

1**The contingent effect of state participation on the dissolution of international joint ventures [Recurso electrónico] : a resource dependence approach / Alexander Mohr, Chengang Wang and Fernando Fastoso**

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

References: p. 424-426

Abstract: We adopt a resource dependence approach to explain the effect of state participation on the dissolution of international joint ventures (IJVs). While resource dependence theory (RDT) has been used to explain the formation of IJVs, we propose an extension of the theory to explain their dissolution. We do so by highlighting the match between foreign firms' resource needs (resource hierarchy) and the resource provision roles of state-controlled vs private local partners (resource profiles). We further argue that the effect of state participation on the dissolution of IJVs is moderated by foreign firms' host country experience and IJV age. We test our hypotheses by using data on 623 IJVs in China. Our results show that state participation reduces the risk of IJV dissolution and that the strength of this effect differs depending on the type of state-controlled actor that is involved in an IJV. We also find that host country experience and IJV age moderate the effect of state participation on IJV dissolution. These findings enhance our understanding of IJV dissolution and contribute to the development of RDT.

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1. Alliances and joint ventures 2. Resource dependency 3. Business/government interaction and relations 4. Corporate political strategy 5. Duration/survival analysis 6. Emerging markets/countries/economies

2**Cultural friction in leadership beliefs and foreign-invested enterprise survival [Recurso electrónico] / Pamela Tremain Koch ... [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. 467-470

Abstract: Cultural friction posits that cultural differences may be either synergistic or disruptive, but does not specify when or how synergies or disruptions emerge. We theorize that synergies will emerge in foreign-invested enterprises (FIEs) when cultural differences in leadership beliefs are less central to the host nation's cultural identity; while disruption will occur when differences are in more culturally central leadership beliefs. Analyzing survival data from 274 FIEs in China, we found support for these hypotheses with five of the six GLOBE leadership dimensions. As predicted, differences in the Participative and Team-Oriented dimensions were associated with higher firm death, while differences in the Charismatic, Autonomous and Self-Protective dimensions were associated with firm survival. Our results indicate that while there are areas where differences may indeed need to be accepted or minimized, there are other areas where differences can be beneficial. This requires that managers identify more central aspects of local culture to determine whether to minimize differences or to leverage their synergistic potential.

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1. Event study 2. Leadership theories 3. Transaction cost theory 4. Cultural friction 5. GLOBE 6. Top management teams 7. Cross-cultural management

3**Global social tolerance index and multi-method country rankings sensitivity [Recurso electrónico] / Stelios H. Zanakis, William Newburry and Vasyi Taras**

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

References: p. 495-497

Abstract: Social tolerance refers to the extent of recognition and acceptance of differences, willingness to grant equal rights, and refraining from openly intolerant attitudes. Utilizing World Value Survey (WVS) data (56 countries, 83,000 usable respondents), we develop a Global Social Tolerance Index (GSTI) that incorporates gender, minority, immigrant, and religion tolerance dimensions. We develop this index using a multi-step data-driven procedure involving five data standardizations, seven weighting approaches, and five aggregation methods. They generate 124 replications for each country's index and rank, yielding a median overall position and several measures of rank sensitivity/robustness to different weighting, standardization, and aggregation approaches. It builds on prior social tolerance indexes in terms of scope and dimensionality, and avoids problems associated with equal or subjective weighting. The GSTI index/ rankings provide a tool for IB scholars to examine nations' overall tolerance or tolerance regarding each dimension relative to other external criteria. Our procedure can be used to develop other indexes and rankings of nations or organizations within a country or region. In practice, any such non-participatory method should always serve as a starting point to facilitate deliberations of experts and/or decision-makers for policy recommendations.

Journal of international business studies. – 2016, v. 47, n. 4, may, p. 480-497

1. Indices and rankings 2. Measurement and scale development issues 3. Social tolerance 4. Gender equality 5. Immigration and minorities 6. Religion

4**Media choice in multilingual virtual teams [Recurso electrónico]/ Helene Tenzer and Markus Pudelko**

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

References: p. 450-452

Abstract: This study investigates the impact of language barriers on multilingual virtual teams members' choice between different communication media in their innerteam interactions. Through interviewing team leaders and members in both mono- and multilingual virtual teams, we discover discrepancies in media choice and media performance between these two settings and identify foreign language-induced cognitive load as a key reason for these divergences. Our study advances research on communication and knowledge exchange in multilingual virtual collaboration by showing how language barriers alter the process of converging different viewpoints through team interaction, by suggesting language-related modifications to the seminal media synchronicity theory, and by demonstrating the benefits of new media in multilingual settings. It also broadens the disciplinary scope of language research in international business by introducing theories from communication studies and cognitive research. In practical terms, it highlights the benefits of redundant communication, the need for an adequate media infrastructure in multinational corporations and the importance of motivating team members to use new media.

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1. Language 2. Teams and teamwork 3. Virtual collaboration 4. Media choice theory 5. Qualitative comparisons

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Solving the single-country sample problem in cultural distance studies [Recurso electrónico] / Lance Eliot Brouthers, Victor B. Marshall and Dawn L. Keig

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

References: p. 478-479

Abstract: Selecting appropriate samples in cultural distance research is vital to producing valid empirical results. Over 80% of empirical cultural distance studies use a sample comprised of either a single home country with varying host countries or a single host country with varying home countries. When difference scores are used in the calculation of cultural distance based on single-country samples the resulting cultural distance measures typically are highly correlated with one or more of the varying countries' underlying national culture dimensions, making it impossible to determine whether findings are due to cultural distance or to varying countries' national culture effects. This is referred to as a confounded variables problem and means that for an overwhelming number of cultural distance studies, we cannot with certainty have confidence in the verity of their findings. To resolve this uncertainty we propose that cultural distance scholars select samples comprised of at least two home/host countries. We empirically demonstrate that two-country samples where most of the national culture dimensions for the two countries differ create certitude with respect to results, eliminating the cultural distance confounded variables problem. We describe the single-country sample problem, illustrate the proposed a priori two-country solution, and suggest avenues for future research.

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1. Cultural distance 2. Country samples 3. National culture 4. Difference scores 5. Confounded variables