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An architectural framework for global talentmanagement [Recurso electrónico] / Shad Morris, Scott Snell and Ingmar Björkman

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

References: p. 745-747

Abstract: A unique characteristic of the multinational corporation is that it comprises a geographically dispersed and culturally differentiated workforce that embodies both firm-specific and location-specific human capital. This article takes an architectural approach to describe how different types of human capital develop from the individual level, to the unit level, and then to the firm level in order to build a talent portfolio for the multinational corporation. Depending on the company's strategy (multidomestic, meganational, transnational), different configurations of the talent portfolio tend to be emphasized and integrated to achieve competitive advantage. Implications for theory and practice are discussed and a research agenda is introduced.

Journal of international business studies. – 2016, v. 47, n. 6, august, p.723-747

1. knowledge-based view 2. HRM strategies 3. Human/knowledge capital 4. Multinational corporations (MNCs) and enterprises (MNEs) 5. Talent management

2

How does regional institutional complexity affect MNE internationalization? [Recurso electrónico] / Jean-Luc Arregle ... [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. 716-720

Abstract: International business research is only beginning to develop theory and evidence highlighting the importance of supranational regional institutions to explain firm internationalization. In this context, we offer new theory and evidence regarding the effect of a region's "institutional complexity" on foreign direct investment decisions by multinational enterprises (MNEs). We define a region's institutional complexity using two components, regional institutional diversity and number of countries. We explore the unique relationships of both components with MNEs' decisions to internationalize into countries within the region. Drawing on semiglobalization and regionalization research and institutional theory, we posit an inverted U-shaped relationship between a region's institutional diversity and MNE internationalization: extremely low or high regional institutional diversity has negative effects on internationalization, but moderate diversity has a positive effect on internationalization. Larger numbers of countries within the region reduces MNE internationalization in a linear fashion. We find support for these predicted relationships in multilevel analyses of 698 Japanese MNEs operating in 49 countries within 9 regions. Regional institutional complexity is both a challenge and an opportunity for MNEs seeking advantages through the aggregation and arbitrage of individual country factors.

Journal of international business studies. – 2016, v. 47, n. 6, august, p. 697-722

1. Regional strategy or strategies 2. Institutions and international business 3. Semiglobalization 4. Foreign direct investment 5. Mixed models

3

Job complexity and learning opportunities [Recurso electrónico]: a silver lining in the design of global virtual work / Niina Nurmi and Pamela J Hinds

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

References: p. 652-654

Abstract: A vast majority of research on global virtual work focuses on the struggles for workers as they navigate geographic, cultural, language, and time zone differences. Our research suggests that, despite these struggles, global virtual work may offer significant benefits to workers. We interviewed 78 engineers about their experiences of working globally and then surveyed 515 knowledge workers who worked either with globally distributed or exclusively collocated colleagues. Global virtual work was associated with workers' positive appraisal of the work's complexity and learning potential, which, in turn, improved innovation, satisfaction, and engagement. These effects, however, relied on workers' off-job recovery between workdays.

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1. Global virtual work 2. Global teams 3. Work design 4. Job complexity 5. Learning 6. Work engagement

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The positive role of global leaders in enhancing multicultural team innovation [Recurso electrónico] / Alon Lisak ... [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. 669-673

Abstract: This study contributes to the empirical research on leadership of multicultural teams from the Positive Organizational Scholarship perspective (POS). Following the information/decision-making processes perspective on team cultural diversity, we examined the positive effect of leaders' global identity, on multicultural team innovation. We proposed that R&D, multicultural team leaders with high global identity foster team-shared innovation goals and motivate team members to adopt communication inclusion behavior, making sure that they all understand each other. Furthermore, we propose that the effect of fostering team shared innovation goals on communication inclusion will be stronger for teams with perceived high, rather than low, cultural diversity and that team communication inclusion will positively affect team innovation. Participants were 574 R&D multicultural team members, their leaders, and their leaders' managers in 82 co-located teams in a Chinese branch of a large, German global organization. Using SEM analysis, our findings supported our research model, demonstrating that multicultural team leaders with high global identity leveraged cultural diversity to promote innovative goals, which further enhanced team communication inclusion and its positive impact on team innovation. We discuss the theoretical and practical implications to the POS perspective on cultural diversity.

Journal of international business studies. – 2016, v. 47, n. 6, august, p. 655-673

1. Innovation and R&D 2. Leadership theories 3. Organizational behavior 4. Structural equation modeling

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Reconciling the advantages and liabilities of foreignness [Recurso electrónico] : towards an identity-based framework / Jesper Edman

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

References: p. 690-694

Abstract: This article leverages identity theory to address the question of when and how foreignness acts as an advantage and liability for the MNE subsidiary. Applying an organizational identity lens, I delineate how subsidiaries manage their foreignness by accentuating and attenuating internal and external organizational attributes. Drawing on this conceptualization, I theorize how an accentuated foreign identity moderates context-specific advantages and liabilities. In offering a more nuanced understanding of how subsidiaries actively manage their foreignness, and its contextual implications, an identity-based framework helps to both explain and reconcile the advantages and liabilities of foreignness.

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1. Foreignness 2. Identity 3. Subsidiary 4. Institutional theory