

Academy of International Business

# 1996 ANNUAL MEETING PROGRAM

THE RIMROCK RESORT HOTEL

*September 26-29, 1996 — Banff, Alberta, Canada*



Banff

*hosted by the University of Calgary*

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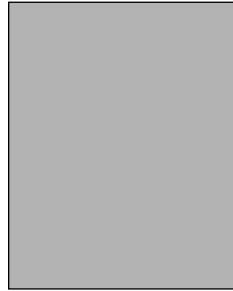
**HISTORIAN**

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 University of Pennsylvania

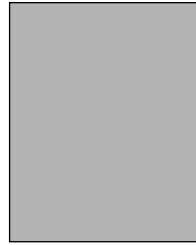
**JOURNAL OF INTERNATIONAL BUSINESS STUDIES**

Paul W. Beamish, Editor  
 University of Western Ontario

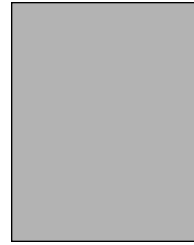
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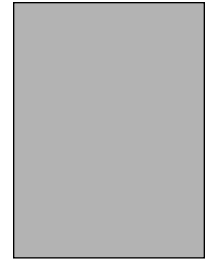
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**W**elcome to the 1996 Annual Meeting of the Academy of International Business. The 1996 Program Chair José de la Torre has combined a unique and inspiring program with the magnificent scenery of Banff to create a meeting experience to remember. We thank the University of Calgary for hosting the meeting and generously providing the participants with the western barbecue on Friday night. Local Arrangements Co-Chairs Stan Paliwoda and Randy Russell and Local Coordinator Judy McCaffrey and their tireless committee staff have done a wonderful job of handling the logistics of the meeting.

We would like to recognize the following committee members as they were instrumental in making this year's meeting a success.

*Program Chair:* José de la Torre, UCLA

*Program Coordinator:* Allen Nepsa, UCLA

*Committee:*

Petra Christmann, UCLA; Robert Neunkirch, Baylor University; Connie Ha, UCLA; Susan Wu, UCLA

*Proceedings Editor:* Melissa Rafferty, UCLA

Host School —University of Calgary

*Calgary/Banff Co-Chairs:* Stan Paliwoda, Randy Russell

*Local Coordinator:* Judy McCaffrey

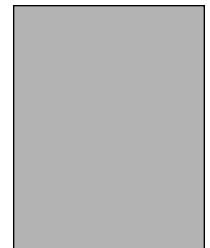
*Local Arrangements Committee:*

Debi Andrus; Dale Carl; Karen Chrisman; Nicole Coviello; David Grant; Carolyn Guichon; Janet Hamnett; Peter Luk; Armond Manassian; Jo Marks; Wade McKenzie; Al Miciak; Michel Rod; Terry Ursacki; April Walters; Kathy Weninger

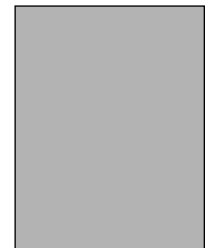
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Kanoknart (Took) Visudtibhan, George Washington University



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 U. of South Carolina



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# 1996 AIB Program Review Committee

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James J. Chrisman University of Calgary	Robert E. Grosse Thunderbird AGSIM	Edwin L. Miller University of Michigan	Ravi Sarathy Northeastern University	Udo Zander Stockholm School of Economics

# 1996 Meeting Schedule

<b>Thursday 9/26</b>			
<b>08:00 - 12:00</b>		<i>Junior Faculty Consortium</i>	<i>Salon B</i>
<b>08:00 - 15:30</b>		<i>Doctoral Consortium</i>	<i>Hawthorne</i>
<b>14:00 - 15:30</b>		<i>Seminar on Case Teaching and Presentation Skills</i>	<i>Salon B</i>
		<i>AIB Canada: Towards the 21st Century</i>	<i>Laurel</i>
		<i>Richard N. Farmer Dissertation Award Finalists' Presentations</i>	<i>Salon C</i>
<b>16:00 - 17:30</b>		<i>Fellows Panel: The New Regime for FDI</i>	<i>Salon C</i>
<b>17:30 - 18:30</b>		<i>Session Chairs Meeting</i>	<i>Laurel</i>
<b>18:30 - 20:30</b>		<i>Presidential Reception</i>	<i>Salons B &amp; C</i>
<b>Friday 9/27</b>			
<b>08:00 - 09:15</b>	<i>Opening Plenary</i>	<i>Executive of the Year Award Presentation</i>	<i>Salons A &amp; B</i>
<b>09:30 - 11:00</b>	<i>Competitive Session 1</i>	<i>Marketing Strategies and Global Performance</i>	<i>Salon A</i>
	<i>Competitive Session 2</i>	<i>Organizational Learning in a Cross-Cultural Context</i>	<i>Salon B</i>
	<i>Competitive Session 3</i>	<i>National Rivalry and Competitiveness</i>	<i>Salon C</i>
	<i>Competitive Session 4</i>	<i>Strategies for Success in China</i>	<i>Hawthorne</i>
<b>09:30 - 12:45</b>	<i>Poster Session 1</i>	<i>Emerging Economies and Multinational Enterprise</i>	<i>Laurel</i>
<b>11:15 - 12:45</b>	<i>Competitive Session 5</i>	<i>FDI Theory and Mode of Entry</i>	<i>Salon A</i>
	<i>Competitive Session 6</i>	<i>Cross Cultural Adjustment: Data from Three Continents</i>	<i>Salon B</i>
	<i>Competitive Session 7</i>	<i>Innovation in Multinational Companies</i>	<i>Salon C</i>
	<i>Competitive Session 8</i>	<i>Value Creation and Performance: Firm and Industry Determinants</i>	<i>Hawthorne</i>
<b>14:00 - 15:30</b>	<i>Forum Session 1</i>	<i>Foreign Direct Investment: Patterns of Entry, Exit and Survival</i>	<i>Salon A</i>
	<i>Forum Session 2</i>	<i>Studies in International Organization</i>	<i>Salon B</i>
	<i>Forum Session 3</i>	<i>Marketing Strategies: Segmentation, Adjustment and Consumer Attitudes</i>	<i>Salon C</i>
	<i>Forum Session 4</i>	<i>International Human Resources: Expatriates, Learning and Leadership</i>	<i>Hawthorne</i>
	<i>Panel Session 1</i>	<i>International Business Research: Black Holes, Quarks and the Expanding Universe</i>	<i>Laurel</i>
<b>15:45 - 17:15</b>	<i>Forum Sessions 5</i>	<i>Globalization and Competitive Advantage</i>	<i>Salon A</i>
	<i>Forum Sessions 6</i>	<i>Locational Factors in International Manufacturing and Technology</i>	<i>Salon B</i>
	<i>Forum Sessions 7</i>	<i>Cooperation Strategies in International Business</i>	<i>Salon C</i>
	<i>Forum Sessions 8</i>	<i>Foreign Investment and Restructuring in Transition Economies</i>	<i>Hawthorne</i>
	<i>Panel Session 2</i>	<i>Asian Advantage: Global Strategy in the Pacific Region</i>	<i>Laurel</i>
<b>17:30 - 18:00</b>		<i>Members Meeting</i>	<i>Hawthorne</i>
<b>19:00 -</b>		<i>Big Rock Brewery beer tasting followed by BBQ Dinner hosted by University of Calgary (Shuttles leave from hotels at 18:30)</i>	

**Saturday 9/28**

<b>08:00 - 09:15</b>		<i>JIBS Decade Award Presentation</i>	<i>Salon A</i>
	<i>Workshop 1</i>	<i>Teaching Culture, Teaching Duality: Pedagogical and Ethical Issues in the Teaching of Cross-Cultural Management</i>	<i>Salon B</i>
	<i>Panel Session 3</i>	<i>Environmental Regulations and International Competition: The Case of NAFTA</i>	<i>Salon C</i>
	<i>Panel Session 4</i>	<i>The Metanational Corporation: Knowledge Orchestration in the Modern Firm</i>	<i>Hawthorne</i>
<b>09:30 - 11:00</b>	<i>Competitive Session 9</i>	<i>Keiretsu Membership: Impact on Entry Mode and Financial Strategy</i>	<i>Salon A</i>
	<i>Competitive Session 10</i>	<i>R&amp;D Strategies and Competitive Advantage</i>	<i>Salon B</i>
	<i>Competitive Session 11</i>	<i>Foreign Direct Investment Location Decisions</i>	<i>Salon C</i>
	<i>Competitive Session 12</i>	<i>Culture, Teams and Social Networks</i>	<i>Hawthorne</i>
<b>09:30 - 12:45</b>	<i>Poster Session 2</i>	<i>Strategy and Organization</i>	<i>Laurel</i>
<b>11:15 - 12:45</b>	<i>Competitive Session 13</i>	<i>Integration-Responsiveness and Subsidiary Autonomy</i>	<i>Salon A</i>
	<i>Competitive Session 14</i>	<i>Studies on Foreign Direct Investment</i>	<i>Salon B</i>
	<i>Competitive Session 15</i>	<i>Market Entry Strategies for the United States</i>	<i>Salon C</i>
	<i>Competitive Session 16</i>	<i>Dealing with Discontinuity</i>	<i>Hawthorne</i>
<b>13:30 - 15:00</b>	<i>Competitive Session 17</i>	<i>Competitive Advantage and Subsidiary Relations</i>	<i>Salon A</i>
	<i>Competitive Session 18</i>	<i>Measurement and Theory Development for International Research</i>	<i>Salon B</i>
	<i>Competitive Session 19</i>	<i>Evolution and Competitiveness in the Japanese Business System</i>	<i>Salon C</i>
	<i>Competitive Session 20</i>	<i>Determinants of Export Performance</i>	<i>Hawthorne</i>
	<i>Workshop 2</i>	<i>Understanding and Using the Internet for Business and Research: Establishing a Personal Presence</i>	<i>Laurel</i>
<b>15:15 - 18:00</b>		<i>Excursion to Lake Louise</i>	<i>Outside the Rimrock</i>
<b>19:00 - 21:00</b>		<i>Cocktails, Awards Presentation &amp; Banquet</i>	<i>Wildrose Ballroom</i>

**Sunday 9/29**

<b>08:00 - 09:30</b>	<i>Forum Session 9</i>	<i>Foreign Direct Investment by Japanese Multinationals</i>	<i>Salon A</i>
	<i>Forum Session 10</i>	<i>Resources, Institutions and Organizational Dimensions of International Operations</i>	<i>Salon B</i>
	<i>Forum Session 11</i>	<i>Business Issues in Emerging Economies</i>	<i>Salon C</i>
	<i>Panel Session 5</i>	<i>Technological Evolution of the Multinational Enterprise</i>	<i>Hawthorne</i>
	<i>Panel Session 6</i>	<i>Internationalization of Firms from Developing Countries</i>	<i>Laurel</i>
	<i>Panel Session 7</i>	<i>Key Issues in International Business Ethics</i>	<i>Yarrow</i>
<b>08:00 - 11:15</b>	<i>Poster Session 3</i>	<i>Finance, Marketing and Pedagogy</i>	<i>Juniper</i>
<b>09:45 - 11:15</b>	<i>Forum Session 12</i>	<i>Entry Decisions into Foreign Markets</i>	<i>Salon A</i>
	<i>Forum Session 13</i>	<i>Culture: Methodology and Outcomes</i>	<i>Salon B</i>
	<i>Forum Session 14</i>	<i>Financial Markets and Investment Decisions</i>	<i>Salon C</i>
	<i>Panel Session 8</i>	<i>Spatial Issues of Globalization</i>	<i>Hawthorne</i>
	<i>Panel Session 9</i>	<i>Doing Business in Russia Using Joint Ventures</i>	<i>Laurel</i>
	<i>Panel Session 10</i>	<i>Strategy and Organization of International R&amp;D</i>	<i>Yarrow</i>
<b>11:30 - 13:00</b>	<i>Forum Session 15</i>	<i>Regional Blocks, Trade and Industry Evolution</i>	<i>Salon A</i>
	<i>Forum Session 16</i>	<i>Determinants of Export Success and Behavior</i>	<i>Salon B</i>
	<i>Forum Session 17</i>	<i>Education and Information for International Business</i>	<i>Salon C</i>
	<i>Panel Session 11</i>	<i>Organizational Evolution of Multinational Enterprise</i>	<i>Hawthorne</i>
	<i>Panel Session 12</i>	<i>African Private Sector Initiatives: Preparing for the New World</i>	<i>Laurel</i>
	<i>Panel Session 13</i>	<i>Global Ownership of Global Firms: Is It Too Much to Ask?</i>	<i>Yarrow</i>

# 1996 Annual Meeting Information

**AIB Booth in the Calgary Airport:** Staffed from 9:00 AM to 9:00 PM on Wednesday and Thursday, and from 9:00 AM to 2:00 PM on Friday.

**Registration in Wildrose Prefunction Area:**

**Thursday** 7:00 - 8:00 AM, 10:00 AM - 7:00 PM

**Friday** 7:00 AM - 5:00 PM

**Saturday** 8:00 AM - 11:00 AM

*After 11:00 AM on Saturday, please register at the AIB Office.*

**AIB Office Hours:** Open during the conference sessions. The office will close at 6:00 PM on Friday, 3:30 PM on Saturday and 4:00 PM on Sunday. Photocopying available.

**Placement Center:** Open daily in the Bluebell

**Exhibits:** Open daily in the Wildrose Prefunction

**LAN Network:** Computers available in every conference hotel. Participants will receive a log in name and password.

**Shuttle Buses:** Shuttle bus service begins at 6:30 AM each morning, starting on Friday Sept. 27. Shuttle service will be available to provide return transportation to conference hotels after the Thursday, Friday and Saturday evening functions. Shuttles will also operate throughout the days during non-peak hours, following the schedule posted in the lobby of each conference hotel.

*DUE TO A 10K AND 22K RACE, NO SHUTTLE SERVICE WILL BE AVAILABLE ON SATURDAY AFTER 8:30 AM, UNTIL 11:00 AM. DELEGATES SCHEDULED FOR THE 9:30 SESSION ON SATURDAY SHOULD PLAN TO BE AT THE RIMROCK BY 8:45 AM!!!*

**Breakfasts:** Buffet breakfasts are available in the Glacier Lounge at the Banff Park Lodge and in the Primrose Restaurant at the Rimrock.

**Friday - Western Beef BBQ:** Excursion busses will periodically leave from the Rimrock and Banff Park Lodge starting at 6:30 PM. Shuttle busses will periodically leave from Banff Rocky Mountain Resort and the Tunnel Mountain Chalets at 6:30 PM. A Big Rock Brewery beer tasting will begin at 7:00 PM, followed by dinner and festivities at 7:30. Busses for return will be available starting at 9:00 PM.

**Saturday - Lake Louise Excursion and Banquet Dinner:** Buses will leave the Rimrock at 3:15 (sharp) and will depart from Lake Louise at 5:15 (sharp) to return to the respective conference hotels at approximately 6:30 PM. Shuttles will provide transportation up to the Banquet Dinner at the Rimrock between 6:45 PM and 7:45. A cocktail hour is planned for the Wildrose Prefunction room from 7:00 to 8:00 PM, followed by the Banquet Dinner. Shuttle service will be available at the conclusion of the Banquet.

**Return Transportation to Calgary:** Busses and Group taxis will be made available through the AIB Office during the conference, ending at 4:00 PM Sept. 29. Individuals may also arrange their own group taxis through Banff Taxi (762-4807).

**All participants and guests must be wearing their official name tags to gain admittance to sessions and functions and to use AIB transportation.**

## Map of Meeting Area

### Exhibitors

Addison-Wesley Longman

Blackwell Publishers

Butterworth-Heinman

Elsevier Science Ltd.

European Case Clearing House

The Haworth Press

Intercultural & Community  
Development Resources

The Johns Hopkins University Press

The MIT Press

Richard D. Irwin, Inc.

Transaction Publishers

University of South Carolina Press

Western Case & Publication Service

# Thursday, Sept 26th

**7:00**

**REGISTRATION OPENS**

**8:00-12:00**

**SALON B**

**JUNIOR FACULTY CONSORTIUM**

**Chair:**

**Jean-François Hennart, University of Illinois at Urbana-Champaign**

**Participants:**

**Peter Buckley, University of Leeds  
Gunter Dufey, University of Michigan  
Karin Fladmoe-Lindquist, University of Utah  
Vladimir Pucik, Cornell University**

**8:00-15:30**

**HAWTHORNE**

**DOCTORAL CONSORTIUM**

**Chair:**

**Bruce Kogut, University of Pennsylvania**

**Participants:**

**Erin Anderson, INSEAD  
Myles Shaver, New York University  
Daniel van den Bulcke, University of Antwerp  
Eleanor Westney, MIT  
Hideki Yamawaki, UCLA  
Bernard Yeung, University of Michigan  
Srilata Zaheer, University of Minnesota**

**14:00-15:30**

**SALON B**

**SEMINAR ON CASE TEACHING AND PRESENTATION SKILLS**

**Leaders:**

**George Yip, UCLA  
Warren Keegan, Pace University  
Avraham Meshulach, Hebrew University of Jerusalem**

**LAUREL**

**AIB CANADA: TOWARDS THE 21ST CENTURY**

**Chairs:**

**Jean-Claude Cosset, Université Laval  
Jeffrey Kantor, University of Windsor**

**SALON C**

**RICHARD N. FARMER DISSERTATION AWARD  
FINALISTS PRESENTATIONS**

**Chair:**

**Ravi Ramamurti, Northeastern University**

*"The Institutional Basis of National Advantage in Biotechnology"*

**Susan Bartholomew, University of Cambridge  
Supervised by Nancy Adler, McGill University**

*"Home Base and Investment into Research and Development Abroad: An Investigation into the International Allocation of Research Activity by Multinational Enterprises"*

**Walter Kuemmerle, Harvard Business School  
Supervised by Michael Porter, Harvard Business School**

*"Interorganizational Relationships and International Expansion: Relationship-specific Skills and Other Determinants of Supplier FDI and Buyer-Supplier Relationships in International Manufacturing Operations"*

**Xavier Martin, New York University  
Supervised by Will Mitchell and Anand Swaminathan,  
University of Michigan**

*"International Hybrids: A Transaction Cost Treatment and Empirical Study"*

**Joanne Oxley, University of Michigan  
Supervised by Oliver Williamson, University of California,  
Berkeley**

**16:00-17:30**

**SALON C**

**FELLOWS PANEL: THE NEW REGIME FOR  
FOREIGN DIRECT INVESTMENT**

**Chair:**

**Alan Rugman, University of Toronto**

**Distinguished Invited Speaker:**

**Sylvia Ostry, University of Toronto**

**Discussants:**

**John Stopford, London Business School  
Jean Boddewyn, City University of New York**

**17:30-18:30**

**LAUREL**

**SESSION CHAIRS MEETING**

**18:30-20:30**

**SALONS B & C**

**PRESIDENTIAL RECEPTION**

# Thursday, Sept 26th

# Friday, Sept 27th

**8:00-9:15**

## SALONS A & B

### OPENING PLENARY

**Chair:**

**Don Lessard**  
Massachusetts Institute of Technology  
President of the AIB

**Executive of the Year Award and Keynote Address:**

**Jean Monty**  
Chairman and CEO  
Northern Telecom Ltd.

**Presented by:**

**John Dunning**  
Rutgers University  
Dean of the AIB Fellows

**Distinguished Speaker:**

**Thomas d'Aquino**  
President and CEO  
Business Council on National Issues

**9:30-11:00**

## SALON A

### Competitive Session #1

#### MARKETING STRATEGIES AND GLOBAL PERFORMANCE

**Chair:**

**Robert Green, University of Texas at Austin**

*"Competitive Marketing Strategies of Firms in Multidomestic and Global Industries: An Empirical Investigation of the Strategy-Performance Relationship"*

Jaishankar Ganesh and V. Kumar, University of Houston  
Masaaki Kotabe, University of Texas at Austin

*"The International Market Selection: A Relationship Marketing Approach"*

Otto Andersen, Agder State College

**Discussant:**

**Peter Walters, Hong Kong Polytechnic University**

## SALON B

### Competitive Session #2

#### ORGANIZATIONAL LEARNING IN A CROSS-CULTURAL CONTEXT

**Chair:**

**Andrew Inkpen, Thunderbird AGSIM**

*"Understanding Management Learning Across Cultures: Some East-West Comparisons"*

Terence Jackson, Sarah Spiekermann and Maria Cristina Paparo, EAP European School of Management

*"The Cross-Cultural Generalizability of Agency and Prospect Theories: Evidence from Asia and North America"*

Stephen Salter, Texas A&M University  
David Sharp, University of Western Ontario

*"A Cross-Cultural Study of the "Cosmopolitanism" Construct: Validation of a new Cosmopolitanism Scale"*

Sung-Joon Yoon, Samsung Economic Research Institute  
Hugh Cannon and Attila Yaprak, Wayne State University

*"The Dynamics of Collaboration: The Evolution of Cooperative Behavior in Inter-firm Ventures"*

Africa Ariño, IESE, Universidad de Navarra  
José de la Torre, UCLA

**Discussant:**

**Nakiye Boyacigiller, San Jose State University**

## SALON C

### Competitive Session #3

#### NATIONAL RIVALRY AND COMPETITIVENESS

**Chair:**

**Helmut Soldner, University of Strasbourg**

*"Country Rivalry in Industry Emergence: The Japanese, European and American Experience"*

Thomas Murtha, Jennifer Spencer and Stefanie Ann Lenway, University of Minnesota

*"Empirical Study on Life Cycle Model of National Competitiveness: The Case of Korea"*

Dong-Sung Cho, Seoul National University  
Dong-Hyun Lee and Young-Kyu Kim, Institute of Industrial Policy Studies

*"The Generalized Double Diamond Approach to Global Competitiveness of Korea and Singapore"*

H. Chang Moon, University of the Pacific  
Alan Rugman, University of Toronto  
Alain Verbeke, University of Brussels

**Discussant:**

**Thomas Brewer, Georgetown University**



**HAWTHORNE****Competitive Session #4****STRATEGIES FOR SUCCESS IN CHINA****Chair:****Raj Aggarwal, John Carroll University***"Controlling the Foreign Agent: A Critical Examination of the Government-MNE Interaction in the Chinese Automobile Industry"*

Mike Peng and Eric Harwit, University of Hawaii at Manoa

*"An Empirical Analysis of Strategic Orientation in International Joint Venture Performance in a Transitional Economy"*Yadong Luo, University of Hawaii at Manoa  
Farid Sadrieh, Temple University*"Equity Sharing Arrangement and Joint Venture Operation in The People's Republic of China"*Yigang Pan and Robert Pitts, DePaul University  
Wilfried Vanhonacker, INSEAD*"Distribution Structure and Power — A Case of Consumer Goods in the People's Republic of China"*

Pia Polsa, Swedish School of Economics and Business Administration

**Discussant:****Oded Shenkar, University of Hawaii at Manoa/  
Tel-Aviv University****9:30-12:45****LAUREL****Poster Session #1****EMERGING ECONOMIES AND MULTINATIONAL ENTERPRISE****Chair:****Tailan Chi, University of Wisconsin - Milwaukee***"Organizational and Stock Market Responses to US-Russian Joint Ventures: An Event Study Analysis"*Dave Arnott, Dallas Baptist University  
Abdul Rasheed, University of Texas at Arlington*"Measuring Hofstede's Cultural Dimensions in the Ukraine"*

Thomas Bradley, Nova Southeastern University

*"African Securities Markets Revisited"*

Robert Clark, University of Vermont

*"Technonationalism Matters: A Study of OECD Countries"*Monisha Das, Widener University  
Sumit Kundu, Saint Louis University*"The Sustainability of Private Capital Flows to Developing Countries: An Argument for Regionalization?"*

John Dilyard, Rutgers University

*"Russian Industrial Integration with the West: The Case of Environmental Protection Through Power Engineering Development"*

Malcolm Hill, Loughborough University

*"Partner Reciprocity and the Eroding US Trade Balance in Telecom Services with Latin America"*

Roger Kashlak, Loyola College in Maryland

Srinath Beldona, Temple University

*"Privatization: The Chinese Approach"*

Ken Kim and David Wang, University of Toledo

*"Countertrade and International Business Enforcement"*

Soo Hee Lee, Chong Ju Choi and Jai-Beom Kim, City University Business School

*"The Role of Multinational Banks in Transition Economies: The Case of Hungary"*

Katherin Marton, Fordham University

*"The Eclectic Paradigm Applied To Assyria Circa 2000 B.C."*

Karl Moore and David Lewis, Oxford University

*"The Industrial Profile of a "New European Nation" and its role in Economic Development"*

Erik Nes and Geir Gripsrud, Norwegian School of Management

Pervez Ghauri, University of Groningen

*"The Culture of Doing Business in Mexico"*

Shawna O'Grady, Queen's University

*"Upgrading a State Diamond: Leveraging a Major Investment. A Case Study of Two Mexican States."*

Elias Reyes, University of Texas at Dallas

*"Enterprise Restructuring Strategies in Transition Economies: Exit for Entry Processes in Lithuania"*Val Samonis, University of Toronto  
Gediminas Rainys, The Economic Research Centre, Lithuania*"Lighting up the World: Emerging Nations and the Market for Electricity Generation"*

Ravi Sarathy, Northeastern University

*"Human Capital Development and Integrated Manufacturing in Developing Countries: The Mexican Case"*John Sargent, Florida International University  
Linda Matthews, University of Washington*"Plurality in Indian Market - Issues for Global Enterprises"*

Rajan Saxena, Narsee Monjee Institute of Management Studies

*"Research Note: Foreign versus Domestic Investment in LDCs: Five Archetypes"*

William Stoeber, Seton Hall University

*Friday, Sept 27th*

# Friday, Sept 27th

**11:15-12:45**

## SALON A

### Competitive Session #5

#### FDI THEORY AND MODE OF ENTRY

**Chair:**

**Arvind Phatak, Temple University**

*"The Determinants of Modal Choice: Using the New Syncretic Theory to Analyze Organizational Forms in the International Hotel Industry"*

Farok Contractor, Rutgers University  
Sumit Kundu, Saint Louis University

*"International Diversification: Applying FDI Theory to Modal Choice"*

Keith Brouthers, University of East London  
Lance Brouthers, University of Texas at San Antonio

*"Staged Involvement and Investment Clustering"*

Stephen Nicholas, Elizabeth Maitland, David Merrett,  
Greg Whitwell and Sue Kimberley, University of  
Melbourne  
William Purcell, University of New South Wales

*"What Role Decision Specific Experience Play in Foreign Ownership Strategies of Multinational Firms?: An Empirical Investigation of Japanese Firms"*

Prasad Padmanabhan, San Diego State University  
Kang Rae Cho, University of Colorado at Denver

**Discussant:**

**Leo Sleuwagen, Kuleuven University**

## SALON B

### Competitive Session #6

#### CROSS CULTURAL ADJUSTMENT: DATA FROM THREE CONTINENTS

**Chair:**

**Raghu Nath, University of Pittsburgh**

*"A Cross-cultural Comparison of Upward Influence Tactics of Managers in the NAFTA Countries"*

Carolyn Egri, Simon Fraser University  
David Ralston, University of Connecticut  
Cheryl Murray, Greater Hartford Chamber of Commerce  
Joel Nicholson, Illinois State University

*"Antecedents to Adjustment of Japanese Expatriates in the United States"*

Riki Takeuchi and John Hannon, Purdue University

*"A Test of Performance-Maintenance Leadership Theory in Cross-Cultural Context: Pacific Islanders and Pakeha in New Zealand"*

Lee Ah Chong and David Thomas, University of Auckland

**Discussant:**

**Frank DuBois, The American University**

## SALON C

### Competitive Session #7

#### INNOVATION IN MULTINATIONAL COMPANIES

**Chair:**

**Richard Wright, McGill University**

*"The Multinational Tension in R&D Internationalization: The Headquarters-Subsidiary Perception Gap under Clan-Failure in the Japanese Multinational Companies"*

Kazuhiro Asakawa, Keio University

*"The Geographic Sources of Innovation in the Multinational Enterprise: US Subsidiaries and Host Country Spillovers, 1980-1990"*

Tony Frost, University of Western Ontario

*"Knowledge Sourcing by Foreign Multinationals: Patent Citation Analysis in the US Semiconductor Industry"*

Paul Almeida, Georgetown University

**Discussant:**

**John Ronchetto, University of San Diego**

## HAWTHORNE

### Competitive Session #8

#### VALUE CREATION AND PERFORMANCE: FIRM AND INDUSTRY DETERMINANTS

**Chair:**

**Prakash Sethi, City University of New York**

*"Reconciling Duality in Competitive Strategy: Resources and Advantage"*

John Fahy, University of Dublin

*"Value-Creation Mechanisms in Cross-Border Acquisitions"*

Laurence Capron, University of Western Ontario

*"Industry Structure and International Joint Venture Performance: Lessons from China"*

Yadong Luo, University of Hawaii at Manoa

**Discussant:**

**Charles Snow, Pennsylvania State University**

14:00-15:30

**SALON A****Forum Session #1****FOREIGN DIRECT INVESTMENT: PATTERNS OF ENTRY, EXIT AND SURVIVAL****Chair:****Daniel van den Bulcke, University of Antwerp***"Towards an Integrated Institutional Theory of International Business"*

Hans Jansson and Hans-Fredrik Samuelsson, University of Gothenburg

*"Strategic Assets and Value Creation in International Acquisitions"*

Jaideep Anand and Prescott Ensign, University of Western Ontario

*"Innovation Capability, Learning Option and Foreign Direct Investment: Implications for the 'Eclectic Paradigm'"*

Mike Peng, University of Hawaii at Manoa

*"Agglomeration and Foreign Direct Investment Survival in the United States"*

J. Myles Shaver, New York University

*"Learning from the Market: Entry by Local and Distant Firms Following the Divestiture and Dissolution of Local and Distantly-Owned Firms"*

Arturs Kalnins and Will Mitchell, University of Michigan

*"De-Internationalization"*Gabriel Benito, Copenhagen Business School  
Lawrence Welch, Norwegian School of Management**SALON B****Forum Session #2****STUDIES IN INTERNATIONAL ORGANIZATION****Chair:****Bernard Wolf, York University***"Calculativeness and Transaction Costs - Theory, Rhetoric and Empirical Scope"*

Peter Buckley and Malcolm Chapman, University of Leeds

*"Integration and Responsiveness in the Context of Organization Theory: Conflicting Pulls on the Subsidiary"*

Patricia Robinson, New York University

*"Scale, Product Scope and Geographic Scope Economies: Distinct Benefits of International Expansion"*Frances Katrishaen, Temple University  
Nicos Scordis, University of Victoria*"Japan-Based US State Promotional Offices as a Form of International Contact"*

Drew Martin, Niigata University

*"Predicting the Performance of Overseas Affiliates: The Impact of Global Integration, Local Responsiveness and Expatriate Presence in Japanese and American Affiliates in Asia"*

Schon Beechler and Michelle Najjar, Columbia University

*"Multinational Corporations as Distributed Intelligent Entities"*Aysegul Ozsomer, Seattle University  
Shawn Bird, Cap Gemini America**SALON C****Forum Session #3****MARKETING STRATEGIES: SEGMENTATION, ADJUSTMENT AND CONSUMER ATTITUDES****Chair:****Joseph Ganitsky, Loyola University***"Global Segmentation: A Typology and Research Proposal"*

Kate Gillespie and Kishore Krshna, University of Texas at Austin

*"The Impact of Market Similarity and Market Interdependence on the Marketing Mix"*Andreas Grein, CUNY  
C. Samuel Craig, New York University*"Market Orientation and Global Marketing Strategy: Performance Implications"*

Kelly Uscátegui, University of South Carolina

*"Local Representation and Success in Bidding on Overseas Contracts"*Michael Taku, Lincoln University  
Syed Tariq Anwar, West Texas A&M University  
C.P. Rao, Old Dominion University*"The Impact of Country-of-Origin on Mexican and U.S. Consumers Perceptions of Product Quality: An Empirical Test of the Country of Design, Country of Manufacture and Country of Parts Constructs"*Gary Insch, Indiana University  
Brad McBride, Instituto Tecnológico Autónomo de México*"Social Self Identity, Nationalism, Consumer Ethnocentrism and the Country of Origin Effect"*

Ed Bruning, University of Manitoba

*Friday, Sept 27th*

# Friday, Sept 27th

## HAWTHORNE

### Forum Session #4

#### **INTERNATIONAL HUMAN RESOURCES: EXPATRIATES, LEARNING AND LEADERSHIP**

##### Chair:

**Daniel Ondrack, University of Toronto**

*“Expatriation as a Tool For Organizational Learning as Firms Internationalize”*

Meredith Downes and Anisya Thomas, Florida International University

*“Getting the Expatriate Package Right: Views of Australian and New Zealand Expatriate Spouses in Japan”*

Heidi Franke and Gregory Trotman, Griffith University

*“Goals, Strategies and Effectiveness in Cross-cultural Influence: A Study of Japanese Expatriates”*

Asha Rao, Rutgers University

*“The Use of Foreign Subsidiary Compensation and Reward Policies in the Implementation of International Strategies”*

Sharon O'Donnell, University of South Carolina

*“An Investigation of Leadership Styles Across Two Countries: United States and Turkey”*

George Marcoulides, California State University, Fullerton

Burhan Yavas, California State University, Dominguez Hills

Zeynep Bilgin, Marmara University

Cristina Gibson, University of Wisconsin, Madison

## LAUREL

### Panel Session #1

#### **INTERNATIONAL BUSINESS RESEARCH: BLACK HOLES, QUARKS, NOVAS, AND THE EXPANDING UNIVERSE**

##### Co-Chairs:

**Jean Boddewyn, Baruch College (CUNY)**

**Monisha Das, Widener University**

*“Six Primary Debates in International Business Research”*

Monisha Das, Widener University

*“International Business Research: Assorted Lacunae and Remedies”*

J.J. Boddewyn and Gopal R. Iyer, Baruch College (CUNY)

##### Panelists:

**Nancy Adler, McGill University**

**John Cantwell, University of Reading**

**Terence Clark, Emory University**

**Farok Contractor, Rutgers University**

**Gopal Iyer, City University of New York**

## 15:45-17:15

## SALON A

### Forum Session #5

#### **GLOBALIZATION AND COMPETITIVE ADVANTAGE**

##### Chair:

**Ingo Walter, New York University**

*“International Strategy Evolution: Learning by Doing, Learning by Watching”*

Frances Katrishen, Temple University

*“Globalization of Environmental Strategies: Effects on Competitive Advantage”*

Petra Christmann, UCLA

*“Technological Diversification and Internationalisation: Complements or Substitutes?”*

John Cantwell and Lucia Piscitello, University of Reading

*“The Globalization of Telecommunication Carriers: An Examination of the Internationalization Process, Alliances and Product-Market Strategies”*

Mitrabarun Sarkar and S. Tamer Cavusgil, Michigan State University

*“Geography, Capabilities and the Structure of Global Competition: A Network Approach”*

Srilata Zaheer and Aks Zaheer, University of Minnesota

## SALON B

### Forum Session #6

#### **LOCATIONAL FACTORS IN INTERNATIONAL MANUFACTURING AND TECHNOLOGY**

##### Chair:

**Kasra Ferdows, Georgetown University**

*“An Assessment of Locational Advantage Theory”*

C. Patrick Woodcock, University of Ottawa

*“Externalities vs. Direct-Linkages: Productivity Impact for the US Automotive Supplier Industry”*

Wilbur Chung and Bernard Yeung, University of Michigan

*“Demise of Japanese Screwdriver Plants in East Asia?: Dual Shocks and Upgrading in Japanese Production Networks in East Asia”*

Jaeyong Song, University of Pennsylvania

*“Implementing JIT Manufacturing via Management Control Systems: A Comparison of US and Japanese Manufacturers”*

Shirley Daniel and Wolf Reitsperger, University of Hawaii at Manoa

*“International Production Sharing Activities of U.S. Manufacturers: A Comparison of Mexican and Caribbean Operations”*

Matthew Myers and Stanley Fawcett, Michigan State University

Sheldon Smith, Brigham Young University-Hawaii

*"Immature Japanese Multinationals"*

Hideki Yoshihara, Kobe University

## SALON C

### Forum Session #7

#### COOPERATION STRATEGIES IN INTERNATIONAL BUSINESS

##### Chair:

**Mansour Javidan, University of Calgary**

*"Technological Capabilities and Learning in International Alliances"*

David Mowery, University of California, Berkeley  
Joanne Oxley, University of Michigan Business School  
Brian Silverman, University of Toronto

*"The Evolution of Technology Alliances in the United States and Europe"*

C. Christopher Baughn, Boise State University  
Johannes Denekamp and Richard Osborn, Wayne State University  
Geert Duysters and John Hagedoorn, University of Limburg

*"Dancing with Strangers: Adaptation and Cooperation Skills in International Joint Ventures"*

Harry Barkema, Freek Vermeulen and John Bell, Tilburg University  
Oded Shenkar, Tel Aviv University

*"European Corporate Governance: Ownership Concentration and Economic Performance"*

Steen Thomsen and Torben Pedersen, Copenhagen Business School

*"Does Culture Really Matter?"*

Xianshang Duan, University of Illinois at Urbana-Champaign

*"Equity Ownership, Competitive Advantages, Resources Complementarity, Commitment and International Joint Venture Performance in Korea"*

Jangho Lee, Sogang University

## HAWTHORNE

### Forum Session #8

#### FOREIGN INVESTMENT AND RESTRUCTURING IN TRANSITION ECONOMIES

##### Chair:

**Michael Czinkota, Georgetown University**

*"Investments in Central and Eastern Europe: A Comparison of Western European and U.S. Firm Activities"*

Keith Brouthers, University of East London

Lance Brouthers, University of Texas at San Antonio  
George Nakos, Virginia Union University

*"Foreign Investors' Ownership, Mode of Entry and Participation in the Privatisation Process in Central and Eastern Europe"*

Klaus Meyer, London Business School

*"The Importance of Organizational Climate Similarity Between Parent Firms and the JV: IJVs in Russia"*

Carl Fey, Swedish School of Economics and Stockholm School of Economics

*"Industrial Reform in Russia and China: Privitisation and Governance versus Inward FDI and Restructuring Through Joint Ventures"*

Trevor Buck, Igor Filatotchev and Mike Wright, University of Nottingham  
Peter Nolan, Jesus College, Cambridge

*"Radical Change in Central Europe: How Companies Make the Transition from Central Planning"*

Karen Newman and Stanley Nollen, Georgetown University

*"Enterprise Restructuring Strategies in Transition Economies: Muddling Through in Ukraine"*

Val Samonis, University of Toronto  
Alexander Rohach, Kiev University

## LAUREL

### Panel Session #2

#### ASIAN ADVANTAGE: GLOBAL STRATEGY IN THE PACIFIC REGION

##### Chair:

**George Yip, UCLA**

##### Panelists:

**Kanoknart Visudtibhan, George Washington University**  
**Emanuel Soriano, Asian Institute of Management**  
**Albert Widjaja, Universitas Indonesia**

**17:30-18:30**

## HAWTHORNE

### MEMBERS MEETING

**18:30**

### BEER TASTING & BARBECUE DINNER

*Friday, Sept 27th*

# Saturday, Sept 28th

## 8:00-9:30

### JIBS DECADE AWARD

#### SALON A

##### Chair:

Paul Beamish, Western Ontario University

##### Presenters:

Erin Anderson and Hubert Gatignon, INSEAD

##### Discussants:

Jean-François Hennart, University of Illinois at Urbana-Champaign

Louis T. Wells, Harvard University

#### SALON C

### Panel Session #3

#### ENVIRONMENTAL REGULATIONS AND INTERNATIONAL COMPETITION: THE CASE OF NAFTA

##### Chair:

Jeffrey Arpan, University of South Carolina

##### Panelists:

Tom Gladwin, New York University

Victor Miramontes, NADBANK

Gordon Lambert, TransAlta Corporation

Petra Christmann, UCLA

#### HAWTHORNE

### Panel Session #4

#### THE METANATIONAL CORPORATION: KNOWLEDGE ORCHESTRATION IN THE MODERN FIRM

##### Chair:

Yves Doz, INSEAD

##### Panelists:

Kazuhiro Asakawa, Keio University

Stephen McGrath, Strategos Inc.

José F.P. Santos, Portuguese Catholic University

Peter Williamson, INSEAD

#### SALON B

### Workshop Session #1

#### TEACHING CULTURE, TEACHING DUALITY: PEDAGOGICAL AND ETHICAL ISSUES IN THE TEACHING OF CROSS-CULTURAL MANAGEMENT

##### Chair:

Nakiye Boyacigiller, San Jose State University

##### Panelists:

Margaret Phillips, Pepperdine University

Nancy Adler, McGill University

Mary Yoko Brannen, University of Michigan

Jill Kleinberg, University of Kansas

Lena Zander, Stockholm School of Economics

## 9:30-11:00

#### SALON A

### Competitive Session #9

#### KEIRETSU MEMBERSHIP: IMPACT ON ENTRY MODE AND FINANCIAL STRATEGY

##### Chair:

Schon Beechler, Columbia University

*"The Effect of Keiretsu on Joint Venture Formation: A Look at the Japanese Automobile Industry"*

Kunal Banerji, West Virginia University

Rakesh Sambharya, Rutgers University

*"Choosing Partners: The Influence of Japanese Domestic Interfirm Networks in Japanese Cooperative Ventures in North America"*

Soonkyoo Choe and Thomas Roehl, University of Illinois at Urbana-Champaign

*"Selective Competition or Collusion? How Japanese Automobile Firms Carve Up International Markets"*

Elizabeth Rose, University of Southern California

Kiyohiko Ito, New York University

*"Financing Valuable Investment Projects in Japan: Agency Costs, Organizational Structure and Debt Markets"*

Roger Huang, Vanderbilt University

Hoje Jo, Santa Clara University

Yong Kim, University of Cincinnati

##### Discussant:

James Richardson, University of Hawaii at Manoa

#### SALON B

### Competitive Session #10

#### R&D STRATEGIES AND COMPETITIVE ADVANTAGE

##### Chair:

John Cantwell, University of Reading

*"Interdependence and the Icarus Paradox: National Systems of Biotechnology Innovation in the Global Technological System"*

Susan Bartholomew, University of Cambridge

*"Participation in Cooperative Research and Development: An Empirical Study of Motivation, Design of Consortia and Conduct"*

Mariko Sakakibara, UCLA

*"Protecting Intellectual Property in International Alliances: An Empirical Study"*

Joanne Oxley, University of Michigan

##### Discussant:

John Grant, University of Pittsburgh

#### SALON C

### Competitive Session #11

#### FOREIGN DIRECT INVESTMENT LOCATION DECISIONS

##### Chair:

Andrew Blair, University of Pittsburgh

*“Regional and Country Determinants of Locational Decisions: Japanese Multinationals in European Manufacturing”*

Jean-Marc Thiran, Université Catholique de Louvain  
Hideki Yamawaki, UCLA

*“On the Duration Dependence of MNE Investment”*

Ram Mudambi, University of Buckingham

*“Do Foreign-Owned and US-Owned Establishments Exhibit the Same Location Pattern in American Manufacturing Industries”*

J. Myles Shaver, New York University

**Discussant:**

**Tailan Chi, University of Wisconsin - Milwaukee**

**HAWTHORNE**

**Competitive Session #12**

**CULTURE, TEAMS AND SOCIAL NETWORKS**

**Chair:**

**Nancy Adler, McGill University**

*“Self and Other: Face and Work Group Dynamics”*

Christopher Early and Amy Randel, University of California, Irvine

*“Is It ‘Who You Know?’: National Culture and Social Networks in the Purchase of Industrial Services in the United States and Japan”*

Bruce Money, University of South Carolina

*“Putting Japanese and Germans Together: Negotiated Culture in a German-Japanese Joint Venture”*

Mary Yoko Brannen, University of Michigan  
Jane Salk, Groupe ESSEC

**Discussant:**

**Srilata Zaheer, University of Minnesota**

**9:30-12:45**

**LAUREL**

**Poster Session #2**

**STRATEGY AND ORGANIZATION**

**Chair:**

**Harold Wyman, Florida International University**

*“From National Competitiveness to Bloc and Global Competitiveness”*

Dong-Sung Cho, Seoul National University

*“The New Intern Expatriate: An Empirical Examination of Business, Culture and Language Preparation”*

T. Bettina Cornwell, Monika Nenon and Wakiuru Wamwara, University of Memphis

*“The Determinants of Foreign Entry in Service Industries: A Theoretical Framework”*

K. Matthew Gilley and Abdul Rasheed, University of Texas at Arlington

*“The Globalisation of the Telecommunication Services Industry”*

Christine Gore and Paul Cashian, Coventry University

*“Cross National Differences in Management Orientations: A Micro-Level Comparison of Kenyan and Korean Graduating Students Using Hofstede’s Cultural Value Dimensions”*

Kenneth Gray and Sid Credle, Florida A & M University  
Kimball Marshall and Gengu Yu, Jackson State University  
Bertha Mutai-Kaimenyi, Jomo Kenyatta University

*“An Empirical Cross-Cultural Analysis of Future Managerial Beliefs”*

Salah Hassan, George Washington University  
Tarek Hatem, American University in Cairo

*“More than a Handshake: Purchase Exchange and Goodwill Exchange for a Buyer-Supplier Relationship in the Caribbean Basin”*

David Koenig and Douglas Sanford, George Washington University

*“International Transaction Costs - An Eclectic Model”*

Klaus Meyer, London Business School

*“The Efficacy of a Culture-based Work Ethic: A Comparison of Charismatic Leadership with the Protestant Ethic, Confucian Ethic and Japanese Ethic on Motivational Effectiveness”*

Yusuf Nur and Mark Cannice, Indiana University

*“Global Strategies and China Operations: The Winning Structures”*

Mike Peng, University of Hawaii at Manoa

*“Explaining the International Intensity and Global Diversity of Early-Stage Technology-Based Firms”*

Stephen Preece and Mark Baetz, Wilfrid Laurier University  
Grant Miles, University of North Texas

*“Expatriates and their Spouses: The Experience of Canadian Government Personnel”*

Betty Jane Punnett, University of Windsor

*“Transnational Alliances in the Global Innovation System: Knowledge Sharing as a Source of Competitive Advantage”*

Jennifer Spencer, University of Minnesota

*“Testing the Link Between Adaptability and Performance”*

Mihail Stoicha, University “Politehnica” Bucharest  
Patriya Tansuhaj  
Jim McCullough, Washington State University

*“The Choice of Ownership Structure for Japanese Manufacturing Affiliates in the People’s Republic of China”*

Roger Strange, King’s College London

*“Cultural Diversity and Work Group Effectiveness: The Effect of Socio-Cultural Norms and Relative Cultural Distance”*

David Thomas and Lee Ah Chong, University of Auckland

*“Acculturation of North Americans in Asia-Pacific Countries”*

Rosalie Tung, Simon Fraser University

*“Convergence or Divergence: Reevaluation of Japanese HRM Policies”*

John Yang, Fordham University

*Saturday, Sept 28th*

# Saturday, Sept 28th

11:15-12:45

## SALON A

### Competitive Session #13

#### INTEGRATION-RESPONSIVENESS AND SUBSIDIARY AUTONOMY

**Chair:**

**Stephen Kobrin, University of Pennsylvania**

*"Development Processes in Multinational Subsidiaries"*

Julian Birkinshaw, Stockholm School of Economics  
Neil Hood, University of Strathclyde

*"The Relationship Between Information Technology and Subsidiary Autonomy in Multinational Enterprises: An Empirical Test in the Pharmaceutical Industry"*

Sabine Reddy, Wayne State University

*"Integration-Responsiveness at Subsidiary Level: Evidence from the UK"*

James Taggart, University of Strathclyde

**Discussant:**

**Vladimir Pucik, Cornell University**

## SALON B

### Competitive Session #14

#### STUDIES ON FOREIGN DIRECT INVESTMENT

**Chair:**

**Avraham Meshulach, Hebrew University of Jerusalem**

*"The Drivers of Foreign Direct Investment into Research and Development - An Empirical Investigation"*

Walter Kuemmerle, Harvard University

*"Board of Director Insiders, Regulatory Change and Internationalization in the Telecommunications Industry"*

Hugh Sherman, Ohio University  
Roger Kashlak, Loyola College in Maryland  
Maheshkumar Joshi, St. Joseph's University

*"Technological Innovation, Trade and Foreign Direct Investment"*

Maria Luisa Petit and Francesca Sanna-Randaccio,  
Universita di Roma "La Sapienza"

**Discussant:**

**Ed Flowers, St. John's University**

## SALON C

### Competitive Session #15

#### MARKET ENTRY STRATEGIES FOR THE UNITED STATES

**Chair:**

**Stephen Allen, Babson College**

*"Determinants of Order of Foreign Market Entry: The Characteristics of Japanese First-Investors in the United States"*

Young-Ryeol Park, Yonsei University

*"Taking Over Local Firms to Overcome Reputation Barriers: An Investment Strategy Used by Japanese Manufacturers in the US Market"*

Shih-Fen Chen and Ming Zeng, University of Illinois at Urbana Champaign

*"Downstream Assets and Foreign Entry in the United States: 1974-1991"*

Jaideep Anand and Andrew Delios, University of Western Ontario

*"Why are Joint Ventures Short-Lived: Strategic Choice or Business Failure? An Investigation of Japanese Affiliates in the United States"*

Jean-François Hennart, Dong-Jae Kim and Ming Zeng,  
University of Illinois at Urbana-Champaign

**Discussant:**

**Bruce Kogut, University of Pennsylvania**

## HAWTHORNE

### Competitive Session #16

#### DEALING WITH DISCONTINUITY

**Chair:**

**Duane Kujawa, University of Miami**

*"Strategic Uncertainty and Environmental Scanning: An International Comparative Study of Scanning Behavior"*

Detelin Elenkov, Adelphi University

*"The Impact of Shocks to Exchange Rates and Oil Prices on US Sales of American and Japanese Automakers"*

Brad Barber and Masako Darrough, University of California, Davis  
Reid Click, Brandeis University

*"The Financial and Operating Performance of Newly Privatized Firms: Evidence from Developing Countries"*

Narjess Boubakri and Jean-Claude Cosset, Université Laval

*"Transfer Price Manipulation: Are Inaccuracy Penalties the Solution?"*

Lorraine Eden, Texas A & M University

**Discussant:**

**Adrian Tschoegl, University of Pennsylvania**

13:30-15:00

## SALON A

### Competitive Session #17

#### COMPETITIVE ADVANTAGE AND SUBSIDIARY RELATIONS

**Chair:**

**John Stopford, London Business School**



*“Building Firm-Specific Advantages in Multinational Corporations: The Role of Subsidiary Initiative”*

Julian Birkinshaw and Stefan Jonsson, Stockholm School of Economics  
Neil Hood, University of Strathclyde

*“Capability Building in High Technology Organizations in an International Context: An Empirical Test of an Integrative Model”*

Lawrence Rhyne, Mary Teagarden, Kristine Amir, Barbara Lamb, Steve Powell, Stephen Stevens and Jin Liang Wu, San Diego State University

*“Corporate Strategies of Japanese and American MNCs in South-east Asia: Key Success Factors”*

Schon Beechler, Columbia University

**Discussant:**

**Douglas Reid, University of Western Ontario**

**SALON B**

**Competitive Session #18**

**MEASUREMENT AND THEORY DEVELOPMENT FOR INTERNATIONAL RESEARCH**

**Chair:**

**Louis T. Wells, Harvard University**

*“Measures of Collaborative Venture Performance: An Analysis of Construct Validity”*

Africa Ariño, IESE, Universidad de Navarra

*“Measuring Globalization of Industries: Empirical Evidence Across Five Countries and Over Time”*

Mona Makhija, Kwangsoo Kim, and Sandra Williamson, University of Pittsburgh

*“Measuring the Degree of International Harmony in Selected Accounting Measurement Practices”*

Ajay Adhikari, The American University  
Emmanuel Emenyonu, Howard University

*“Toward a Paradigm Shift in Organization Study: The Geocentric Ontology and Cosmopolitan Epistemology About Organizational Form”*

Peter Ping Li, California State University, Stanislaus

**Discussant:**

**Seev Hirsch, Tel Aviv University**

**SALON C**

**Competitive Session #19**

**EVOLUTION AND COMPETITIVENESS IN THE JAPANESE BUSINESS SYSTEM**

**Chair:**

**Mark Fruin, University of British Columbia**

*“Transformation of the Japanese Business System: From Cooperation-Oriented to Competitive-Cum-Cooperative one”*

Yoshitaka Okada, Sophia University

*“The Japanese Keiretsu System: Competitive Advantage or Invisible Constraint?”*

Sandra Dow, University of Quebec at Montreal  
Jean McGuire, Concordia University

*“The Relational Access Paradigm and Japanese Governance Structures”*

Mark Scher, Institute for Financial Affairs, Japan - New York Office

**Discussant:**

**Hideki Yamawaki, UCLA**

**HAWTHORNE**

**Competitive Session #20**

**DETERMINANTS OF EXPORT PERFORMANCE**

**Chair:**

**Irene Lange, California State University, Fullerton**

*“Firm Characteristics and Export Propensity: A Comparison of Manufacturers and Manufacturing-based Service Providers”*

Raj Javalgi and Andrew Gross, Cleveland State University  
D. Steven White, Kent State University

*“Entrepreneurship and Export Performance Among Small and Medium-Sized Companies: Casual Linkages Among Proactiveness, Risk-Taking and Innovativeness”*

Poh-Lin Yeoh, University of South Carolina

*“Business/State Policy Linkages and Export Related Employment”*

Tim Wilkinson, Boise State University

**Discussant:**

**Catherine Axinn, Ohio University**

**LAUREL**

**Workshop Session #2**

**UNDERSTANDING AND USING THE INTERNET FOR BUSINESS AND RESEARCH: ESTABLISHING A PERSONAL PRESENCE**

**Chair:**

**Steven John Simon, Oklahoma City University**

**Participants:**

**Patrick Doran, Oklahoma City University**  
**Kurt Jesswein, Texas A&M International University**  
**Chuck Kwok, University of South Carolina**  
**Asterios Kefalas, University of Georgia**  
**David Bill, Federated System Group**

**15:15**

**EXCURSIONS TO LAKE LOUISE**  
*(Buses leaving from the Rimrock)*

**19:00 -21:00**

**WILDROSE BALLROOM**

**AWARDS PRESENTATION AND BANQUET**

*Saturday, Sept 28th*

# Sunday, Sept 29th

**8:00-9:30**

## SALON A

### Forum Session #9

#### **FOREIGN DIRECT INVESTMENT BY JAPANESE MULTINATIONALS**

**Chair:**

**Mark Mason, Yale University**

*“Current Determinants of Japanese Foreign Direct Investment: Empirical Evidence, Issues and Future Developments”*

Syed Tariq Anwar and Frank Landram, West Texas A&M University

*“Regional and Sectoral Analysis of Japanese Foreign Direct Investment”*

Doren Chadee, University of Auckland  
Don Crow, Auckland Institute of Technology  
Terry Wu, University of Regina

*“Three Strategies of Japanese FDI in Asia: Dualization, Sequential-migration and Network Structuring”*

Dong-Sung Cho, Seoul National University  
Yun-Cheol Lee, Hankuk Aviation University

*“The Nature of Japanese FDI in Canada”*

Prescott Ensign and Andrew Delios, University of Western Ontario

*“Dividends and Taxes: Evidence from Japan”*

David Reeb, University of South Carolina

## SALON B

### Forum Session #10

#### **RESOURCES, INSTITUTIONS AND ORGANIZATIONAL DIMENSIONS OF INTERNATIONAL OPERATIONS**

**Chair:**

**Yair Aharoni, Tel Aviv University**

*“Capability-Based Advantage for Global Competition: Investing and Governing Free Cash Flow as Implementation Strategy”*

Hong-Jen Charles Chiu, National Taiwan University

*“Optimal Global Firm Configuration: The Effect of Transactional Efficiency in the Foreign Exchange Market”*

Elaine Mosakowski, UCLA  
Srilata Zaheer, University of Minnesota

*“Home Base and Investment into Research and Development Abroad: An Investigation into the International Allocation of Research Activity by Multinational Enterprises”*

Walter Kuemmerle, Harvard University

*“Integrating Organizational Theory and FDI research: Imprinting and the Period Effects of Japanese FDI Regulation on American FDI in Japan”*

Patricia Robinson, New York University

*“Globotalk: A Different View of Globalization”*

Robert Spich, UCLA

*“Exploiting Institutional and Cultural Constraints: The Case of AFLAC in Japan”*

Allan Bird, Cal Poly San Luis Obispo  
Suresh Kotha and Roger Dunbar, New York University

## SALON C

### Forum Session #11

#### **BUSINESS ISSUES IN EMERGING ECONOMIES**

**Chair:**

**Fariborz Ghadar, Pennsylvania State University**

*“The Levels of Developing Country Policy Formulation toward Foreign Investment”*

William Stoeber, Seton Hall University

*“Foreign Direct Investment: The Impact of Liberalization on the Economies of Developing Countries”*

Stephen Guisinger, University of Texas at Dallas

*“Third World Multinationals in China: A Comparative Analysis of Their Investment Behavior and Performance Relative to Western Multinationals”*

Yadong Luo, University of Hawaii at Manoa

*“Duration Analysis of Performance of Foreign Enterprises in China”*

Peter Chi and Hsiu-Wen Wu, Cornell University  
Yi Gang Pan, DePaul University  
Chang Kao, Ching-Hua Institution for Economic Research

*“The Privatization of YPF: Lessons for Management and Government”*

Robert Grosse, Thunderbird AGSIM  
Juan Yañes, Management Associates International

*“Industrial Marketing in a Global Economy”*

C.P. Rao, Old Dominion University  
Sri Seshadri, University of Nebraska at Kearney  
Reza Vaghefi, University of North Florida

## HAWTHORNE

### Panel Session #5

#### **TECHNOLOGICAL EVOLUTION OF THE MULTINATIONAL ENTERPRISE**

**Chair:**

**Peter Buckley, University of Leeds**

**Panelists:**

**John Cantwell, University of Reading**

**Yves Doz, INSEAD**

**David Teece, University of California, Berkeley**

**Gunnar Hedlund, Stockholm School of Economics**

## LAUREL

## Panel Session #6

**INTERNATIONALIZATION OF FIRMS FROM DEVELOPING COUNTRIES****Chair:****Bruce McKern, Monash University****Panelists:****Honorio Todino, Instituto Tecnológico y de Estudios Superiores de Monterrey  
Carlos Arruda, Fundação Dom Cabral  
Trevor Buck, University of Nottingham****8:00-9:30**

## YARROW

## Panel Session #7

**KEY ISSUES IN INTERNATIONAL BUSINESS ETHICS****Chair:****Bodo Schlegelmilch, Thunderbird AGSIM****Panelists:****Hans Schollhammer, UCLA  
Cheryl Van Deusen, Embry Riddle University  
Carolyn Mueller, Ball State University  
Mario Casa de Calvo, Pharmacia & Upjohn, Inc.  
Robert Tancer, Thunderbird AGSIM****8:00-11:15**

## JUNIPER

## Poster Session #3

**FINANCE, MARKETING AND PEDAGOGY****Chair:****Seung Kim, Saint Louis University***"Numeraire Effects in International Portfolio Investment"*

Alan Alford, Northeastern University

*"Eurobond Financing: Internationalization as a Natural Hedge"*Alan Alford, Northeastern University  
Manzur Rahman, University of San Diego*"The Evolution of Selected Multilateral Financial Institutions: Their Role in the Private Sector and the Relationship of International Organization Theory to Their Evolution"*

James Baker and Susan Edwards, Kent State University

*"Four Cross Cultural and International Cases on Family Owned and Managed Businesses"*

Alan Carsrud, Mark Wisniewski and R. Regazzi, UCLA

*"Toward a General Theory of Multiparty Negotiations: The Case of Japanese Investment in a North American Icon"*

Larry Crump, Griffith University

*"What Business Want Entry-level Accountants to Know about International Business"*

James Goodnow and John Gillett, Bradley University

*"Management Development Programs in French Sub-Saharan Africa"*

Maurice Grzeda and Tov Assogbavi, Laurentian University

*"Globalization of R&D - Centering on the Global R&D System of IBM"*

Takabumi Hayashi, Rikkyo University

*"The Purchase Intentions of Chinese Consumers Toward Foreign-made Durable Goods (US vs. Japan)"*Raj Javalgi and Andrew Gross, Cleveland State University  
Oscar Lee, ALLTEL Information Services*"The California State University, Hayward/Academy of National Economy Joint Master of Business Administration Program: A Unique Experiment in International Business Education"*

Shyam Kamath and Donna Wiley, California State University, Hayward

*"A Cross-cultural Study of Consumer Ethnocentrism in Central Asia"*Erdener Kaynak, Pennsylvania State University at Harrisburg  
Ali Kara, Pennsylvania State University York Campus*"Leadership Styles in Global Marketing Channels and the Role of Culture"*Trina Larsen and Bert Rosenbloom, Drexel University  
Rajiv Mehta, Loyola University*"Tourism Market Segmentation: An Empirical Analysis of Tourist Expenditure in Turkey"*

Ram Mudambi and Tom Baum, University of Buckingham

*"The New Venture Creation Process in Vietnam: A Case Study"*William Scheela, Bemidji State University  
Nguyen Van Thang, National Economics University*"Understanding Behavioural Aspects of Participating in International Trade Fairs"*F.H. Rolf Seringhaus, Wilfrid Laurier University  
Philip Rosson, Dalhousie University*"Integration of State Export Promotion, Stimulation and Development Efforts Among Smaller Firms"*

George Tesar and A.H. Moini, University of Wisconsin-Whitewater

*"Consumer Perception of Satisfaction, Dissatisfaction and Quality: A Cross Cultural Study of Health Care"*

Georgia White and Kristie Seawright, Brigham Young University

*"Resources for the Study of International Sporting-Event Tourism"*

Murray Young, Bethel College

*Sunday, Sept 29th*

# Sunday, Sept 29th

9:45-11:15

## SALON A

### Forum Session #12

#### ENTRY DECISIONS INTO FOREIGN MARKETS

**Chair:**

**James Goodnow, Bradley University**

*"Explaining Gradually Increasing Resource Commitment to a Foreign Market"*

Torben Pedersen and Bent Petersen, Copenhagen Business School

*"National Culture and Foreign Investment Strategy: Influences on the Choice of Entry Mode into the UK"*

David Arnott and Sidney Gray, University of Warwick

*"Are Joint Ventures with Local Firms an Efficient Way to Enter a Culturally Distant Market? The Case of Japanese Entry into the United States"*

Jean-François Hennart, Thomas Roehl and James Hagen, University of Illinois at Urbana-Champaign

*"Linking the Foreign Entry Mode Decision to Performance: A Theoretical Integration and Contingency Framework"*

Mark Cannice, Indiana University

*"Effects of International Market Entry Mode Decisions on Firm Global Performance"*

Tao Gao, Virginia Tech

*"Operating in Foreign Lands: An Investigation of the Factors Affecting Survival Rates of U.S. Multinationals Overseas"*

Steven Lovett, Gary Gregory and Leonard Love, University of Texas at Arlington

## SALON B

### Forum Session #13

#### CULTURE: METHODOLOGY AND OUTCOMES

**Chair:**

**Noritake Kobayashi, Keio University**

*"Culture Assessment in IB: A Methodological Approach"*

Tomasz Lenartowicz, University of Texas at Austin

*"Institutional Environment Profiles—An Alternative to Hofstede's Cultural Dimensions"*

Tatiana Kostova, University of Minnesota

*"Turkey: A Psychometric Assessment of Servqual Across Service Settings"*

Ugur Yavas, East Tennessee State University  
Zeynep Bilgin, Marmara University

*"Cross-National Differences in Entrepreneurial Attitudes, Values and Perceptions"*

Jan Luytjes and Stephen Mueller, Florida International University

*"How to Negotiate With East Asian Managers: Approach to "Win-Win" Outcomes"*

Yongsun Paik, Loyola Marymount University  
Rosalie Tung, Simon Fraser University

*"Cultural and Historical Foundations of Intellectual Property Protection: Japan and the United States"*

C. Christopher Baughn, Michael Bixby and L. Shelton Woods, Boise State University

## SALON C

### Forum Session #14

#### FINANCIAL MARKETS AND INVESTMENT DECISIONS

**Chair:**

**Christine Ries, Claremont Graduate School**

*"U.S. Foreign Direct Investment Abroad and Exchange Rate"*

Baban Hasnat, SUNY College at Brockport

*"Limits of Agency Models to Corporate Takeovers: An Examination of Foreign and Domestic Tender Offers in the United States (1980-1990)"*

J. Timothy Goines and Suzanne Stout, University of Texas at Dallas

*"Stock Prices and Exchange Rates: Empirical Evidence from the Pacific Basin"*

Robert Johnson, University of San Diego  
Luc Soenen, Cal Poly San Luis Obispo

*"Trading, Volatility and News in International Financial Markets: Evidence from Crude Oil Derivatives"*

Gordon Phillips, University of Maryland  
Robert Weiner, George Washington University

*"U.S. REITs as an Asset Class in International Investment Portfolios"*

Stephen Mull and Luc Soenen, Cal Poly San Luis Obispo

*"Valuing Political Risk for Capital Budgeting as an Insurance Premium"*

Ephraim Clark, CERAM School of Management

## HAWTHORNE

### Panel Session #8

#### SPATIAL ISSUES OF GLOBALIZATION

**Chair:**

**John Dunning, Rutgers University**

**Panelists:**

**Steve Kobrin, University of Pennsylvania**

**Allen Scott, UCLA**

**Richard Florida, Carnegie Mellon University**

## LAUREL

## PANEL SESSION #9

## DOING BUSINESS IN RUSSIA USING JOINT VENTURES

## Chair:

Carl Fey, Swedish School of Economics and  
Stockholm School of Economics

## Panelists:

Jarmo Nieminen, Turku School of Business  
Sheila Puffer, Northeastern University  
Oleg Vikhanski, Moscow State University

## YARROW

## Panel Session #10

## STRATEGY AND ORGANIZATION OF INTERNATIONAL R&amp;D

## Chair:

Bruce McKern, Monash University

## Panelists:

Hyo Bin Im, Daewoo Corporation  
Craig Tedmon, ABB Asea Brown Boveri Ltd.  
Eleanor Westney, Massachusetts Institute of  
Technology

11:30-13:00

## SALON A

## Forum Session #15

## REGIONAL BLOCKS, TRADE AND INDUSTRY EVOLUTION

## Chair:

Khosrow Fatemi, Texas A&M International  
University

*"A Nation's International Competitiveness in Different Stages of  
Economic Development"*

Dong-Sung Cho, Seoul National University  
H. Chang Moon, University of the Pacific

*"Patterns of Adjustment of the Canadian Textile and Clothing  
Industries Within a Global Economy"*

Brigitte Lévy, University of Ottawa

*"The Duality of International Business and International Tourism:  
Towards a Conceptual and Practical Integration"*

J.R. Brent Ritchie and Geoffrey Crouch, University of  
Calgary

*"Do Regional Trade Blocs Hurt Non-Members?"*

Animesh Ghoshal, DePaul University

*"Negotiating Chile's Entry to NAFTA: Trade and Investment Issues"*

Terry Wu, University of Regina  
Neil Longley, Augustana University

## SALON B

## Forum Session #16

## DETERMINANTS OF EXPORT SUCCESS AND BEHAVIOR

## Chair:

Luis Domínguez, Florida Atlantic University

*"Export Groups: Market Development and Group Functioning"*

Denise Welch and Lawrence Welch, Norwegian School  
of Management  
Ian Wilkinson, University of Western Sydney  
Louise Young, University of Technology

*"Critical Success Factors and Their Dynamics: The Experiences of  
Taiwan's Exporting Industries"*

Hengchiang Huang, National Taiwan University

*"Domestic and Export Pricing Behavior of Canadian and Hong  
Kong Businesses"*

Gabriel Ogunmokun, University of Western Australia  
Lai Ning Hidi Chan, Hong Kong  
Ling-Yee Li, City University of Hong Kong

*"Export and R&D Linkage: An Empirical Analysis of Chinese  
Manufacturing Firms"*

Hongxin Zhao, National University of Singapore

*"Internationalisation Behavior of South African and Italian  
Enterprises: A Comparative Analysis"*

Jonathon Calof, University of Ottawa  
Wilma Viviers, Potchefstroom University

*"Exporting Education in Sporadic and Regular Exporting Firms"*

Saeed Samiee, University of Tulsa  
Peter G.P. Walters, Hong Kong Polytechnic University

## SALON C

## Forum Session #17

## EDUCATION AND INFORMATION FOR INTERNATIONAL BUSINESS

## Chair:

Sanjeev Agarwal, Iowa State University

*"The Compleat Executive: The State of International Business  
Education and Some Future Directions"*

Farok Contractor, Rutgers University

*"Information Source Use among Small and Medium-sized Exporting  
Firms: The Impact of Culture and Planning Capacity"*

Timothy Blumentritt and Poh-Lin Yeoh, University of  
South Carolina

*"Value Chain Analysis: The Strategic Focus of Asian International  
Marketing (AIM) - A 'Hands-on' International Business Education  
Program"*

Shyam Kamath and Bruce McNab, California State  
University, Hayward

*Sunday, Sept 29th*

## Sunday, 11:30 - 13:00 continued

### Forum Session #17 continued in Salon C

*“Perceptions on Academic Strategic Alliances: A Survey of the Experience in Latin America and the Rest of the World”*

Harvey Arbeláez, Pennsylvania State University

*“Duality as a Way of Life: International Business through the Looking Glass”*

Malcolm Chapman, University of Leeds  
Christos Antoniou, Bradford University

*“Cases in Foreign Market Development by Small and Medium Sized U.S. Enterprises”*

Victor Cordell, William Pendergast, Lisbeth Claus, Juan España, Attila Freska, John Jenkins and Beiming Wang, Monterey Institute of International Studies

### HAWTHORNE

### Panel Session #11

#### ORGANIZATIONAL EVOLUTION OF MULTINATIONAL ENTERPRISE

##### Chair:

John Cantwell, University of Reading

##### Panelists:

Eleanor Westney, Massachusetts Institute of Technology

Jean-François Hennart, University of Illinois at Urbana-Champaign

Mark Casson, University of Reading

Peter Buckley, University of Leeds

### LAUREL

### Panel Session #12

#### AFRICAN PRIVATE SECTOR INITIATIVES: PREPARING FOR THE NEW WORLD ORDER

##### Chair:

Charlie Mahone, Howard University

##### Panelists:

Kenneth Gray, Florida A&M University

Barron Harvey, Howard University

Moses Kiggundu, Carleton University

Emmanuel Nnadozie, Truman State University

### YARROW

### Panel Session #13

#### GLOBAL OWNERSHIP OF GLOBAL FIRMS: IS IT TOO MUCH TO ASK?

##### Chair:

Sankaran Raghunathan, Rutgers University

##### Panelists:

John Dunning, Rutgers University

Srilata Zaheer, University of Minnesota

Howard Perlmutter, University of Pennsylvania

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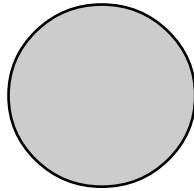
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