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**THE GLOBALIZATION OF CORPORATE SOCIAL RESPONSIBILITY:
A CROSS-COUNTRY EMPIRICAL ANALYSIS**

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ABSTRACT

Corporate social responsibility (CSR) has grown significantly during recent years the attention it receives from both U.S. and foreign business organizations. However, the growth of this managerial ideology across countries has been far from even. Adopting an organization theory approach and drawing from the literature on diffusion of innovations, we investigate which country-level factors have either promoted or impeded the global spread of CSR. We identify three key mechanisms that affect this transmission: (1) power dynamics amongst stakeholder groups; (2) national culture; and (3) the degree of the country's connectedness to global society. Regression results on 31 countries from 2000 to 2008 suggest that firms from countries with English common law traditions, masculine cultures, and high internet usage are less likely to profess CSR orientations. Companies from nations with strong labor rights, individualist cultures, and governments that provide high fiscal, democratic, and monetary freedoms are more likely to adopt CSR.

Keywords: Corporate Social Responsibility; Shareholder Value; Stakeholders; Diffusion

ANOTHER BRIC IN THE IT OUTSOURCING WALL

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ABSTRACT

As global IT integration grows progressively more ubiquitous, US firms are increasingly faced with new modes of competitive challenges. Business Process Outsourcing (BPO) provides firms with substantial cost savings, significant cost restructuring opportunities, improved output quality, access to knowledge, better capacity management and a reduction of time to market. Corporate strategies designed to reduce costs, generate economies of scale, and/or focus on the firm's core competencies can be easily accomplished through outsourcing of the IT functions. Since most business processes include some form of automation, IT "enables" these services to be outsourced. ITES is the Information technology-enabled service driver responsible for the surge in US company's use offshoring.

BPO has continued to evolve and mature, and the range of outsourcing options has also expanded. The BPO functions currently being outsourced/offshored are in the areas of data center management, network management, customer support, and e-commerce. The overall scope of BPO is expected to continue to expand, and, in the future, US firms are expected to increase outsourcing opportunities in the IT areas such as R&D, applications development and maintenance, consulting and reengineering, imaging, training, and even transitional outsourcing to more markets. India has been the pre-eminent outsourcing destination in this process; however, in the evolution of outsourcing, many US companies are attempting to diversify both their facilities and investments on a global basis by employing multiple vendors in multiple countries. This study evaluates the BRIC countries as destinations for IT outsourcing on seven main parameters: Skilled labor availability, cost differentials, output quality, regulatory environment, infrastructure, language and time zone.

MAXIMIZING LEARNING FOR NONTRADITIONAL GRADUATE BUSINESS STUDENTS

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ABSTRACT

A typical nontraditional graduate business student is employed, has a family and is around thirty years of age, even though there is a recent trend of life-long learning. The enrollment for these nontraditional students has been increasing due to their need to become more competitive in the marketplace and the recent economic downturn. In this article, we discuss issues related to the characteristics and motivations, learning styles, need for networking and

global exposure for the nontraditional graduate business students. These issues should be addressed in the curriculum. The faculty can maximize the learning for these students by matching their teaching style with the students' learning style. The program of study needs to be a combination of on-line and on-ground. For the on-ground schedule, the weekend/weeknight class schedule will best meet their needs.

Running Title: Nontraditional Graduate Business Students

Keywords: Nontraditional business; Graduate students; Learning; Teaching

***THE IMPACT OF DAYLIGHT SAVING TIME ON ORGANIZATIONS AND
MANAGEMENT:
LET'S ALL SET OUR CLOCKS BACK 12 HOURS AND ELIMINATE DARKNESS
ALTOGETHER***

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ABSTRACT

The development of daylight saving time has evolved over more than 225 years. In that time there has been great contention regarding the proper way to measure and utilize time. This

paper will discuss the history of the daylight saving time concept, review related research and the resulting arguments for and against daylight saving time, and propose a future direction of our standards for keeping time. Throughout, our primary focus is on the impact of daylight saving time on business organizations, and the potential impact on the management of those firms.

Running Title: Daylight Saving Time and Management

Key words: Scheduling; Coordination across distances; Time in organizations

**THREE CASES OF CHINESE AND U.S. UNIVERSITY PARTNERSHIPS: FORMS,
PROCESS, OPPORTUNITIES AND CHALLENGES**

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ABSTRACT

Over the last decade many U.S. and European Schools have established partnerships with Chinese universities to provide undergraduate and graduate business education. Although there has been a large number of these partnerships there is very little research and documented data on the experiences of these business schools. This paper presents the experiences of three regional universities, one public and two private, that have established partnerships in China. The purpose of the paper is to highlight the process they followed and their experiences, as well as the lessons they have learned from their partnerships. Despite the rapid expansion of Western-Chinese university partnerships in recent years, however, there continues to be an enormous unmet demand for business education in China. As a result, U.S. and other Western Business Schools must prepare themselves for the many challenges in establishing these partnerships.

Running Title: Three Cases of Chinese and University Partnerships

USING REVERSE MERGERS TO TAKE CHINESE COMPANIES PUBLIC ON U.S. SECURITIES MARKET: THE CASE OF CHINA AUTOSTAR

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ABSTRACT

The traditional method of taking a firm public, is through an initial public offering (IPO), however, this can be very expensive and time consuming; the firm must employ investment banking firms and corporate attorneys for an extended period of time and at great cost to guide them through the cumbersome Securities and Exchange Commission (SEC) mandated registration process. A reverse merger is an alternative and relatively simple, expeditious, and therefore less costly method by which a private company can become a public company. This case study traces the evolution of a reverse merger between a Chinese auto services firm and an American shell company. Given the importance of the economic emergence of China and its firms in the global economy, this case can provide students with a better understanding of the mechanics, advantages and challenges of an important method of taking foreign companies public. The case provides suggested study questions and teaching notes, including examples responses for each discussion question.

ARE WE SHEEP OR ARE WE SHEPHERDS?

TOWARD A CONTEXT-FOCUSED PARADIGM FOR THE IB DOMAIN

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ABSTRACT

A critical look at the field of international business (“IB”) reveals lack of identity, confusion and frustration. Over a decade after Toyne and Nigh (1997) addressed the problem, there is little progress. Many have searched for the “holy grail” theory, unique to IB that justifies the field’s existence and steers its future course. However, IB’s origins thwart this effort. Prior research identifies symptoms and encourages collaborative efforts to overcome field deficiencies; this paper explores the source of IB’s challenges. Comprehensive diagnosis clarifies why the solution cannot be found in traditional thinking that treats IB as an extension of other disciplines. To achieve legitimacy and recognition as an independent domain, IB must embrace its core contribution of context and build theory not from the perspective of the firm but from the perspective of the business environment context. To claim our domain involves a paradigm shift nothing short of intellectual revolution.

Running Title: “Sheep or Shepherds? Toward a Context Paradigm for IB”

Keywords: International business; Context; Paradigm shift

GUESS WHO’S COMING TO DINNER?

UNDERSTANDING THE IMPLICATIONS OF MANAGEMENT DECISIONS FOR LIABILITY OF FOREIGNNESS

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ABSTRACT

One phenomenon born in the international business context and rich in its implications for managers and researchers is the problem faced by firms expanding into new countries, known as the liability of foreignness (“LOF”). A key aspect of LOF is the foreign firm does not fully understand the host market. It suffers additional costs due to inefficiency, delay and even mistreatment related to its lack of knowledge. A growing body of work has proven the existence of LOF and has shown that successful multinational firms often have an advantage that helps them compensate for the additional LOF costs. Only limited research pursues underlying causes of LOF and presents theoretical explanations that may aid in managing LOF. This paper dissects the LOF knowledge problem and evaluates the implications of management decisions concerning staffing and management structures on where and how knowledge LOF risk resides within the firm.

Running Title: “Guess Who’s Coming to Dinner? Management Decisions and LOF”

Keywords: Liability of Foreignness; Expatriates; Knowledge

THE PERFORMANCE OF MULTINATIONAL AFFILIATES VERSUS DOMESTIC FIRMS

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ABSTRACT

While some authors argue that multinational companies (MNCs) have several firm-specific and location specific advantage over domestic firms, others point to the liability of foreignness as a handicap to MNCs. In this paper, we argue that while the impact on the ultimate performance of MNC in foreign countries is unclear, the impact on firms affiliated to these MNC should be positive. MNC affiliates are local and by nature will not have to adapt to the local country. MNC affiliates can also tap the MNC, and obtain a resource-advantage over unaffiliated domestic firms. We also hypothesize that the age of the affiliate is an important moderator for the benefit of affiliation with an MNC. Older firms with established routines will benefit less from their ties to foreign MNCs as these will either need the MNC to a lesser extent or are more likely to suffer from inertia and have established mental models that make it harder to use ties beneficially. We test the hypotheses presented and find indeed that MNC affiliates outperform domestic firms and that the benefit of affiliation decreases with the age of the affiliate.

COMPARING ISRAELI AND US CULTURE, LEADER BEHAVIOR AND ORGANIZATIONAL COMMITMENT

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ABSTRACT

The number of cross-cultural studies on the relationship between leader behavior and organizational commitment is growing but still limited. Cross-cultural studies provide important insight as an ever-increasing number of corporations are operating in multiple countries. This study explores the relationship between leader behavior and employee commitment to the organization in the U.S. and Israel. The respondents for this study were 474 professional employees of a large multi-national, high-technology corporation in the US (n = 332) and Israel (n = 142). Our results suggest that the relationship between leader behavior and employees' commitment to the organization is not strongly tied to national culture in the respondents studied.

Keywords: National Culture; Leadership Practices Model; Israel

SOCIAL INFLUENCE, GENDER, AND ENTREPRENEURIAL INTENT: A 14 COUNTRY STUDY

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ABSTRACT

This study examines the social influence of the family, friends, and role model or mentor with regards to their impact on entrepreneurial intent (EI), as well as effects of gender and culture on these relationships. Using a sample of 2,165 university students from 14 countries this study finds Ajzen's overall social norms construct to be significantly related with entrepreneurial intent in all study countries. While not found to be consistent within every individual country, the role of parental experience and the power of family encouragement were found to be strong predictors of entrepreneurial intent. This study is the first of which we are aware that examines Ajzen's individual social construct model elements. All model social groups within the all country sample were found to significantly influence EI with family influence being significant in 11 of the 14 countries. Other significant findings regarding the model elements were found including gender and cultural impacts on the social norms construct and their influence on entrepreneurial intent.

INSTITUTIONS AND ENTREPRENEURIAL INTENT: A CASE FOR HERZBERG?

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ABSTRACT

This exploratory study develops a survey instrument based upon the World Bank's Doing Business Report and other sources resulting in an examination of the relationship between 23 selected formal and informal institutions and entrepreneurial intent (EI) among 477 university business students from Germany, Russia, and the United States. Overall, the results of this study found significant but relatively low relationships between institutions and entrepreneurial intent and the authors suggest an explanation for these results may be found in Herzberg's "two-factor" theory of motivation. Results also suggested significant differences between countries with regards to perceptions of formal and informal institutions and entrepreneurial intent. Implications for teachers and government officials are discussed as are limitations and suggested areas for future research.

THE MODERATING EFFECTS OF TECHNOLOGY ON CAREER SUCCESS: CAN SOCIAL NETWORKS BRIDGE THE GAP CREATED BY CULTURAL AND DEMOGRAPHICAL DIFFERENCES?

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ABSTRACT

This paper reviews the demographic and cultural predictors of career success and proposes that technology plays a critical role in alleviating career success barriers for various demographic groups who have historically encountered barriers. Specifically we propose that technology can act as a moderator allowing minority groups greater participation and acceptance in networks. And, ultimately the greater participation and acceptance in networks will lead to greater career success for groups who have typically encountered “glass ceilings” based on demographic variables such as gender, age, race and ethnicity.

Running Title: Can Technology Overcome Cultural and Demographic Differences?

Keywords: Social Networks (participation, acceptance); Career success; Technology; Glass Ceiling; Demographic Variables (gender, age, ethnicity); Cultural Differences.

Meet the Editors

Jacksonville Beach, Florida

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Moderator

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ABSTRACT

The purpose of this panel is to provide a forum for junior (and senior) faculty in AIB to help them with the process of publication. AACSB accreditation and other factors have greatly increased the demand for publication outlets. The handful of Tier I journals in Management / International Business may not be the prime target for many researchers and the field has seen an unprecedented growth in the number of journals addressing international management issues. While many of these new outlets can provide a rigorous peer review and quality publication alternatives, academic publishing from a **journal perspective** is a critical viewpoint not often made available to researchers. A similar panel was presented at the

Annual Meeting of the Academy of International Business-2008 in Milan Italy on 1 July 2008
and also at the 2008 Annual Combined Meetings of the SMA and AIB-SE.

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Business and Management Education in China: Transition, Pedagogy and Training

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TOTAL RISK EVALUATION FOR CAPITAL BUDGETING IN THE OIL AND GAS INDUSTRY: A CLINICAL STUDY OF THE BTC PROJECT

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ABSTRACT

This paper discusses the defining characteristics of the capital budgeting process followed by the oil and gas industry. The discussion is timely. The industry is in transformation structurally, organizationally and financially. The most important transformation lies in the ownership of proven and new reserves. Will this transformation necessitate adaptations in the pedagogy of capital budgeting and its implementation for this industry, applying also to other industry sectors such as power, electricity and water? A clinical study of British Petroleum's BTC – Baku Tbilisi Ceyhan- oil and gas pipeline provides a platform for this discussion while demonstrating that firms in this industry use an expanded set of tools to evaluate total risk for capital budgeting, project evaluation and capital structure decisions. The study affirms value creation in project evaluation and capital budgeting as stated by Stulz (1999), Graham Harvey (2001), Bancel Mittoo (2004) Holmen Pramborg (2005).

Keywords: Total Risk; Capital Budgeting and Project Finance; Oil and Gas Industry; Upstream / Downstream Operations; Innovation; Clinical Study

U.S. RAILROAD ACTIVITY AND INTERNATIONAL TRADE: A SUPPLY CHAIN INVESTIGATION

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ABSTRACT

American railroad companies have experienced an increase in container traffic in recent years, which can be linked to increased international trade. Using annual 1987-2007 data, U.S. rail revenue is regressed against GDP, a rail price index, a trucking price index and the ratio of exports and imports to GDP. OLS estimates indicate that all four independent variables positively impact rail revenue; furthermore, the demand for rail services is price inelastic. Given that imports are determined by GDP, international trade does appear to explain rising rail revenue and increased container traffic.

**ENVIRONMENTAL DYNAMISM, INNOVATION, AND DYNAMIC
CAPABILITIES: THE CASE OF CHINA**

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ABSTRACT

Based on the resource-based view, creating and maintaining a long-term competitive advantage requires significant attention to developing and nurturing dynamic capabilities in emerging markets. This study considers environmental dynamism as a moderating variable, then builds a theoretical model for innovation strategy and dynamic capabilities, and finally summarizes the building mechanism for dynamic capabilities. The empirical results find that an innovation strategy can build and upgrade dynamic capabilities in both stable and rapidly changing environments. Managerial implications and future research directions are discussed.

Keywords: Innovation strategy; Dynamic capabilities; Environmental dynamism

EIGHT GROWTH VECTORS FOR STRATEGY FORMULATION IN A TOUGH ECONOMY

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ABSTRACT

In a global recession, executives face new challenges and opportunities in strategy formulation and the first alternative to come to mind are cost reduction and restructuring but, these will result in poor performance and place the firm at a disadvantage in the coming economic recovery. Executive need to focus on the growth opportunities and many executive may use the Ansoff matrix to analyze their strategies. This paper addresses some of the concerns and ambiguity imbedded in the Ansoff matrix, clarifies them, and proposes an extended Ansoff matrix giving eight growth vector strategy alternatives that are easier to use for executives dealing with the complexities of strategic choice in a global recession. In addition to a conceptual development some examples of the eight strategies used by firms are provided for clarification.

Keywords: Ansoff Matrix; growth; strategy; recession

A LESSON FOR AMERICA: A COMPARISON OF UNITED STATES AND CHINA APPROACHES TO AFRICA

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ABSTRACT

The old Chinese proverb “Give a man a fish and you feed him for a day. Teach a man to fish and you feed him for a lifetime” could not be more relevant today in Africa. In order for Africa to grow, they must be able to take part in their own success. Therefore, it is necessary to help Africa by giving them the tools necessary to learn, through investment. Over the decades America has considered Africa to be more of a case of aid than an investment opportunity. China, on the other hand, has embraced Africa with the hope of profiting from the continent’s rich resources to fuel their growing economy. Giving aid has shown to be ineffective in terms of reducing the poverty and increasing the growth of the continent (Moyo, 2008). Therefore, there is another prescription necessary. This paper attempts to look at what China is doing in Africa and how the United States can learn from example.

INTERNATIONALIZATION OF AN MBA CURRICULUM AND MARKETING MBA PROGRAMS

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ABSTRACT

The purpose of this research is multifaceted. First, this paper identifies a need for an MBA with a cross-cultural awareness component. The need for graduates entering the international business arena has been documented by businesses operating in the international environment. Second, this paper elaborates on different marketing strategies for MBA programs in general, and internationalized MBA programs, in particular. Finally, the paper investigates issues related to marketing education programs (MBA) internationally.

Running Title: Internationalization of an MBA Curriculum

Keywords: Cross-cultural awareness; Marketing business programs; International business; MBA program; Program market segments

AN EXPLORATORY STUDY OF CHANGING WORK VALUES: THE CASE OF JAPAN

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ABSTRACT

This is an exploratory study to investigate the changing values of Japanese work place. It is part of a larger research effort to evaluate the changing nature of work values around the world. It is a comparative study between two generations of Japanese. This research effort did not find any statistical difference between the two generations.

SHORT-TERM STUDY ABROAD PROGRAMS:

THE GOOD, THE BAD, AND THE HELPFUL

Moderator:

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While academic, business, and political leaders are in agreement that international study is one of the best ways to produce globally literate citizens, there has been firey debate over the effectiveness and value of increasingly popular short-term study abroad programs at many colleges and universities. Findings of the Study Abroad for Global Engagement project, presented at the 2009 annual conference of the Forum on Education Abroad, found that students who study abroad for four weeks or less as just as likely to be globally engaged as those who study abroad for a semester or longer. The project found that if short-term study abroad programs are done right – with intensity of learning – they can have an important impact on students' lives. Many study abroad alumni included in the survey rated their international experience as the most significant of their college years, and 83 percent said going overseas had a strong impact on their lives.

In addition to providing an international experience for more traditional college students, only 12 years ago many students, especially those who could not take advantage of a semester or

academic year overseas, did not study abroad. Thankfully, that trend is changing as short-term programs – credit granting, volunteer, internship, summer, embedded in a semester – create opportunities for a greater range of students to leave their home campuses to experience another culture and educational opportunity.

In an effort to encourage others to consider short-term international experiences for students, this panel is comprised of five faculty who will share their insights and experiences on undergraduate and graduate short-term study abroad programs at their respective schools. The format of the panel will begin with a short overview of the session, followed by a short introduction and review by each panelist of her/his focus on a short-term study abroad experience that s/he has led. The floor will then be opened for discussion and questions to provide a mutually beneficial learning experience for all in attendance.

**TESTING THE LINKAGE BETWEEN MASCULINITY/FEMININITY
AND TASK/RELATIONSHIP APPROACHES: A THREE -COUNTRY STUDY**

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&

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ABSTRACT

The current research examines hypothesized explanations for the unexpected result of prior research, extending the previous research (Mueller, Rushing & Thorne, 2007). The previous research explored the Masculinity/Femininity cultural dimension as a theoretical base for Style Leadership approaches. That research produced the unexpected result that the hypothesized relationship between Masculinity and Task and Femininity and Relationship was not supported. The current research examines revised hypothesized correlations between Masculinity and Task and between Femininity and Relationship in China and the United States. Finally, results are discussed and recommendations for future research are made.

**INTERNATIONAL PERFORMANCE FOR US SMALL AND MEDIUM-SIZED
COMPANIES: THE IMPORTANCE OF A DIFFERENTIATION STRATEGY**

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ABSTRACT

This paper investigates the importance of a differentiation strategy for international Small and Medium-Sized firms. The international behavior of 300 US based smaller companies is reported. The results show that companies that have an international marketing orientation and a cost differentiation strategy tend to perform better in comparison to companies that do not follow these strategies. On the other hand an innovation and a market differentiation strategy do not appear to influence the international performance of smaller companies.

INTERNATIONAL ENTREPRENEURIAL ORIENTATION AND PERFORMANCE FOR MEDIUM-SIZED ENTERPRISES: THE MODERATING ROLE OF NETWORKS

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ABSTRACT

This study examines the moderating influence of networking with non-competitors and competitors on the international performance of medium-sized entrepreneurial firms. A sample of 166 British and US based companies showed that networking with non-competitors increases a company's performance, while networking with competitors impacts a firm's performance negatively. This study also shows that a firm's international entrepreneurial orientation has a significant influence on international performance.

Keywords: Small and Medium-Sized Companies; International Entrepreneurial Orientation; Networking with non-competitors; Networking with Competitors

FORGET THE MANAGEMENT IN SUPPLY CHAIN MANAGEMENT: A CRITICAL REVIEW OF FRAMEWORKS AND TERMINOLOGY

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ABSTRACT

It would seem that the importance of supply chain management to organizational efficiency has been accepted as a universal premise within the global marketplace. Supply Chain Management (SCM) has been frequently discussed and researched by practitioners and academics over the last two decades while an assortment of diverse organizations around the world have attempted to implement various SCM systems, yet a universal definitional consensus of SCM still does not exist. For international organizations attempting to implement a system-wide SCM approach, the complexity of SCM, like all business philosophies, is compounded by the diversity of the cultures and languages that act both to filter and define.

Complexities notwithstanding, organizations of diverse sizes and structures remain dependent upon successfully maintaining these invaluable supply chain relationships in order to prosper within the global economy. Yet there remains a significant lack of empirical evidence asserting the many benefits of SCM networks. This apparent lack of support is logical when one considers the lack of a universally accepted SCM definition and model and the myriad SCM implementations that have been attempted. Further arguments purport that supply chain management is more challenging to operationalize in practice than some academics or consultants seem to assert, and disagreement persists as to the optimum way that supply chain management should be implemented within the dynamic business environment.

This paper strives to bring some clarification to this morass by exploring some of the more popular SCM definitions and frameworks and by critically reviewing the terms collaboration, integration, and sustainability as they have been applied to SCM. While further research to create such a universally accepted definition of supply chain management is inevitably necessary, we hope to stimulate the critical dialogue needed as a first step in reaching this arduous goal.

THE USE OF QUALITY IMPROVEMENT PRIORITY MATRIX AS A METHOD OF A COMPANY ANALYSIS: EVIDENCE FROM RUSSIA

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ABSTRACT

A Quality Improvement Priority Matrix (QIPM) is a method used for the continuous improvement of organizational managerial practices. The author of the paper together with other colleagues researched the issue starting 2000 and published several papers describing the method. It was initially tested on two academic departments from Russian and American universities (Naoumova, I., Umpleby, S., 2002). This paper describes the use of the QIPM method by seventeen Russian companies. Different features (20-25 features in each case) of company management were suggested by company employees (5-10 employees in each case) to evaluate on scales of importance and performance. The suggested features were unified which resulted in a standardized list (20 features, in total) that could be used by consultants and company management for testing organizational efficiency. The exploratory research helped to improve the method in regard of monitoring managerial decision making in a turbulent environment of transitioning economy. The advantage of using the Quality Improvement Priority Matrix method is that the company management has an opportunity to correct the “problematic” actions promptly. Even more, the simplicity of the method makes it understandable by every employee and lets the top management to delegate the authorities of tactical decision making to the middle and frontline management, while keeping control function and strategy in their own hands. In addition, a continuous use of the method improves organizational climate and transparency, helps managers in coordinating the employee efforts for achieving organizational goals.

STATE OF ART:

EMERGING COUNTRY MULTINATIONALS

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ABSTRACT

Multinationals from the emerging regions have long been ignored. However with the ongoing globalization these firms have internationalized and emerged as strong global contenders in the world scenario. Their successful growth has been in spite of various complexities existing in these regions. Accordingly, their growing importance in the world scenario makes it

mandatory that they should be studied in detail and that our understanding about them should develop.

CROSS-CULTURAL MANAGEMENT IN THE SUBSIDIARIES OF WESTERN MULTINATIONALS IN MOROCCO

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ABSTRACT

One of the most critical challenges faced by the multinationals is regarding implementation of its various units round the world. This problem has become even more significant in today's globally competitive environment. The situation is further complicated when it comes to implementing a subsidiary in an emerging country, where the economic and cultural differences are even greater. We have attempted to gain an insight of adaptation and localization issues in the successful implementation in the Moroccan subsidiaries of the emerging country multinationals.

Keywords: Emerging country; Multinationals; Morocco; Culture; Adaptation; Standardization; Localization

MULTINATIONALIZATION OF THE EMERGING COUNTRY FIRMS AND THEIR PERFORMANCE IMPLICATIONS: A CONCEPTUAL FRAMEWORK

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ABSTRACT

The paper acknowledges the emergence of the emerging country firms and their entry into the global economy. Much research has been done from the point of view of developed country multinationals, while the perspective of developing country multinationals has been ignored. We discuss the entry of emerging multinationals into developed markets from a cultural point of view – the cultural adaptation that they are required to make and the relevant influencing factors like the institutional environment, HR practices, Expatriates, communication, knowledge, mission of the multinational, etc. Using a conceptual model built on an extensive literature review, we propose several relationships which could be considered as a guide to future research in this emerging field of research.

Keywords: Emerging country; Multinationals; Culture; Adaptation; Standardization; Localization

UNITED STATES' FIFTEEN YEAR BAN ON MEXICAN TRUCKS OPERATING ON AMERICAN HIGHWAYS RESULTING IN MEXICO'S RECENTLY IMPOSING RETALIATORY TARIFFS: AN INTERNATIONAL TRADE DISPUTE SEEKING RESOLUTION UNDER THE NORTH AMERICAN FREE TRADE AGREEMENT (NAFTA)

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ABSTRACT

The concept of free trade has always resonated favorably within the Western liberal tradition. For the past several decades different presidential proclamations have called the free exchange of goods a “moral imperative” that would spread prosperity, freedom, and human rights across borders. Fifteen years ago NAFTA embellished these values but over the years the U.S. government has refused to allow Mexican trucks to operate freely on American roadways. This willful disregard on its treaty obligations and an arbitration panel decision has recently resulted in retaliatory tariffs on U.S. exports to Mexico permissible under the rules of the World Trade Organization (WTO). This paper argues that a trade dispute is never good, especially in recessionary times, and that it is time to resolve this long-standing issue vis-à-vis diplomacy and statesmanship among contiguous states.

Running Title: U.S. – Mexico Trade Dispute Sparked by U.S. Protectionism and NAFTA

Keywords: North American Free Trade Agreement (NAFTA); U.S. – Mexico trade; Pilot cross-border trucking program; Retaliatory Mexican tariffs; Protectionism

GARMENT HANGER PRACTICES AMONG CHINESE PRODUCERS SENT U.S. DRY CLEANERS TO THE LAUNDRY

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ABSTRACT

Chinese wire garment hangers were exported to the United States at a price substantially less than fair market value from 1995-2008, forcing the closure of all but one U.S. producer.

When a tariff was introduced in 2008, the hanger price doubled domestically. This caused a negative impact on already thin domestic dry cleaner profit margins.

Given the current economic state of the United States and the discretionary nature of consumer dry cleaning demand, some dry cleaners may close their doors or attempt to pass the additional costs along to the consumer.

The tariff was created by the United States International Trade Commission (USITC), who ruled that domestic producers of wire hangers in the United States were damaged and that the tariff could provide assistance to the U.S. industry.

The tariff effect will be examined from the aspect of the domestic manufacturer, as well as the dry cleaning retailers and the impact on the consumers of dry cleaning services.

This paper will aim to detail an overview of the international conditions of the industry during the time period during and directly after the tariff placement and make an assessment of the USITC tariff action.

Economic rationales will be used to show overall effects on the domestic industry, and will attempt to show the effect on economic welfare, from both a domestic and international standpoint.

Formulary Apportionment: Reconsideration of a Global Strategy for Multinational Firms

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ABSTRACT

The authors used the current controversy as a catalyst to assess the existing U. S. taxation structure and strategy on multinationals and global firms. The current taxation policies are described and flaws are summarized. The concepts of formulary apportionment are examined as a potential solution to the existing problems of the current taxation system. The pros and cons of the strategy of formulary apportionment or flat tax are presented in light of the current debate as the best global alternative.

Running Title: Formulary Apportionment

Keywords: Formulary Apportionment; Global Strategy; Multinational Firms; International Standardization

ENTRY MODE CHOICES FOR FOREIGN MARKET PENETRATION

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ABSTRACT

This study uses embedded, multiple case study methodology to examine the entry mode choices of Australian firms operating Latin America. Twelve propositions based on extant literature are analyzed. Results suggest that host country characteristics, top management attitudes, and socio-cultural distance factors are determining elements in entry mode choice. Theoretical frameworks based on transaction cost approaches are not powerful explanations of behavior. These results imply that extant models offer insight into some aspects of Australian behavior. However, the lack of significant findings in other areas suggests that additional conceptual work is required before a meaningful framework modeling Australian experiences emerges.

The Role of culture in times of organizational crises:

The Case of individualism and collectivism

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Abstract

The current globe-spanning economic and financial crisis is affecting, to different extents, virtually every country, industry and organization. Political leaders, academic scholars and business practitioners around the world have therefore begun to reexamine common policies, theories and business models to not only explain the causes of the contemporary crisis, but also to avoid such economic and financial calamity in the future. This paper attempts to explore the impact of national culture in times of organizational crises by focusing specifically on the role of individualism and collectivism. A conceptual model is developed and implications for theory and business practice are discussed.

Running Title: The Role of Culture in Times of Organizational Crises

Keywords: Culture; Cross-cultural management; Individualism; Collectivism; Organizational crises

**Africa's Global Economic Integration and National Development: A Management
framework for Attracting FDI**

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ABSTRACT

Though starting on economic development trajectories that parallel those of East and Southeast Asian countries, the countries of Africa are behind in attracting FDI. For example, in 2005, Sub-Saharan Africa was able to attract barely 2.2 percent of the world's total FDI, a painful reminder of where the continent stands in the eyes of multinational investors. In recent years, however, most African states have made concerted efforts to pursue neoliberal economic policies with the private sector leading the way. Since one central piece of this strategy is hinged on attracting FDI to promote national development and foreign exports, this exploratory paper, first, draws a profile of FDI flows as an important guidepost of the nature and degree of Africa's global economic integration and national development. Second, based on the profile, this study proposes what we loosely call an institutionally-driven management framework for African states to create and promote competitive advantages to attract FDI. Primarily highlighted in the proposed framework is the critical role of the government in managing the environmental forces to drive national productivity and innovative capacity, especially in the early phases of economic development.

EXPLORING MANAGEMENT OF BUSINESS INVESTMENT EXPANSION

POTENTIALS FROM GUAM BASE TO PACIFIC ASIA

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ABSTRACT

Economically and politically, the Pacific Asia region is considered a very important part of the US trade equation. During the past quarter century, the region's rapid economic growth and increasing political influence in economic affairs has consistently demanded innovative US strategies and competitive forms of trade expansion. In order to counterweigh the increasing influence of China in Asian trade, it has become incumbent and essential for US multi-national entities to find both lower costs and advantageous positions for managing their business investment portfolios. One important solution includes management options from within close proximity to the region.

Until recently, economic downturns had alarmed most international investors as they watched problems centered in single nations multiply and spread through the greater global economy. As markets, institutions, and investors have more recently adjusted to dire conditions, positive trends related to economic figures and confidence levels have shown substantial rebound. Consistent with the importance of competing in a modern global community, businesspersons continue to look to overseas opportunities: For several reasons including projected growth in emerging markets there, Pacific Asia is an extremely attractive target for investors looking to expand internationally. As a base to launch operations into Pacific Asia, the US territory of Guam, is extremely well positioned. The proposed paper looks at Guam as a possible base of international operations into Pacific Asia and covers important considerations for investors including advantageous geographic location, local support of businesses, as well as stability under US stewardship. Discussion includes treatment of such factors as the comparative cost of living on Guam versus living in Tokyo, Seoul, Beijing, Shanghai, Singapore, Bangkok or Taipei; communication access; educational systems for family members; recreational facilities; and transportation to major destinations in Asia. Additionally, the paper treats requirements imposed on business including territorial taxation and legal incorporation for establishing and conducting business on Guam.

The objective of the paper is to provide important and useable information to potential investors looking to expand into Pacific Asian markets and the opportunities and suitability of the US Territory of Guam as a possible base for related overseas operations. The research provides information gained from exploration of literature related to important forms of international business served by optimized regional offices so as to enable managers of overseas investment to optimize resources and to support operations aimed at multiple foreign targets.

The research is qualitative in that it explores phenomenological aspects about the possibility of basing international operations in such a manner that potential investigators can work to impact markets in one-or-more foreign locations. The study reports findings from exploration of key literature as supplemented by interviews of expert informants from academic institutions, banks, as well as federal and territorial government officials.

The research is deemed important for those investors working to expand operations in the Pacific Asian markets. While the report might be perceived to be geared toward managers of small-to-medium size companies, managers within larger companies will gain an enhanced perspective about the importance of regional offices serving overseas.

TECHNOLOGY, COMMUNICATION, AND COMPETITIVENESS IN TODAY'S GLOBAL ECONOMY

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ABSTRACT

Technology has improved communications within organizations, providing individuals with multiple venues for correspondence (Vaishampayan, 2006). Technological advances coupled with growing globalization have created an environment of increased competition. This increased competition is difficult to manage because these emerging technologies are difficult to predict exactly how they will be used and by whom. However, organizations can leverage these latest technologies to develop new technologies, remain competitive in the global marketplace, and maintain strategic flexibility (Hitt, Keats, & DeMarie, 1998).

Technologies such as Core and Enabling technologies are often associated with the core competency of the organization and support the critical aspects of operations (Smith, 2008).

Core technologies, are defined as those technologies, unique to the industry or the specific organization and are specifically created to fulfill on organizational demands (Tidd, Bessant, & Pavitt, 2005). Enabling technologies, are defined, as those technologies that support and facilitate the effective implementation and use of the core technologies (Thompson, 2003).

THE RESTRUCTURING OF THE RUSSIAN AIRCRAFT MANUFACTURING SECTOR

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ABSTRACT

As more nations enter the global arena, the notion of competitive advantage reverberates through the business environment more than ever. Russia, shedding the remnants of its Soviet past, is entering the global arena as a new nation, gratuitously summoning the rest of the world's attention. This paper provides a glimpse of the post-Soviet state of Russian aviation, introduces the new Russian aeronautic conglomerate, United Aircraft Corporation (UAC), and encourages understanding of the importance of this business entity to Russia. Presenting SWOT analysis of UAC will elucidate how the company is aligning its distinctive competencies and resources with external business environments in an attempt to realize its competitive potential. This study explores different approaches of gaining and sustaining

competitive advantage; moreover, it will attempt to project the future competitive strategy for this Russian conglomerate.

Keywords: UAC Russia; Competitive advantage; SWOT analysis; Competitive strategies

INTERNATIONAL FINANCE AND MACROECONOMICS: A SEMESTER LONG CASE STUDY APPROACH

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ABSTRACT

In a period of tight budgets and accountability, demonstrating evidence of student learning and improvements in curriculum are essential. Student learning objectives must be measurable statements, assessment tools must be valid instruments, and assessment results should be used to improve course curriculum. This semester-long case study approach addresses each of these criteria and has the added benefit of improving student opinion of instruction (teacher evaluations).

A COMPARISON OF U.S. AND CANADIAN STRATEGIES IN THE PAPER INDUSTRY: EXPLORATORY ANALYSIS OF THE RELATIONSHIP BETWEEN ACQUISITION MOTIVES AND PERFORMANCE

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Abstract

Acquisitions, when one firm, generally the larger of the two, buys another firm which gets

absorbed into the buying firm. The central research question involved is have acquisitions been an effective strategy for manufacturers and distributors in the paper industry? Were certain motives (offensive versus defensive) linked to better performance by the acquiring firm? Case studies of firms within the paper industry which have undertaken multiple acquisitions were determined to be able to provide in depth, richer analysis. This involved interviews of senior managers or owners of firms having made at least two acquisitions in the last five years along with an archival review of company financial performance and other measures of success. The preliminary results indicate that offensive motives for acquisitions have not been particularly successful. Specifically, expansion has not been successful for these firms, nor has vertical integration been successful for these firms. Defensive motives for acquisitions in this environment have performed better. Motives such as a reduction of supply in existing markets and increasing market penetration within existing markets have performed better post acquisition.

Key Words: Acquisition Motives Acquisition Performance

**FOREIGN DIRECT INVESTMENT OF CHINESE PRIVATE FIRMS –
INSTITUTIONAL PERSPECTIVE AND RESOURCE-BASED VIEW**

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ABSTRACT

Chinese private sector has been experiencing unprecedented growth in the last two decades. Foreign direct investment from these firms is expected to have significant impact on global economy. Given the uniqueness of China's economic development and her private sector, it requires an integrative approach to study this emerging trend and its future development in the international business arena. Through the lens of institutional theory and resource-based view, we propose that both country-level factors (i.e. institutional distance, psychic distance, and deregulation) and firm-levels factors (i.e. international experience, management expertise, and Guanxi network) jointly affect Chinese private firms' foreign direct investment. This paper sheds light on the scope and direction of further research in related topics.