key persons are often restricted in the range of behavioural outcomes caused by emotions.

International business review. -- 2018, v. 27, n. 4, august, p. 737-754

1. Emotions 2. Cross-border mergers and acquisitions 3. Post-M&A integration 4. Top managers 5. Cognitive appraisal theory 6. Affective event theory

5

**The evolution of the domestic network configuration as a driver of international relationships in SMEs [Recurso electrónico] / Angeles Montoro Sanchez, Isabel Diez Vial, Jose Antonio Belso Martinez**

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

References: p. 734-736

Abstract: The objective of this research is to study the influence of the evolution of the domestic clustered network on the development of the international relationships of firms. Building on international business theory and the dynamic geographically bounded networks approach, and using a social network analysis methodology, we analyse how increasing the number of contacts and the betweenness role of the firm, as well as the diversity and density of the domestic network, can allow firms to more easily establish international links.

International business review. -- 2018, v. 27, n. 4, august, p. 727-736

1. Networks 2. International links 3. Diversity 4. Density 5. Location 6. Cluster

6

**General Purpose Technologies and local knowledge accumulation [Recurso electrónico] : a study on MNC subunits and local innovation centers / Ranfeng Qiu, John Cantwell**

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

References: p. 836-837

Abstract: This research looks into the innovative activities of subunits of large non-U.S firms in the U.S from 1969 to 1995, suggesting that the innovations in the subunits of multinational corporations are closely linked to their specializations in General Purpose Technologies (GPTs). GPTs enable recombining knowledge from different domains on an international scale, and that the specialization of innovations in GPT fields within a subunit is positively associated with the innovative capacity at large, along with the degree of technological diversification of that specific subunit. As firms expand geographically to tap into local innovation centers to develop new growth alternatives, specialization of GPTs in these firms actually facilitates further geographical dispersion of innovative activities across locations. Lastly, additional specializations of innovations in GPT fields within the host innovation centers does help in attracting innovation activities of firms from a wider range of industries.

International business review. -- 2018, v. 27, n. 4, august, p. 826-837

1. General purpose technology 2. MNC subsidiary 3. MNC innovation network 4. Innovation clusters

7

**Heterogeneity of political connections and outward foreign direct investment [Recurso electrónico] / Ziliang Deng, Jiayan Yan, Marc van Essen**

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

References: p. 901-903

Abstract: By examining the heterogeneity of political connections (PCs), this study reconceptualises the relationship between PCs and outward foreign direct investment (OFDI). Drawing upon resource dependence theory, we hypothesise that firms with ascribed PCs benefit from top political privileges in their home market and have a low OFDI commitment. Firms without any PCs have a medium OFDI commitment because they have to avoid the discriminative competition associated with their inferior political status. Firms with acquired PCs possess relatively strong political and market resources and face exchange pressure; thus, they exhibit a high OFDI commitment. The aforementioned hypotheses are supported by empirical results from probit and Tobit models based on panel data of 482 listed Chinese firms with OFDI from 2003 to 2014.

International business review. -- 2018, v. 27, n. 4, august, p. 893-903

1. Political connection (PC) 2. Outward foreign direct investment (OFDI) 3. Political hierarchy 4. Resource dependence theory 5. State-owned enterprise 6. Privately-owned enterprise

8

**Integrating embeddedness with dynamic capabilities in the internationalisation of fashion retailers [Recurso electrónico] / Marta Frasquet ... [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. 913-914

Abstract: The paper presents an integration of the theoretical approaches of embeddedness and dynamic capabilities. Based on in-depth interviews with key informants of international fashion retail companies we show that dynamic capabilities enhance different types of embeddedness at different levels. Generic dynamic capabilities of adaptability and knowledge management play a role as they affect retailer-specific capabilities and societal, network and territorial forms of embeddedness. Integrating the two theoretical approaches provides new and deeper understanding of the nature of retail internationalization.

International business review. -- 2018, v. 27, n. 4, august, p. 904-914

1. Dynamic capabilities 2. Embeddedness 3. International retailing

**9****Internationalisation and its determinants [Recurso electrónico]: a hierarchical approach / Tianchen Li**

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

References: p. 874-876

**Abstract:** This study builds a hierarchical model to examine how country-level institutional dimensions impact the individual-level factors on the internationalisation by early stage entrepreneurial firms. Drawing on multiple datasets, cross-level analysis is used to explicate the influence of a country's institution on the effects of the individual-level determinants on the internationalisation by early stage entrepreneurial firms, and this method enables the study of country-level specific effects. The results of the empirical research confirm the role of resource-based explanatory variables (i.e. innovative competence, business scale, technological commitment, and technological newness) in predicting internationalisation and also identify the positive moderating effects of institutions on this association.

International business review. -- 2018, v. 27, n. 4, august, p. 867-876

1. Internationalisation 2. Hierarchical approach 3. Global entrepreneurship monitor

**10****Managerial learning from social capital during internationalization [Recurso electrónico] / June Borge Doornich**

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

References: p. 891-892

**Abstract:** This study explores managerial learning from social capital during internationalization. Its two research questions are these: (1) how different managers perceive, interpret, and respond to foreign-market institutions, and (2) how connections, relations, and cognition enhance managerial learning. Using an interpretive approach, the study analyzes patterns of internationalization and strategic decision-making in four contrasting Norwegian case companies that internationalize to the Russian oil and gas market. The findings show that the managers of the case companies hold similar perceptions about foreign-market institutions, but that they interpret and respond to those institutions from various levels of learning, resulting in different enactment on institutions. Managers learning at a "higher" level adapt patterns and decisions to ensure institutional conformity, while those at a "lower" level makes minor adjustments in patterns and behavior only when necessary and therefore maintain institutional conflict. Further, the findings show that all three dimensions of social capital have a vital role in enhancing managerial learning, but that the various forms that the dimensions can appear as, affects the learning process. Furthermore, the findings show that managers who share cognitive frame of reference with few embedded relationships are better equipped to interpret and respond to institutions. This study contributes fresh insight about managerial enactment on foreign-market institutions, and reconciles our understanding about social capital as embraced by the structural, relational, and cognitive dimensions. This study also contributes to a greater understanding about how the three dimensions of social capital ought to be formed to enhance managerial learning.

International business review. -- 2018, v. 27, n. 4, august, p. 877-892

1. Social capital 2. Organizational learning 3. Internationalization 4. Foreign-market institutions 5. Subsidiary 6. Russia

11

**Market performance implications of modularization [Recurso electrónico] : evidence from global auto firms operating in China / Belay Seyoum, Yunshan Lian**

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

References: p. 864-866

Abstract: Auto firms play an increasingly important role in national economies. However, their internationalization strategies, especially the trend towards modularization has been underexplored in the international business literature. Drawing on the resource based theory, we develop hypotheses on the link between modularization and market performance. Analyzing a sample of 262 auto parts suppliers in China, the study shows the positive influence of modularization on firm performance and the moderating role of knowledge sharing tools and physical proximity in this relationship. In addition, these relationships are channeled by firms' strategic actions to maintain superior business performance against competitors (firm positional advantage).

International business review. -- 2018, v. 27, n. 4, august, p. 852-866

12

**Place, space, and foreign direct investment into peripheral cities [Recurso electrónico] / Conor McDonald ... [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. 812-813

Abstract: Perspectives drawn from the economic geography literature are increasingly used to generate insights into locational issues in international business. In this paper, we seek to integrate these literatures further by investigating the locational determinants of foreign direct investment (FDI) into peripheral cities within an emerging economy. Peripheral cities in emerging economies are attracting a growing proportion of global FDI flows, but the international business literature lacks a framework for understanding subnational determinants of FDI, particularly into non-core locations. We draw on the core-periphery model to build and test theory on how spatial interdependencies between subnational locations impact on the distribution of FDI inflows into a large and heterogeneous country China. Our results show that whilst peripheral cities tend to have a negative effect on FDI, this effect is positively moderated by proximity to core cities. The results highlight the importance of considering interactions between place and space when investigating locational issues in international business.

International business review. -- 2018, v. 27, n. 4, august, p. 803-813

1. FDI 2. Cities 3. Core-periphery 4. Distance 5. China

13

**Strategic orientations, joint learning, and innovation generation in international customer-supplier relationships [Recurso electrónico]/ Ruey-Jer "Bryan" Jean ... [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. 850-851

Abstract: While innovations generated by international supply channel relationships, as opposed to individual partners, are playing an increasingly important role in the success of all international supply chain partnerships, research on how international supply chain relationships cultivate the process of such innovation generation, particularly for contracting suppliers firms, remains scant. This study explores how supplier joint learning capability can play a role in developing both incremental and radical innovations. The empirical test, which used a sample of 204 Taiwanese executives in electronic suppliers, supports most of the hypotheses in the study. The results demonstrate that different strategic orientations can drive various types of innovation through different paths by the mediating effect of joint learning capability. Specifically, we find that long-term orientation influences only incremental innovation, whereas radical innovation is driven by electronic integration and proactive customer orientation by joint learning. Furthermore, environmental uncertainties such as technological uncertainty and demand uncertainty are found to be moderating the impacts of joint learning capability on radical innovations. Some implications of the results are discussed at the end.

International business review. -- 2018, v. 27, n. 4, august, p. 838-851

1. Proactive customer orientation 2. Joint learning 3. Radical innovation 4. Incremental innovation

14

**Three pathways to case selection in international business [Recurso electrónico] : a twenty-year review, analysis and synthesis/ Margaret Fletcher ... [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. 764-766

Abstract: With its focus on locational context, International Business (IB) is a prime candidate for the application of Case Study (CS) methodology. Yet many IB scholars still have doubts about CSs, possibly because strategies for their selection and disclosure procedures may lack rigor. The purpose of this article is to document and discuss CS selection in IB research, make suggestions for improvement, and thus raise the standard and status of CS research. Using qualitative content analysis, this paper examines CS selection strategies in four IB journals (1995–2014), relating them to chosen theoretical purposes and logics employed. Our results indicate that 12% of the 333 investigated CS articles lacked a section on methodology, and 41% of papers reported no indication of how CSs were selected. Drawing insights from the dataset, we propose and distinguish between theory-driven and phenomenon-driven CS selection approaches. In light of our evidence, best-practice papers are identified and apportioned to coherent pathways connecting theoretical purpose, logic and CS selection strategies. In doing so, we address the link between case selection and theorizing in CSs and advocate greater methodological sophistication and transparency of CS selection reporting in IB research.

International business review. -- 2018, v. 27, n. 4, august, p. 755-766

1. Qualitative research 2. Case study research methodology 3. Case selection 4. International business

15

**Uncovering the role of cross-border strategic alliances and expertise decision centralization in enhancing product-service innovation in MMNEs [Recurso electrónico] / Ferran Vendrell-Herrero ... [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. 824-825

Abstract: Research is needed on effective servitization by multinational enterprises. This study examines whether Manufacturing Multinational Enterprises (MMNEs) can obtain better servitization outcomes by partnering with Knowledge Intensive Business Service (KIBS) firms and or by internationalizing their service function. In addition, the paper analyses the centralization of management decisions of human resources as an organizational mechanism to overcome coordination failure between product and service units. Our primary research data contain survey responses from 285 MMNEs collected in cooperation with an industry partner. Results show that cross-border strategic alliances and expertise decision centralization are critical to enhance product-service innovation.

International business review. -- 2018, v. 27, n. 4, august, p. 814-825

1. International partnerships 2. Cross-border alliances 3. Servitization 4. Product-service innovation 5. Human resources 6. Expertise decision centralization