

1

**Anonymous shell companies [Recurso electrónico] : a global audit study and field experiment in 176 countries / Brent B Allred ... [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. 615-616

**Abstract:** To test whether firms behave consistently with international law prohibiting anonymous incorporation, we conducted a global audit study and field experiment, using data from 1639 incorporation firms in 176 countries. We requested anonymous incorporation and randomly assigned references to international law, threat of penalties, norms of appropriate behavior, or a placebo. We find a substantial number of firms willing to flout international standards and show that those in OECD countries proved significantly less compliant with rules than in developing countries or tax havens. Firms in tax havens displayed significantly greater compliance and were sensitive to experimental interventions invoking international law.

Journal of international business studies. -- 2017, v. 48, n. 5, july, p. 596-619

1. Shell corporations 2. International law 3. Audit study 4. Global field experiment 5. Tax havens

2

**CEO international experience [Recurso electrónico] : effects on strategic change and firm performance / Son Le and Mark Kroll**

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

References: p. 593-595

**Abstract:** Despite the growing importance of CEOs' international experience (IE), we have yet to gain sufficient insights into its conceptualization and effect on firm outcomes. Based on prior research and work experience models, we suggest a new framework for measuring IE, including three components: length of time, number of countries, and cultural distance, along with their interactions. Drawing upon social and cognitive learning theories, we explore the impact of CEOs' IE on two outcomes: strategic change and firm performance. We argue that IE components affect the two outcomes by enhancing executives' international knowledge and general competencies. While international knowledge may affect firm performance directly, general competencies may affect firm performance both directly and indirectly through strategic change. Using a sample of 387 new CEOs, we found that time abroad had a positive effect on strategic change and firm performance, while number of countries and cultural distance positively moderated these relationships. Additionally, we also found that these components affected firm performance both directly and mediated through strategic change. Our findings have important theoretical implications for the conceptualization and impact of CEOs' IE and practical implications for executive development and promotion.

Journal of international business studies. -- 2017, v. 48, n. 5, july, p. 573-595

1. International experience 2. Strategic change 3. CEO 4. CEO succession 5. Social and cognitive learning 6. Conditional process analysis

**3****Contextualizing leadership [Recurso electrónico] : a typology of global leadership roles / B. Sebastian Reiche ... [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. 569-571

**Abstract:** While the global leadership literature has grown rapidly over recent years, the context in which global leadership occurs remains ill-defined and underconceptualized. This lack of contextualization risks equating global leadership roles that are qualitatively very different and prevents sufficient clarity for empirical sampling. To foster more cohesive theoretical and empirical work, we develop a typology of global leadership roles that considers context as a critical contingency factor. Drawing on role and complexity leadership theories, we propose four ideal-typical global leadership roles (incremental, operational, connective, and integrative global leadership) that differ in their (1) task complexity – characterizing the variety and flux within the task context, and (2) relationship complexity – reflecting the boundaries and interdependencies within the relationship context. We further delineate how these contextual demands relate to specific sets of behaviors and actions that allow global leaders to fulfill the requirements of their corresponding ideal-typical global leadership roles. Our article concludes with a discussion of implications the typology presents for global leadership research and practice, contextualization of the leadership construct more broadly, and the field of international business.

Journal of international business studies. -- 2017, v. 48, n. 5, july, p. 552-572

1. Global leadership roles 2. Typology 3. Complexity leadership theory 4. Role theory 5. Leadership context

**4****Real options and institutions [Recurso electrónico] / Han Smit, Enrico Pennings and Sjoerd van Bakkum**

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

References: p. 641-643

**Abstract:** This article shows how growth options are affected by two types of external uncertainty: Transactional uncertainty that stems from institutional voids and increases transaction costs, and economic uncertainty that arises from the business environment. We theorize that these two types of uncertainty have opposing effects: A firm's growth option value (proportional to firm value) is negatively associated with transactional uncertainty, but positively associated with economic uncertainty. In an empirical study, we directly compare firm-level growth option values across 34 countries and indeed find that economic uncertainty and various institutional measures for transactional uncertainty correlate in opposite directions with the value of growth opportunities. Interestingly, in countries with lower transactional uncertainty, the economic uncertainty in the business environment is more strongly related to proportional growth option value. The link between a country's institutions and firms' proportional growth options value is also moderated by firm size. The implication of our study is that institutions, such as property rights, business regulations, and contract enforcement are important preconditions for companies to appropriate growth option value under economic uncertainty. Our findings may help public policymakers in devising strategies for institutional development in their country, and corporate executives in assessing institutional factors when managing their company's growth options.

Journal of international business studies. -- 2017, v. 48, n. 5, july, p. 620-644

1. Stock market valuation 2. Institutional environment 3. Institutional theory 4. Valuation in a global world