1998 Annual Meeting Program
Academy of International Business
October 7-10, 1998
Vienna Hilton • Vienna, Austria

Transformation of Global Firms and the Global Economy

Hosted by Wirtschaftsuniversität Wien (WU-Wien)
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Welcome to the 39th Annual Meeting of the Academy of International Business. This year, we enjoy the additional honor of joining Wirtschaftsuniversität Wien in celebrating its 100th Anniversary (1898–1998). The 1998 Program Chair Bruce Kogut worked closely with his dedicated staff and track chairs to put together a comprehensive look at “Transformation of Global Firms and the Global Economy.” Bodo Schlegelmilch and Arnold Schuh at WU-Wien have worked hard to make our meeting in Vienna a first-class event. We thank all the many persons at the University of Pennsylvania, WU-Wien, and the University of Hawaii who have supported the AIB throughout the planning of this event. We thank you for participating in this meeting in the beautiful city of Vienna. We hope that you will bring home fond memories of the experience and a wealth of cutting-edge information on international business. Please do not hesitate to share your insights and ideas for improving the AIB annual meetings. This is your organization and your input is very valuable for us. Have a great time in Vienna!
Academy Acknowledgements:

Program

Program Chair  Bruce Kogut
University of Pennsylvania

Program Assistants:  Michelle Gittelman
University of Pennsylvania
Rachel Barret
University of Pennsylvania

Regional Track Chairs

Marketing, Strategy, and Organization  Sea-Jin Chang
Korea University
Orjan Solvevall
Stockholm School of Economics

Economics and Finance  Lorraine Eden
Texas A&M University
Joachim Schwalbach
Humboldt University

Organizational Sociology and Political Science  Mauro Guillen
University of Pennsylvania

Business History  Geoffrey Jones
University of Reading

Organizational Behavior and Human Resource Management  Sri Zaheer
University of Minnesota

Vienna Arrangements

Host School  Wirtschaftsuniversität Wien (WU–Wien)

Local Co-Chairs  Bodo Schlegelmilch
WU–Wien
Arnold Schuh
WU–Wien

WU-Wien Organizing Committee  Birgit Bacher
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Henkel, Central Eastern Europe
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Syracuse University Abroad
WEDNESDAY, OCTOBER 7, 1998

Chapter Chairs Breakfast Meeting
Time: 8:00 - 10:00 am  Room: Lehar

AIB Board Meeting
Time: 11:30 am - 5:00 pm  Room: Millocker

Doctoral Consortium (Light Snack)
Time: 1:30 - 6:00 pm  Room: Alexander

Junior Faculty Consortium (Light Snack)
Time: 1:30 - 6:00 pm  Room: Talleyrand

Theme Chairs’ Meeting
Time: 3:15 - 4:30 pm  Room: Metternich

THURSDAY, OCTOBER 8, 1998

Opening Plenary
Transformation of Global Firms and the Global Economy
Time: 8:30 - 10:00 am  Room: Ballroom Sec. II

Competitive Session T11-Globalization
Globalization, Networks, or National Dyads
Time: 10:15 - 11:40 am  Room: Metternich

Competitive Session T12-Opportunities and Crises for Firms in Transition
China
Time: 10:15 - 11:40 am  Room: Alexander

Competitive Session T13-The Rumble: Knowledge Versus Internalization Views
Creating and Sharing Knowledge
Time: 10:15 - 11:40 am  Room: Talleyrand

Panel Session T1P-Globalization and Space: The Long View
From American Investment in Britain and Sovereignty at Bay to the Global Economy
Time: 10:15 - 11:40 am  Room: Ballroom Sec. I

Members’ Meeting (Light Snack)
Time: 12:00 am - 1:00 pm  Room: Alexander

Poster Session I: Culture, Markets, and Multinational Firms (Light Snack)
Time: 11:50 am - 1:15 pm  Room: Ballroom Sec. III

Panel Session T2P1-Globalization
Transformation of a Global Corporation: The Case of Daewoo Motor Company
Time: 1:30 - 3:00 pm  Room: Metternich

Panel Session T2P2-Opportunities and Crises for Firms in Transition
Strategies and Challenges of Traditional Latin American Firms in Response to Globalization
Time: 1:30 - 3:00 pm  Room: Alexander

Competitive Session T21-The Rumble: Knowledge Versus Internalization Views
Agents of Internalization
Time: 1:30 - 3:00 pm  Room: Talleyrand

FRIDAY, OCTOBER 9, 1998

Opening Plenary
The Transition of Nations and Firms
Time: 8:30 - 10:00 am  Room: Ballroom Sec. II

Competitive Session F11-Globalization: Firm and Industry Studies
Bytes of Space
Time: 10:15 - 11:45 am  Room: Metternich

Competitive Session F12-Transition and Globalization: Implications for the Diversified Firm
Business Groups and Hamlet
Time: 10:15 - 11:45 am  Room: Alexander

Panel F1P1-The Fundamentals: Trade, Entry, and Distribution
Globalization From the Perspective of Austrian Firms
Time: 10:15 - 11:45 am  Room: Talleyrand

Competitive Session F13-Transition and Transformation
People and Strategies in Transition
Time: 10:15 - 11:45 am  Room: Lehar
Panel Session F1P2-Culture and Consequences
Knowledge across Borders in Transformation: Perspectives on the Dynamics of Knowledge Sharing among Firms, Teams and Individuals in Multinational Contexts
Time: 10:15 - 11:45 am  Room: Millocker

Awards Luncheon
Time: 12:00 am - 1:45 pm  Room: Full Ballroom

Competitive Session F21-Globalization: Firm and Industry Studies
Firms and Industries that Globalize
Time: 2:00 - 3:25 pm  Room: Metternich

Panel Session F2P-Transition and Globalization: Implications for the Diversified Firm
Policy Shocks and Restructuring Patterns in Emerging Markets
Time: 2:00 - 3:25 pm  Room: Alexander

Competitive Session F22-The Fundamentals: Trade, Entry and Distribution
Exchange Rates and Entry
Time: 2:00 - 3:25 pm  Room: Talleyrand

Competitive Session F23-Transition and Transformation
Entry, Culture, and Nations
Time: 2:00 - 3:25 pm  Room: Lehar

Competitive Session F24-Culture and Consequences
Culture and Neurons
Time: 2:00 - 3:25 pm  Room: Millocker

Competitive Session F31-Globalization: Firm and Industry Studies
Thinking About Globalization Strategies
Time: 3:35 - 5:00 pm  Room: Metternich

Competitive Session F32-Transition and Globalization: Implications for the Diversified Firm
Diversification Strategy
Time: 3:35 - 5:00 pm  Room: Alexander

Competitive Session F33-The Fundamentals: Trade, Entry and Distribution
Franchising and Distribution
Time: 3:35 - 5:00 pm  Room: Talleyrand

Competitive Session F34-Transition and Transformation
Competitiveness of Asia: Countries and Managers
Time: 3:35 - 5:00 pm  Room: Lehar

Competitive Session F35-Culture and Consequences
Whose Values?
Time: 3:35 - 5:00 pm  Room: Millocker

Village Meeting
Time: 5:15 - 5:45 pm  Room: Ballroom Sec. II

Closing Plenary: Panel Sponsored By the AIB Fellows in Honor of Geert Hofstede (All are welcome)
Geert Hofstede
Time: 5:45 - 6:30 pm  Room: Ballroom Sec. II

SOUTH, OCTOBER 10, 1998

Opening Plenary
Global Transformation Through Global R&D: The Views of R&D Executives
Time: 8:30-10:00 am  Room: Ballroom Sec. II

Competitive Session S11-What is Performance?
Value Creation and International Expansion
Time: 10:15 - 11:40 am  Room: Metternich

Panel Session S1P1-Permeable Borders
Locational Factors and the Transformation of Global Value-Added:
A Discussion and Debate
Time: 10:15 - 11:40 am  Room: Alexander

Panel Session S1P2-National and Transnational Systems
National Capitalism and National Governments in the Global Economy
Time: 10:15 - 11:40 am  Room: Talleyrand

Competitive Session S21-What is Performance?
The Concept of Performance
Time: 1:15 - 2:40 pm  Room: Metternich

Competitive Session S22-Permeable Borders
Technology, Location and Leaky Ideas
Time: 1:15 - 2:40 pm  Room: Alexander

Competitive Session S23-National and Transnational Systems
Systems That Should Change
Time: 1:15 - 2:40 pm  Room: Talleyrand

Competitive Session S24-Capabilities, Knowledge and Statistical Modelling in Strategy Research
Do Joint Ventures as Knowledge Create Value?
Time: 1:15 - 2:40 pm  Room: Ballroom Sec. II

Competitive Session S31-What is Performance?
Top Companies and their Performance
Time: 2:50 - 4:15 pm  Room: Metternich

Competitive Session S32-Permeable Borders
Productivity and Coordination of R&D
Time: 2:50 - 4:15 pm  Room: Alexander

Panel S3P-National and Transnational Systems
European Monetary Union Through Five Glasses, Darkly
Time: 2:50 - 4:15 pm  Room: Talleyrand

Competitive Session S33-Networks, Knowledge and Trust
Networks and Regions
Time: 2:50 - 4:15 pm  Room: Ballroom Sec. I

Competitive Session S34-Capabilities, Knowledge and Statistical Modelling in Strategy Research
I've Got a Latent Hammer: Structural Equation Modelling
Time: 2:50 - 4:15 pm  Room: Ballroom Sec. II

Village Meeting
Time: 4:30 - 5:00 pm  Room: Ballroom Sec. II

Closing Plenary
Transformation of Global Companies
Time: 5:00 - 6:00 pm  Room: Ballroom Sec. II

Viennese Dance Party Hosted by WU-Wien and the City of Vienna
Time: 8:00 – 11:00 pm  Location: City Hall
Meeting Site Information

**CONFERENCE HOTEL**

Vienna Hilton  
Am Stadtpark  
Vienna, A-1030  
Austria  
Phone: +43 (0)1-717000  
Fax: +43 (0)1-7130691  
http://www.hilton.com/hotels/VIEHITW/  
http://www2.telecom.at/ViennaHilton/hindex.html

"The Vienna Hilton is located adjacent to the Stadtpark and is directly connected to the City Air Terminal. All 600 rooms, the Executive Floor and the Penthouse Suites feature the luxury, service and modern comfort you expect in a 5-star hotel."
In 1998, the Wirtschaftsuniversität Wien (WU-Wien) will celebrate its 100th anniversary, and the AIB conference is planned as one of the highlights of the university’s activities in this year. With some 22,000 students, the WU-Wien is Western Europe’s largest University specializing in Business and Economics. It offers a full range of undergraduate, graduate and Ph.D. programs. Together with the world’s leading business universities, such as UC-Berkeley, Chicago, HEC, Bocconi, Cologne and Melbourne, the WU-Wien is a member of PIM (Program of International Management) and CEMS (Community of European Management Schools). Altogether, the WU-Wien has some 90 partner universities located all over the world. Approximately 40% of all WU-graduates take the opportunity to study abroad. In exchange, the same number of foreign students spend one or two semesters at the WU-Wien.

Vienna, with its 1.8 million metro area inhabitants, is the Austrian capital. It is situated in the east of the country, about forty miles from the borders with Hungary and Slovakia. Over the centuries, Vienna has gained the reputation as a melting pot of Central European nations and as a bridge between East and West. Once the center of the former Habsburg empire, Vienna of today combines the cultural heritage of the past and the business oriented life-style of a growing industrial and commercial city located in the heart of Europe. Since the fall of the “Iron Curtain” in 1989, many international companies have chosen Vienna as starting point for their ventures into East Central Europe, including IBM, Philips, Siemens, General Motors and Siemens. One of the three United Nations’ world headquarters and OPEC are also located in Vienna.
WEDNESDAY, OCTOBER 7, 1998

Chapter Chairs Breakfast Meeting
Time: 8:00 am - 10:00 am  Room: Lehar

AIB Board Meeting
Time: 11:30 am - 5:00 pm  Room: Millocker

Presentation Skills Workshop
Time: 12:00 pm - 1:20 pm  Room: Metternich

Presenters:
José de la Torre,
University of California, Los Angeles
Avraham Meshulach,
Hebrew University of Jerusalem
George S. Yip,
University of California, Los Angeles

Doctoral Consortium (Light Snack)
Time: 1:30 pm - 6:00 pm  Room: Alexander

Coordinator: Masaaki “Mike” Kotabe, Temple University

Faculty Leaders:
Preet S. Aulakh, Michigan State University
Paul Beamish, University of Western Ontario
Tatiana Kostova, University of South Carolina
Xavier Martin, New York University
Sri Zaheer, University of Minnesota

THURSDAY, OCTOBER 8, 1998

Opening Plenary
Transformation of Global Firms and the Global Economy
Time: 8:30 am - 10:00 am  Room: Ballroom Sec. II

Chair: Bruce Kogut, University of Pennsylvania

Panelists:
Mark Casson, Reading University
Sumantra Ghoshal, London Business School
Eleanor Westney, MIT
Udo Zander, Stockholm School of Economics

Coffee Break
Time: 10:00 am - 10:15 am  Room: Foyer
THURSDAY, OCTOBER 8, 1998
(10:15 am – 11:40 am)

Competitive Session T11 Globalization

Globalization, Networks, or National Dyads

Time: 10:15 am - 11:40 am  Room: Metternich

Chair: Adrian Tschoegl, University of Pennsylvania
Discussant: Subramanian Rangan, INSEAD

Autonomy of German and Japanese Subsidiaries
JH Taggart, University of Strathclyde
Neil Hood, University of Strathclyde

Functional versus Mission-Oriented Management of International R&D Sites
Walter Kuenmerle, Harvard University
Richard S. Rosenbloom, Harvard University

The Impact of HQ-Subsidiary Perception Gaps on Control and Cooperation in MNCS
Julian Birkinshaw, Stockholm School of Economics
Ulf Holm, Uppsala University
Peter Thilenius, Uppsala University
Niklas Arvidsson, Stockholm School of Economics

Toward a Model of Accelerating Organizational Change: Evidence From the Globalization Process
Thomas Malnight, University of Pennsylvania

Competitive Session T12 Opportunities and Crises for Firms in Transition

China

Time: 10:15 am - 11:40 am  Room: Alexander

Chair: Alan Shao, University of North Carolina
Discussant: Steve Kobrin, University of Pennsylvania

Howard Davies, The Hong Kong Polytechnic University
Peter Walters, The Hong Kong Polytechnic University

A Comparative Study of Manufacturing And Service Employees in Hong Kong: Insights for Transforming Economies in Asia
Dale Fields, The George Washington University
Mary Pang, City University of Hong Kong
Catherine Chiu, City University of Hong Kong

James P. Guthrie, University of Kansas
Robert O. Nyamori, University of Waikato

Competitive Session T13 The Rumble: Knowledge Versus Internalization Views

Creating and Sharing Knowledge

Time: 10:15 am - 11:40 am  Room: Talleyrand

Chair: Llewellyn D. Howell, Thunderbird, American Graduate School of International Management
Discussant: Xavier Martin, New York University

Resource Flows and the Structure of Control Within American and Japanese Affiliates in Southeast Asia
Schon Beechler, Columbia University

Creating and Managing a High Performance Knowledge-Sharing Network: The Toyota Case
Jeffrey Dyer, University of Pennsylvania
Kentaro Nobeoka, Kobe University

Knowledge Dissemination in Global R&D Operations
Robin Teigland, Stockholm School of Economics
Carl Fey, Stockholm School of Economics
Julian Birkinshaw, Stockholm School of Economics

Imprinting and the Country-of-Origin Effect on American and Japanese Subsidiaries in Taiwan
Patricia R. Robinson, New York University
Tung-Chun Huang, National Central University

Panel Session T1P Globalization and Space: The Long View

From American Investment in Britain and Sovereignty at Bay to the Global Economy

Time: 10:15 am - 11:40 pm  Room: Ballroom Sec. I

Chair: Alan Rugman, University of Oxford
Discussant: John H. Dunning, Rutgers University

Panelists:
Eleanor Westney, MIT
A. E. Safarian, University of Toronto
Raymond Vernon, Harvard University
John Cantwell, Reading University

THURSDAY, OCTOBER 8, 1998
(11:50 am – 1:15 pm)

Members’ Meeting (Light Snack)

Time: 12:00 - 1:00 pm  Room: Alexander
Poster Session I: Culture, Markets And Multinational Firms (Light Snack)

Time: 11:50 pm - 1:15 pm  Room: Ballroom Sec. III

Recognition and Integration of Subsidiary Competence in the Multinational Corporation
Maria Andersson, Uppsala University
Patrick Furu, Swedish School of Economics and Business Administration
Christine Holmstrom, Uppsala University

Voluntary Non-participation: A Cross-Cultural Examination of Consensus
Corinne Coen, University of Michigan Business School

Cross Cultural Management — Hype or Hope?
Gerhard Apfelthaler, FHS Kufstein Tirol
Matthias Karmasin, Nausner and Nausner and WU-Wien

Information Strategies in Foreign Market Entry: Investing in Sales and Distribution Facilities
Simon P. Burke, University of Reading
Mark Casson, University of Reading

The Dynamics of Co-operative International Strategy: An Evolutionary Stakeholder Mapping Framework
Jeffrey Cummings, The George Washington University
Jonathan Doh, The George Washington University and American University

Entry Mode and Subsidiary Evolution
Andrew Delios, University of Western Ontario
Julian Birkinshaw, Stockholm School of Economics

The Importance of Expatriate Satisfaction and Cosmopolitan Orientation to Organizational Performance
Meredith Downes, Illinois State University
Anisya Thomas, Florida International University

Foreign Market Entry Revisited: Unresolved Issues, “Messy” Research and Old Conceptual Wineskins
Paul Ellis, Hong Kong Polytechnic University

A Comparative Analysis of Retailing Strategies in the UK and Spain
Carlos Flavian, Universidad de Zaragoza
Adrian Haberberg, University of Westminster
Yolanda Polo, Universidad de Zaragoza

Globalization vis-à-vis Creolisation of the Consumer Product
John Fox, University of Rijeka
Renata Fox, University of Rijeka

Types of Knowledge and Learning at the Subsidiary Level: Some Research Propositions
Esra Gencturk, Koc University
Aysegul Oszomer, Seattle University

New Technologies and Foreign market Entry: Assessing Electronic Exchange Entry Modes (EEEM) and the Impact on the Internationalization Process
Gary D. Gregory, University of Wollongong
Munib Karavdic, University of Wollongong

Acquisition Versus Greenfields: Both Sides of the Picture
Anne-Wil Harzing, University of Bradford

Gary S. Insch, Boston University
J. Brad McBride, ITAM

Integrated Advertising of Self Image Projective Products Using The Relative Positioning Model in Global Markets
J.S. (Vic) Johar, California State University

Define the Defining Characteristics of International Business: A Cognitive Approach
Neng Liang, Loyola University

Escape from Constricted Markets: The Role of Global Markets in Entrepreneurial Firm Growth Under Adverse Conditions
David Lohmann, Hawaii Pacific University

Joint Ventures In Local and Global Commons
James Barney Marsh, University of Hawaii at Manoa

The Influence of Corporate and National Culture on Relationship Marketing and the Repurchase Intention of Industrial Buyers
Bruce Money, University of South Carolina
Kelly Uscategui, University of South Carolina
Subhash Sharma, University of South Carolina

An Investigation of Organizational Factors and Individual Markets Associated with Gray Market Activity
Matthew Myers, University of Oklahoma
David Griffith, University of Oklahoma

International Joint Ventures: An Inter-Disciplinary Approach to Understanding Differences in Perception
Valentin Pashtenko, University of Rhode Island
Kent Neupert, Chinese Univ. of Hong Kong

Shared Corporate Values: Implications for Affiliate Performance
Malika Richards, Drexel University

Julie Ruth, University of Washington
Bernard Simonin, University of Washington

The Determinants of Escalation of Commitment
Stephen B. Salter, University of Cincinnati
David Sharp, University of Western Ontario

Interfirm Innovation: An Examination of Performance in International Alliances
Rachelle C. Sampson, University of Michigan
Home Sweet Home: Firm domesticity and Demand for Experienced Key Managers
Douglas M. Sanford, Jr., The George Washington University

Partnering Orientation: An Investigation of the Construct, its Antecedents, and Outcomes
Mitrabarun Sarkar, Michigan State University

Autonomy and Procedural Justice: HQ Intent and Subsidiary Attainment
J.H. Taggart, University of Strathclyde

Are Managers and Entrepreneurs Different?
Justin Tan, California State University

Development of Research Tradition From 1960 to 1990: An Analysis of International Business Theories Explaining Foreign Production and the Multinational Enterprise
Christine J. Weisfelder, Bowling Green State University

Service Recovery – Does it Work? An Examination of the Relationship Between Compensation, Service Perception, and Cultural Orientation
Nancy Wong, University of Hawaii at Manoa

THURSDAY, OCTOBER 8, 1998
(1:30 pm – 3:00 pm)

Panel Session T2P1 Globalization

Transformation of a Global Corporation: The Case of Daewoo Motor Company
Time: 1:30 pm - 3:00 pm Room: Metternich
Chair: Dong-Sung Cho, Seoul National University
Panelists:
Bong-Sup Shim, Executive Managing Director, Buppyung Technical Center of Daewoo Motor Company
Dong-Hyun Lee, Catholic University, Korea
Su-Keun Kwak, Seoul National University

Panel Session T2P2 Opportunities and Crises for Firms in Transition

Strategies and Challenges of Traditional Latin American Firms in Response to Globalization
Time: 1:30 pm - 3:00 pm Room: Alexander
Chair: Denise Dimon, University of San Diego
Panelists:
José de la Torre, UCLA
Joseph Ganitsky, Loyola University New Orleans
Jaime Alonso Gómez, ITESM
Angela da Rocha, Federal University of Rio de Janeiro

Competitive Session T21 The Rumble: Knowledge Versus Internalization Views

Agents of Internalization
Time: 1:30 pm - 3:00 pm Room: Talleyrand
Chair: Duane Kujawa, University of Miami
Discussant: Bernard Yeung, University of Michigan

Testing the Applicability of an Agency Theory Model of Headquarters Control of Foreign Subsidiaries
Sharon O'Donnell, University of Delaware

The Role of Experience in the Survival of Japanese Foreign Subsidiaries
Andrew Delios, University of Western Ontario
Paul W. Beamish, University of Western Ontario

A Hostage Theory of Joint Ventures: Why do Japanese Manufacturers Choose Partial Over Full Acquisitions to Enter the US?
Shih-Fen Chen, Kansas State University
Jean-François Hennart, University of Illinois at Urbana-Champaign
Danchi Tan, University of Illinois at Urbana-Champaign

Does Internalization Affect Firm Performance?
Lorraine Eden, Texas A&M University
Douglas E. Thomas, Texas A&M University
Competitive Session T22 Globalization and Space in the Long View

Location and FDI

Time: 1:30 pm - 3:00 pm  Room: Ballroom Sec. I

Chair: Lee Preston, University of Maryland
Discussant: Henrik Glimstedt, Stockholm School of Economics

Dutch Manufacturing MNES In the United States, 1950-1995
   Rajneesh Narula, University of Oslo
   Annelies Hogenbirk, University of Oslo

UK FDI and the Comparative Advantage of the UK
   Lilach Nachum, Cambridge University
   John H. Dunning, Reading University
   Geoffrey Jones, Reading University

The “Commonwealth Effect” and the Process of Internationalization
   Sarianna Lundan, Reading University
   Geoffrey Jones, Reading University

The Locational Determinants of Japanese Manufacturing Investment Within Europe
   Stuart Ford, King’s College London
   Roger Strange, King’s College London

Poster Session II: Recent Research on Asia (Light Snack)

Time: 1:30 pm - 3:00 pm  Room: Ballroom Sec. III

Localization and Industrial Structure: The Machine Tool Industry in Taiwan
   Jonathan Brookfield, The University of Pennsylvania

Abstract Question and Response Bias in Cross-Cultural Studies Involving PRC, Taiwanese and U.S. Respondents
   Nailin Bu, Queen’s University
   Tim Craig, University of Victoria
   T.K. Peng, Chinese Naval Academy

The Cross-Cultural Applicability of Trust and Commitment in “High” and “Low” Trust Cultures
   David A. Griffith, The University of Oklahoma
   Matthew B. Myers, The University of Oklahoma

Strategic Use of Capacity Expansion and Competitive Interactions in the Taiwanese Chemical Industries
   Jia-Jeng Hou, Chung Yuan Christian University
   Ming-Je Tang, National Taiwan University

Japanese IHRM and the Challenges of Globalization
   Timothy Dean Keeley, Kyushu Sangyo University

Toward a Dialectic Theory of Internationalization: A Longitudinal Study of Taiwan’s Acer Group
   Peter Li, California State University

Foreign Direct Investment Policy in a Transitional Economy: The Case of China
   Yuan Lu, Chinese University of Hong Kong
   Terence Tsai, University of Western Ontario

Locus of Decision-Making in Japanese Multinationals in Australia
   David Merret, University of Melbourne
   Stephen Nicholas, University of Melbourne
   William Purcell, University of New South Wales
   Greg Whitwell, University of Melbourne

Effects of Outward Foreign Direct Investment on Home Country Exports: The Case of Korean Firms
   Hwy-Chang Moon, Seoul National University
   Sung-Hoon Lim, KOTRA

Autonomy of Equity International Joint Ventures (EIJVS) in China
   William Newbury, New York University
   Yoram Zeira, Tel Aviv University
   Orly Yeheskel, Tel-Aviv University

Globalization of Japanese Manufacturing Industries: Motives and Strategies
   Kang H. Park, Southeast Missouri State University

Interlocking Directorates, Firm Strategies, and Performance in Pre-1997 Hong Kong: Towards a Research Agenda
   Mike W. Peng, Ohio State University and Chinese University of Hong Kong
   Kevin Au, Chinese Univ. of Hong Kong

   Mike W. Peng, Ohio State University and Chinese University of Hong Kong
   Yuan Lu, Chinese University of Hong Kong
   Oded Shenkar, Tel-Aviv University and University of Hawaii-Manoa
   Denis Wang, Chinese University of Hong Kong

MNC Entry Strategies For Impeded Markets: The Myanmar example
   David Reid, Curtin University of Technology
   Ma Yamona, Curtin University of Technology

Enterprise Governance and Finance in China
   Val Samonis, University of Toronto
   Yongchun Cai, University of Toronto
   Chao Xu, University of Toronto
   Qin Chen, University of Toronto

An Examination of Organizational General Image Variables Related to American and Japanese International Joint Ventures in China
   Steven X. Si, Concordia University
   Douglas D. Baker

The Asian Miracle Revisited: The Significance of Productivity-Driven Compensation in Japan
   Glen Taylor, University of Hawaii at Manoa
Differences in Strategies of Upward Influence: A Comparative Study of Managers From Portugal, Macao and the People’s Republic of China

Robert H. Terpstra, University of Macau
David A. Ralston, University of Connecticut
Jorge C. Jesuino, Instituto Superior de Ciencias do Trabalho e da Empresa
Irene Cheung, University of Macau

The Comparison of Accounting Standards Across the Taiwan Strait

David Yang, University of Hawaii

Influences on MNC HRM Policies in China: A Study of U.S., Japanese and German Firms

John Yang, Fordham University

Chinese Employees’ Leadership Conceptualizations: An Inductive Approach and Some Preliminary Results

Jing Zhou, Texas A&M
Xin Wei, Peking University
Eui Jeong, Texas A&M University
Ricky Griffin, Texas A&M University

Coffee Break

Time: 3:00 pm - 3:15 pm Room: Foyer

THURSDAY, OCTOBER 8, 1998
(3:15 pm – 4:45 pm)

Competitive Session T31 Globalization

Standardization as Globalization

Time: 3:15 pm - 4:45 pm Room: Metternich

Chair: Tony Frost, University of Western Ontario
Discussant: Peter Hagström, Stockholm School of Economics

Advertising Standardization in the Subsidiaries of European-, Japanese-, and U.S.-Based Multinational Firms

Insik Jeong, Keimyung University
Saeed Samiee, The University of Tulsa
Jae Hyeon Pae, Hong Kong Polytechnic University
Susan Tai, Hong Kong Polytechnic University

Lean Production in Brazil: The Ford Case

Najib Mattar, Administracao e Contabilidade da Universidade de Sao Paulo

Can the ISO 14000 Series Environmental Management Standards Provide a Viable Alternative to Government Regulation

Paulette L. Stenzel, Michigan State University

Denotation and Connotation In Strategic International Human Resource Management: Can we all Speak and Teach the Same Language?

Marilyn Fenwick, Monash University
Helen De Cieri, Cornell University
Julie Wolfram Cox, Monash University

Competitive Session T32 Opportunities and Crises for Firms in Transition

Hope for the Structurally Depressed

Time: 3:15 – 4:45 pm Room: Alexander

Chair: Peter Gray, Rutgers University
Discussant: Sea-Jin Chang, Korea University

Institutional Upheaval and Company Transformation in Emerging Market Economies

Karen L. Newman, Georgetown University

HRM Strategies in Structurally Depressed Industries: The Japanese Approach

Mahesh Rajan, University of Western Australia

Strategic and Organizational Responses of Mexican Managers to Environmental Uncertainty

Len Trevino, Monterey Institute of International Studies

Transferring World-Class Production to Developing Countries: A Strategic Model

Robert N. Mefford, University of San Francisco
Peter Bruun, Technical University of Denmark

Competitive Session T33 The Rumble: Knowledge Versus Internalization Views

Norms of Cooperation

Time: 3:15 - 4:45 pm Room: Talleyrand

Chair: T. C. Melewar, University of Warwick
Discussant: Sri Zaheer, University of Minnesota

The Influence of Communication Media on The Conflict, Trust, and Cohesion Experienced by International Joint Venture Teams

Carolyn B. Mueller, Ball State University
Renee M. Wachter, Ball State University
Cheryl A. Van Deusen, University of North Florida

How Internationalization Affects Corporate Ethics: Formal Structures and Informal Management Behavior

Gary R. Weaver, University of Delaware
Sharon O’Donnell, University of Delaware
Daniel Sullivan, University of Delaware

To do or not to do? Non-cooperative Behavior by Commission and Omission in Inter-firm Ventures

Africa Arino, University of Navarra
Organizational Behavior as Normatively Embedded: Japanese and American Norms Under Downsizing
Patricia R. Robinson, New York University

**Farmer Dissertation Award Finalist Presentations**

**Time:** 3:15 – 4:45 pm  
**Room:** Ballroom Sec. II

*The License to Lead: An 18 Country Study of the Relationship Between Employees’ Preferences Regarding Interpersonal Leadership and National Culture*
Lena Zander, Stockholm School of Economics

*Foreign Direct Investment's Effect on Host Industry Competition and Productivity in the U.S.: The Influence of Initial Host Industry Competition and Foreign Firm Method of Entry*
Wilbur Chung (Ph.D., Univ. of Michigan), Stern School of Business

*Firms' Strategies in the Global Innovation System: Knowledge Sharing in the Flat Panel Industry*
Jennifer Spencer (Ph.D., Univ. of Minnesota), Univ. of Houston

*Firm Capabilities, Technology Ladders, and Evolution of Japanese Production Networks in East Asia*
Jaeyong Song (Ph.D., Univ. of Pennsylvania), Columbia University

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**Panel Session T3P Globalization and Space: The Long View**

**Going International: New Directions in Distance Learning in International Business**

**Time:** 3:15 - 4:45 pm  
**Room:** Ballroom Sec. I

**Chair and Discussant:** Lorraine Eden, Texas A&M University

*Developing Real World Skills: Managing Transnational and Virtual Teams*
Zoe Barsness, Texas A&M University

*Designing and Implementing a Distance Learning MIMS Program*
Stephen Guisinger, University of Texas - Dallas  
Raj Mehta, University of Cincinnati

*Distance Learning Exports: Delivering a US MBA Program in Asia*
Emile Pilafidis, University of La Verne  
Dennis Schlais, California State University  
Jane LeMaster, University of Texas-Pan American

*IB Education using Distance Learning Techniques*
Honorio Todino, ITESM, Monterrey, Mexico

*The Future of IB Education? A Comparison of Traditional and Internet-based Instruction*
Abigail Hubbard, University of Houston

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Kent Neupert, Chinese University of Hong Kong

*Information and Communication Technology in the Classroom: an Empirical Study with an International Perspective*
Gordon Jones, Hawaii Pacific University  
Carolyn Mueller, Ball State University  
David Ricks, Thunderbird, American Graduate School of International Management  
Bodo Schlegelmilch, WU-Wien  
Cheryl Van Deusen, University of North Florida

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**THURSDAY, OCTOBER 8, 1998**

(5:00 pm – 5:30 pm)

**Village Meeting**

**Time:** 5:00-5:30 pm  
**Room:** Ballroom Sec. II

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**THURSDAY, OCTOBER 8, 1998**

(5:30 pm – 6:15 pm)

**Closing Plenary**

**Sponsored by Kim Woo-Chong, Chairman, Daewoo Group**

**Time:** 5:30-6:15 pm  
**Room:** Ballroom Sec. II

**Speaker:** Kim Tae-Gou, Daewoo Motor Company  
**Chair:** Dong Sung Cho, Seoul National University

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**THURSDAY, OCTOBER 8, 1998**

(6:30 pm –8:00 pm)

**President’s Reception**

**Time:** 6:30-8:00 pm  
**Room:** Full Ballroom

*Music provided by the WU Orchestra Quartet.*
### FRIDAY OCTOBER 9, 1998
(8:30 am – 10:00 am)

**Opening Plenary: The Transition of Nations and Firms**

**Time:** 8:30-10:00 am  
**Room:** Ballroom Sec. II

**Chairs:**
Erik Berglof, Stockholm School of Economics  
Jan Svejnar, University of Michigan

**Panelists:**
Josef Kotrba, Deputy CEO and Member of the Board, Czech Savings Bank  
Jan Mladek, Czech Institute of Applied Economics  
Gerard Rolland, Free University, Bruxelles

**Coffee Break**

**Time:** 10:00 am - 10:15 am  
**Room:** Foyer

### FRIDAY OCTOBER 9, 1998
(10:15 am – 11:45 am)

**Competitive Session F11 Globalization: Firm and Industry Studies**

**Bytes of Space**

**Time:** 10:15 am - 11:45 am  
**Room:** Metternich

**Chair:** Akbar Zaheer, University of Minnesota  
**Discussant:** Marc Ventresca, Northwestern University

- *The Institutional Environment for Telecommunications Investment*
  - Witold Henisz, University of Pennsylvania  
  - Bennet Zelner, University of California at Berkeley

- *The Strategic Role of the Maritime Industry in the Development of Selected Major West German and Japanese Export Car Markets: 1960-1988*
  - Carol A. Howard, Oklahoma City University

- *Risks and Rewards in the Globalization of Telecommunications*
  - Ravi Ramamurti, Northeastern University

- *The Sixth Mode of Global Transportation: Cyberspace*
  - Larry L. Seawright, Intel Corporation  
  - Kristie W. Seawright, Brigham Young University  
  - Stanley Fawcett, Brigham Young University

**Competitive Session F12 Transition and Globalization: Implications for the Diversified Firm**

**Business Groups and Hamlet**

**Time:** 10:15 am - 11:45 am  
**Room:** Alexander

**Chair:** Daniel Van Den Bulcke, University of Antwerp  
**Discussant:** Jeff Dyer, University of Pennsylvania

- *The Impact of Liberalization on Vertical Scope*
  - Omar Nohad Toulan, McGill University.

- *Domestic Sales, Foreign Business, and Diversification Strategy: A Preliminary Study of Japanese Manufacturing Firms*
  - Toru Yoshikawa, Nihon University  
  - Tadashi Shima, Nihon University

- *Facilitating Development: The Role of Business Groups*
  - Raymond Fisman, Harvard Business School  
  - Tarun Khanna, Harvard Business School

- *The Interactive Effects of Diversification Strategy and Entry Mode on Economic Performance: Empirical Analysis of 30 Major Chaebol Groups in Korea*
  - Dong Sung Cho, Seoul National University  
  - Ki-Sung Park, Seoul National University

**Panel F1P1 The Fundamentals: Trade, Entry, and Distribution**

**Globalization From the Perspective of Austrian Firms**

**Time:** 10:15 am-11:45 am  
**Room:** Talleyrand

**Chair:** Arnold Schuh, WU

**Panelists:**
Dr. Claus Raidl, Chairman of the Board, Boehler-Uddeholm AG  
Dkfm. Fritz Humer, Chairman of the Board, Wolford AG  
Dr. Karl Sevedla, Member of the Board, Raiffeisen Zentralbank Oesterreich AG  
DDr. Erhard Schaschl, Chairman of the Board, Wienerberger

**Competitive Session F13 Transition and Transformation**

**People and Strategies in Transition**

**Time:** 10:15 am - 11:45 am  
**Room:** Lehar

**Chair:** Hans Thorelli, Indiana University  
**Discussant:** Susan Schneider, University of Geneva
Privatization and the Evolution of ICN as a Multinational Corporation
Louis A. Woods, University of North Florida
Seth C. Anderson, University of North Florida
Joseph M. Perry, University of North Florida
Jeffrey W. Steagall, University of North Florida.

Strategic Orientation of Russian Managers: Does Miles and Snow Hold in the Emerging Russian Market?
Peggy Golden, Florida Atlantic University
Brenda Richey, Florida Atlantic University
Jarmo Nieminen, University of Vaasa
Denise Johnson, University of Louisville

Transformations in Human Resource Management in Poland and the Czech Republic: An Empirical Investigation
Rosalie L. Tung, Simon Fraser University
Stephen J. Havlovic, Simon Fraser University

Gender Differences in East European Entrepreneurial Expertise
Kristie Seawright, Brigham Young University
Ronald Mitchell, University of Victoria
Jonathan Tichy, Brigham Young University

Panel Session F1P2 Culture and Consequences
Knowledge across Borders in Transformation: Perspectives on the Dynamics of Knowledge Sharing among Firms, Teams and Individuals in Multinational Contexts
Time: 10:15 am - 11:45 am  Room: Millocker
Chair: Cristina Gibson, University of Wisconsin-Madison and University of Southern California
Discussants:
Lena Zander, Stockholm School of Economics
Leslie May, Dow Chemical Corporation
Panelists:
Ingo Holzinger, University of Wisconsin-Madison
Martha Maznevski, University of Virginia
Mary Zellner-Bruhn, University of Wisconsin-Madison
Mary Waller, University of Wisconsin-Madison
Todd Saxton, Indiana University
Nicholas Athanassiou, Northeastern University
Cristina Gibson, University of Wisconsin-Madison
Mason Carpenter, University of Wisconsin-Madison
Tatiana Kostova, University of South Carolina

FRIDAY OCTOBER 9, 1998
(12:00 – 1:45 pm)

Awards Luncheon
Plated luncheon with presentation of the Farmer Dissertation Award, Haynes Prize, Int’l Executive of the Year, Int’l Dean of the Year, Eminent Scholar, and JIBS Decade Award
Time: 12:00 am -1:45 pm  Room: Full Ballroom

FRIDAY OCTOBER 9, 1998
(2:00 pm – 3:25 pm)

Competitive Session F21 Globalization: Firm and Industry Studies
Firms and Industries that Globalize
Time: 2:00 pm - 3:25 pm  Room: Metternich
Chair: John Dunning, Reading University
Discussant: John Kimberly, University of Pennsylvania
Globalization of Food Processing: A Firm-Level Analysis of Foreign Production
James M. Hagen, Cornell University
Foreign Multinational Enterprises Within the European Microcomputer Industry: Experiential Adaptation and Vertical Linkage Strategies
Denise Tsang, University of the West of England
Form of Investment Behavior By Nordic Firms In World Markets
Jorma Larimo, University of Vaasa
Firms’ Internationalization and Market Globalization: The Cement Industry Case
Herve Dumez, Ecole Polytechnique
Alain Jeunemaitre, Ecole Polytechnique

Panel Session F2P: Transition and Globalization: Implications for the Diversified Firm
Policy Shocks and Restructuring Patterns in Emerging Markets
Time: 2:00 pm - 3:25 pm  Room: Alexander
Chair: Tarun Khanna, Harvard University
Panelists:
Sea-Jin Chang, Korea University
Pankaj Ghemawat, Harvard Business School
Mauro Guillen, University of Pennsylvania
### Competitive Session F22 The Fundamentals: Trade, Entry and Distribution

**Exchange Rates and Entry**

**Time:** 2:00 pm - 3:25 pm  
**Room:** Talleyrand

**Chair:** Mamood Zaidi, University of Minnesota  
**Discussant:** Peter Buckley, University of Leeds

- Environmental Effects of Market Opening on Power in Channels of Distribution  
  - Dongchul Han, St. Louis University  
  - Kalu Ojah, Saint Louis University

- Channel Conflicts, Private Branding, and Retailers’ Decision of Foreign Sourcing  
  - Shih-Fen Chen, Kansas State University  
  - Jean-François Hennart, University of Illinois at Urbana-Champaign

- Investment Location as Affected by Country Specific Factors: An Empirical Study of the International Hotel Industry  
  - Sumit K. Kundu, Saint Louis University  
  - Farok J. Contractor, Rutgers University

- International Franchising: The Case of the Food Service Industry  
  - Ramdas Chandra, New York University

### Competitive Session F23 Transition and Transformation

**Entry, Culture and Nations**

**Time:** 2:00 pm - 3:25 pm  
**Room:** Lehar

**Chair:** Taeho Kim, Thunderbird, American Graduate School of International Management  
**Discussant:** Diane Rulke, Cranfield University

- National Cultural Influences on Central and Eastern European Entry Mode Selection  
  - Keith Brouthers, University of East London  
  - Lance Eliot Brouthers, Univ. of Texas at San Antonio  
  - George Nakos, Clayton College and State University

- Entry Mode Choice in Emerging Markets  
  - Klaus Meyer, Copenhagen Business School  
  - Saul Estrin, London Business School

- Commitment-Based Business Cultures: The Relationship Between Organizational Commitment and Individual Performance In Eight Countries  
  - Mark F. Peterson, Florida Atlantic University  
  - Donna K. Cooke, Florida Atlantic University  
  - Peter B. Smith, University of Sussex

- Mode of Entry Choice of Singapore Multinationals  
  - K. Sreenivas Rajan, National University of Singapore  
  - Nitin Pangarkar

### Competitive Session F24 Culture and Consequences

**Culture and Neurons**

**Time:** 2:00 pm - 3:25 pm  
**Room:** Millocker

**Chair:** Syed Tariq Anwar, West Texas A&M University  
**Discussant:** Arie Lewin, Duke University

- Relationship between Dispositional Affectivity and Work Related Outcomes: Difference Between Collectivist and Individualist Societies  
  - Randy Chiu, Hong Kong Baptist  
  - Frederick Kosinski, Jr., Andrews University

- The Chinese Cultural Traits for International Business Negotiations  
  - Xinping Shi, Hong Kong Baptist University

- Cultural and Economic Determinants of Entrepreneurship: An International Study  
  - Ralph E. Wildeman, Tilburg University  
  - Geert Hofstede, Tilburg University  
  - Niels G. Noorderhaven, Tilburg University  
  - A. Roy Thurik, EIM Small Business Research and Consultancy  
  - Wim H. J. Verhoeven, EIM Small Business Research and Consultancy  
  - Alexander R. M. Wennekers, EIM Small Business Research and Consultancy

- Using Neural Network Analysis to Achieve A Richer Understanding of National Culture  
  - John F. Veiga, University of Connecticut  
  - John Yanouzas, University of Connecticut  
  - Michael Lubatkin, University of Connecticut  
  - Roland Calori, Groupe ESC Lyon  
  - Philippe Very, Groupe ESC Lyon

### FRIDAY OCTOBER 9, 1998 (3:35 pm –5:00 pm)

### Competitive Session F31 Globalization: Firm and Industry Studies

**Thinking About Globalization Strategies**

**Time:** 3:35 pm - 5:00 pm  
**Room:** Metternich

**Chair:** Hans B. Thorelli, Indiana University  
**Discussant:** Susan Bartholomew, University of Cambridge

- Innovative International Strategies  
  - Roland Calori, Groupe ESC Lyon  
  - Leif Melin, Jönköping International Business School  
  - Peter Gustavsson, Linköping University
Evolutionary Internationalization of the Small Firm
Peter Lamb, La Trobe University
Peter Liesch, University of Tasmania

The Way Station Model of Internationalization: Explaining the Success of Newly Internationalizing Firms
George S. Yip, University of California, Los Angeles
Joseph A. Monti, Grant Thornton, LLP
Javier Gomez Biscarri, University of California, Los Angeles

Techno-Diamonds: A Schumpeterian Reconstruction
Monisha Das, Golden Gate University

Between National and International Governance: Heavy Electrical Engineering and Construction of Sector Coordinational Mechanisms before 1960
Henrik Glimstedt, Stockholm School of Economics

Competitive Session F32 Transition and Globalization: Implications for the Diversified Firm

Diversification Strategy
Time: 3:35 pm - 5:00 pm Room: Alexander
Chair: Herve Dumez, Ecole Polytechnique
Discussant: Peter Murmann, Northwestern University

Performance Effects of Diversification Strategies Among Japanese Multinational Firms: A Structural Equation Model
Stephen B. Tallman, Cranfield School of Management
J. Michael Geringer, California Polytechnic University
David M. Olsen, University of Utah

International and Product Diversification In the Cigarette Industry An Historical Study
Raymond M. Jones, Loyola College
Roger J. Kashlak, Loyola College

The Changing Historical Relationship Between Technological Diversification and Firm Size
Felicia Fai, University of Bath

Diversification Strategy In A Transitionary Economy: Korean Chaebols
Choelsoo Park, Seoul National University
Ki-Sung Park, Seoul National University

Competitive Session F33 The Fundamentals: Trade, Entry and Distribution

Franchising and Distribution
Time: 3:35 pm - 5:00 pm Room: Talleyrand
Chair: Sumit Kundu, Saint Louis University
Discussant: Lorraine Eden, Texas A&M University

Patterns of Entry, Post-Entry Growth and Survival: A Comparison Between Domestic and Foreign Owned Firms
José Mata, Bank of Portugal
Pedro Portugal, Bank of Portugal

Exchange Rates and Trade: How Important is Hysteresis in Trade
José Manuel Campa, New York University

Effects of Foreign Competition on Entrepreneurship: A Longitudinal Study of the New Entry of Foreign and Domestic Banks
Jiatao Li, Hong Kong University of Science and Technology

Export Behavior and Performance: An Empirical Investigation of the New Zealand Food and Beverage Exporters in Japan
Doren Chadee, University of Auckland
Terry Wu, University of Regina
Erika Gek-Soy Kuoch, University of Auckland

Competitive Session F34 Transition and Transformation

Competitiveness of Asia: Countries and Managers
Time: 3:35 pm - 5:00 pm Room: Lehar
Chair: Rosalie Tung, Simon Fraser University
Discussant: Marshall Meyer, University of Pennsylvania

Asian Expatriates Training and Development: A Comparative Analysis of Perspectives on Training and Development of Japanese, Korean, and Singapore Expatriates
A. Ahad M. Osman-Gani, Nanyang Technological University
Wee-Liang Tan, Nanyang Technological University

Human Resource Management Practices at Subsidiaries of Multinational Corporations and Local Firms in Taiwan: Convergence or Divergence?
Tung-Chun Huang, National Central University

Determinants of Foreign Direct Investment in Indonesia: A Comparative Empirical Study of American and Japanese MNEs
Chung-Sok Suh, University of New South Wales
Suardi Tarumun, University of Riau

Determinants of the International Business Competitiveness of Asia-Pacific Countries: A Singapore Perspective
Toh Thian Ser, Nanyang Technological University
A. Ahad M. Osman-Gani, Nanyang Technological University
Zafar U. Ahmed, Nanyang Technological University
SATURDAY, OCTOBER 10, 1998  
(8:30 am – 10:00 am)

Opening Plenary

Global Transformation Through Global R&D: The Views of R&D Executives

Time: 8:30 am - 10:00 am  
Room: Ballroom Sec. II

Chair: Orjan Solvell, Stockholm School of Economics

Panelists:
- Gernot Gessinger, Vice President, Research and Technology, ABB Asea Brown Boveri Ltd., Switzerland
- Bong-Sup Shim, Executive Managing Director, Bupyang Technical Center of Daewoo Motor Company, Korea
- Peter Johnston, Head of Advanced Communications Preparation, European Commission, DG XIII: Telecommunications, Information Market and Exploitation of Research
- Richard G. Weiss, Technical Director, Europe and Middle East, 3M Europe S.A./N.V.

Coffee Break

Time: 10:00 am - 10:15 am  
Room: Foyer

SATURDAY, OCTOBER 10, 1998  
(10:15 am – 11:40 am)

Competitive Session S11 What is Performance?

Value Creation and International Expansion

Time: 10:15 am - 11:40 pm  
Room: Metternich

Chair: Mark Scher, New York University

Discussant: Jean-François Hennart, University of Illinois

Foreign Ownership and Profitability: Why are U.S. Joint Ventures Abroad Less Profitable than Wholly-Owned Ventures?
- Benjamin Gomes-Casseres, Brandeis University
- Mauricio Jenkins, Brandeis University

Value Creation In Foreign Direct Investments-Fact or Illusion?
- J. P. Kallunki, University of Vaasa
- J. Larimo, University of Vaasa
- S. Pynnönen, University of Vaasa

When Bigger Isn’t Better: Why Smaller International Initial Public Offering Firms Seem to Win
Theresa M. Welbourne, Cornell University
Helen De Cieri, Cornell University

Sloughing the Old: the Learning Process of Internationalizing Firms

Harry G. Barkema, Tilburg University
Freek Vermeulen, Tilburg University

Panel Session S1P1 Permeable Borders

Locational Factors and the Transformation of Global Value-Added: A Discussion and Debate

Time: 10:15 am - 11:40 am  Room: Alexander

Chairs:
Sri Zaheer, University of Minnesota
Tatiana Kostova, University of South Carolina

Panelists:
Susan Bartholomew, Georgetown University
Tina Dacin, Texas A&M University
Mauro Guillen, University of Pennsylvania
Eleanor Westney, Sloan School of Management

Panel Session S1P2 National and Transnational Systems

National Capitalism and National Governments in the Global Economy

Time: 10:15 am -11:40 am  Room: Talleyrand

Chair: Geoff Garrett, Yale University

Panelists:
John Cantwell, University of Reading
David Soskice, Economic Change and Employment Research Group, WZB
Daniel Verdier, European University Institute
Raymond Vernon, Harvard University

Competitive Session S12 Networks, Knowledge and Trust

Knowledge Acquisition

Time: 10:15 am - 11:40 am  Room: Ballroom Sec. I

Chair: Yongsun Paik, Loyola Marymount University

Discussant: Mari Sako, University of Oxford

The Influence of Customer Scope on Supplier Learning and Performance in the Japanese Automobile Industry
Jeffrey W. Dyer, University of Pennsylvania
Kentaro Nobeoka, University of Pennsylvania

External Technology Acquisition & Strategic Technology Alliances: The Role of Technology Life Cycles
Gary K. Jones, The George Washington University
AI Lanctot, Dell Corporation
Hildy J. Teegen, The George Washington University

U.S. Distribution Alliance Strategy of Japanese Manufacturing Firms: Knowledge Transfer or Keiretsu Governance?
Marioko Sakakibara, UCLA
Kenneth Serwin, A.T. Kearney

Entrepreneurship and The International Business System: Developing the Perspective of Schumpeter and The Austrian School
Mark Casson, University of Reading

Competitive Session S13 Capabilities, Knowledge and Statistical Modelling in Strategy Research

Capabilities and Architects

Time: 10:15 am - 11:40 am  Room: Ballroom Sec. II

Chair: Harbir Singh, University of Pennsylvania

Discussant: Maurizio Zollo, INSEAD

The Acquisition and Deployment of Marketing Capabilities: Findings from Hungary, Poland and Slovenia
John Fahy, Trinity College
Graham Hooley, Aston University
Tony Cox, Aston University
Jozsef Beracs, Budapest University of Economic Sciences
Krzysztof Fonfara, Wielkopolska Business School
Boris Snoj, University of Maribor

Entrepreneurs as Agents in Export Trade: A Resource-Based Perspective
Mike W. Peng, Ohio State University and Chinese University of Hong Kong
Anne Y. Ilinitch, University of North Carolina at Chapel Hill

A Dynamic Capabilities Perspective of Multinational Configuration
Karin Fladmoe-Lindquist, University of Utah
Stephen Tallman, University of Utah

Mapping the Architectural Competence of the Multinational Firm
Henrik Bresman, Stockholm School of Economics
Julian Birkinshaw, Stockholm School of Economics

An Effective Global Management of Distinctive Competences for Multinational Enterprises In Global Industries
Kwangsoo Kim, City University of Hong Kong
SATURDAY, OCTOBER 10, 1998
(11:50 am – 1:10 pm)

Poster Session III: Regions, Industries And Global Competition (Light Snack)

Time: 11:50 am - 1:10 pm  Room: Ballroom Sec. III

Re-Examining Political Risk Factors for Export and Foreign Direct Investment: A within and Cross Perception Study of Canadian Firms
James Agarwal, University of Regina
Dorothee Feils, University of Regina

The Role of Trust in Interorganizational Alliances
Africa Ariño, Univ. of Navarra
Jose de la Torre, UCLA
Peter Smith Ring, Loyola Marymount University

Defensive Strategies of Developing Countries’ Incumbent Firms Against Market Entry By Foreign competitors: A Framework
Preet S. Aulakh, Michigan State University
Omar R. Malik, Michigan State University

Inward FDI in Austria: Which Lessons for Central and Eastern European Countries?
Christian Bellak, Vienna University of Economics

A Time-Series Analysis of the Locational Determinants of FDI in Portugal
Peter J. Buckley, University of Leeds
Francisco B. Castro, University of Leeds

Regional Transformation: Louisiana’s Efforts to Enhance Its Global Competitiveness—An Empirical Study
Joseph Ganitsky, Loyola University
Rajiv Mehta, Loyola University
Tanya Rasa, US Export Assistance Center

MNE Corporate Philanthropy: Tangible Benefits from Intangible Assets
Naomi Gardberg, New York University
Wilbur Chung, New York University

Is Mexican Trade too Biased to Nafta?
Animesh Ghoshal, DePaul University

Strategy and Structure in Developing Countries: Business Groups as an Evolutionary Response to Opportunities for Unrelated Diversification
Mauro Guillen, University of Pennsylvania

Strategic Uncertainty of Environmental Change: An Empirical Study of Central European Banks
W. Harvey Heggarty, Indiana University
Laszlo Tihanyi, California State University, Fullerton

Level of Multinationality and Environmental Performance: An Exploratory Analysis of U.S.-Based MNC’s
James Kennelly, Skidmore College
Kenneth McClure, Skidmore College
Eric Lewis, Skidmore College

Strategic Responses to the Internationalization of the Business Environment: A Case Study of Mexican Multinational Businesses
Corinne Young, University of Tampa
Marcy Kittner, The University of Tampa

Strategic Interaction, Knowledge Sourcing and Knowledge Creation in Foreign Environments-An Analysis of Foreign Direct Investment in R&D by Multinational Companies
Walter Kuemmerle, Harvard University

Capital Structure and Internationalization: Some International Evidence
Chuck C.Y. Kwok, University of South Carolina
David M. Reeb, Worcester Polytech Institute

Hard Business Networks: The New Zealand Experience
Valerie J. Lindsay, The University of Auckland

The Determinants of Foreign Direct Investment of the Banking Industry: The French Case
Bernard Marois, Department of Finance, Groupe HEC
Tamyn Abdessemed, Department of Finance, Groupe HEC

The Impact of Host Country Regulations and Market Size on U.S. Banks’ International Organizational Form Preferences: A Bank-Level Analysis
Stewart R. Miller, Indiana University
Arvind Parkhe, Indiana University

Firm and Managerial Characteristics of Small and Medium-sized Manufacturing Enterprises: Differences Between Exporters and Nonexporters
A.H. Moini, University of Wisconsin-Whitewater
George Tesar, Univ. of Wisconsin- Whitewater

Perceived Goals and Smaller Manufacturing Firms: Exporters vs a vis Nonexporters
A.H. Moini, University of Wisconsin-Whitewater
George Tesar, Univ. of Wisconsin- Whitewater

A Methodology Investigation of Inconsistent findings of International Diversification
Chadwick Nehrt, Quinnipiac College
Anupama Phene, University of Texas - Dallas

The Internationalization of Chase National Bank
S. Benjamin Prasad, Central Michigan University
Pervez Ghauri, University of Groningen

The Dynamics of Global Expansion: Telecommunication Service Industry
Dong Kee Rhee, Seoul National University
Young Gon Cho, Seoul National University
Global Airline Competition and Strategy Choices for European Airlines
Ravi Sarathy, Northeastern University

The International Evidence on Performance, Investment, and Ownership by Insiders, Institutions, and Large Blockholders
Bruce Seifert, Old Dominion University
Halit Gonenc, Old Dominion University
Jim Wright, Old Dominion University

Are Small, Inexperienced Firms Better Exporters? A Longitudinal Study of the U.S. Wine Industry
David Shaw, University of Macau

Corporate Social Performance and Multinationality: The Greening of Multinational Corporations
Roy Simerly, East Carolina University
Mingfang Li, California State University Northridge

Regional Economic Integration Processes and the Strategic (re)positioning of Nes' Subsidiaries: A Conceptual Investigation
Ana Teresa Tavares, University of Reading

Export Promotion or FDI Attraction: An Empirical Test of the Divergent Objectives of Government and Business
Timothy Wilkinson, Boise State University
Lance Eliot Brouthers, University of Texas at San Antonio

The International Policy Challenge of Networks: Implications of Recent and Ongoing New Zealand Research
Heather Wilson, The University of Auckland
Brent Burmester, The University of Auckland

Antecedents and Performance Implications of Information Acquisition Activities Among Exporting Companies
Poh-Lin Yeo, Bentley College

The Influences of Domestic Market Structure and Firm Location on Export Intensity: An Empirical Analysis
Hongxin Zhao, Saint Louis University

SATURDAY, OCTOBER 10, 1998
(12:15 pm – 1:15 pm)

JIBS Decade Award Panel (Light Snack)

Time: 12:15 pm - 1:15 pm  Room: Alexander
Chair: Tom Brewer, Georgetown University

Recipients:
John Dunning, University of Reading
Bruce Kogut, University of Pennsylvania
Harbir Singh, University of Pennsylvania

SATURDAY, OCTOBER 10, 1998
(1:15 pm – 2:40 pm)

Competitive Session S21 What is Performance?

The Concept of Performance

Time: 1:15 pm - 2:40 pm  Room: Metternich
Chair: Arvind Jain, Concordia University
Discussant: Donald Lessard, MIT

An Alternative Methodology for the Analysis of MNE Performance
Timothy M. Devinney, University of New South Wales
David Midgley, University of New South Wales
Kendall Roth, University of South Carolina
Sunil Venaik, University of Western Sydney Nepean

Strategic Marketing Determinants of Export Performance: A Metaanalysis
Leonidas Leonidou, University of Cyprus
Constantine S. Katsikeas, University of Wales
Saeed Samiee, University of Tulsa

The Stature of the Journal of International Business Studies Among Scholarly Journals
Stephen Guisinger, University of Texas
Anupama Phene, University of Texas

Competitive Session S22 Permeable Borders

Technology, Location and Leaky Ideas

Time: 1:15 pm - 2:40 pm  Room: Alexander
Chair: Laurent Jacque, Tufts University
Discussant: Farok Contractor, Rutgers University

How New Jersey's Localized Knowledge Hub Affects the Global Telecommunications Industry
Clifford Wymbs, Rutgers University

A Model of Asset-Seeking Foreign Direct Investment
Tom Wesson, York University

Multinational Firms, Strategic Alliances, and the Market: A Comparative Test of Cross-Border Knowledge in the Semiconductor Industry
Paul Almeida, Georgetown University
Robert Grant, Georgetown University
Jaeyong Song, Columbia University

Technology Characteristics and Reverse Technology Transfer
Lars Hakanson, Johannes Kepler University of Linz
Robert Nobel, Stockholm School of Economics
### Competitive Session S23 National and Transnational Systems

**Systems That Should Change**

*Time: 1:15 pm - 2:40 pm  Room: Talleyrand*

**Chair:** Joachim Schwalbach, Humboldt University  
**Discussant:** Alain Jeunemaitre, Ecole Polytechnique

_Flying Geese as Moving Targets: Advanced Displays in Korea and Taiwan_
- Greg Linden, University of California  
- Jeff Hart, Indiana University  
- Stefanie Lenway, Carlson School of Management  
- Tom Murtha, Carlson School of Management

_Congruence Between International Macro and Micro Strategies: Empirical Evidence for Europe, Japan, and the U.S._
- Ben L. Kedia, The University of Memphis  
- C. Clay Dibrell, The University of Memphis  
- Robert M. Peterson, The University of Memphis

_Causes and Consequences of Ownership Concentration among Europe’s Largest Companies: Economic and Systemic Explanations_
- Torben Pedersen, Copenhagen Business School  
- Steen Thomsen, Aarhus School of Business

_Innovating Against European Rigidities_
- Magali Aline Delmas, European Commission Directorate General II for Industry

### Panel S2P Networks, Knowledge and Trust

**Context, Contextualization and the Transformation of Global Firms**

*Time: 1:15 pm - 2:40 pm  Room: Ballroom Sec. I*

**Chairs:**  
- Mary Yoko Brannen, San Jose State University and University of Michigan  
- W. Mark Fruin, San Jose State University and Keio University

**Panelists:**  
- Nicholas Athanassiou, Northeastern University  
- Yvez Doz, INSEAD  
- José Santos, Catholic University at Porto and INSEAD

### Competitive Session S24 Capabilities, Knowledge and Statistical Modelling in Strategy Research

**Do Joint Ventures as Knowledge Create Value?**

*Time: 1:15 pm - 2:40 pm  Room: Ballroom Sec. II*

**Chair:** Christopher Korth, Western Michigan University  
**Discussant:** Michelle Gittelman, University of Pennsylvania

_Parent Firm Performance Across International Joint Venture Life-Cycle Stages_
- Jeffrey Reuer, INSEAD

_Knowledge Management Processes in International Collaborations_
- Iris Berdrow, Bentley College

_International Joint Ventures In the Non-Manufacturing Sector: How Much Economic Value Do They Really Create?_
- Hemant Merchant, Simon Fraser University

_Home Base and Knowledge Management in International Ventures_
- Walter Kuemmerle, Harvard University

### SATURDAY, OCTOBER 10, 1998 (2:50 pm – 4:15 pm)

### Competitive Session S31 What is Performance?

**Top Companies and their Performance**

*Time: 2:50 pm - 4:15 pm  Room: Metternich*

**Chair:** Bernard Wolf, York University  
**Discussant:** Mira Wilkins, Florida International University

_Is Efficiency Compatible with History? Evidence from Japanese General Trading Companies_
- Tom Roehl, University of Illinois at Urbana-Champaign

_Japanese Keiretsu Membership and the Formation and Survival of U.S. Japanese Strategic Alliances_
- Sabine B. Reddy, Wayne State University  
- Richard N. Osborn, Wayne State University  
- Ashok Pratap, Wayne State University

_Is Being the First to Manufacture an Advantage for Japanese Foreign Direct Investors in the United States?_
- Jean-François Hennart, University of Illinois at Urbana-Champaign  
- Ming Zeng, University of Illinois at Urbana-Champaign  
- Danchi Tan, University of Illinois at Urbana-Champaign
Competitive Session S32 Permeable Borders

Productivity and Coordination of R&D

Time: 2:50 pm - 4:15 pm    Room: Alexander

Chair: Tom Murtha, Carlson School of Management
Discussant: John Cantwell, Reading University

Knowledge and Heterarchy: Decentralized R & D and the Strategic Aims of MNEs
Robert Pearce, University of Reading
Marina Papanastassiou, Athens University of Economics and Business

When International Research and Development Increases Patent Output: An Analysis of Japanese Pharmaceutical Firms
Myles Shaver, New York University
Joan Penner-Hahn, University of Michigan Business School

Evolution of Strategic Linkage Mechanisms in Internationalizing R&D: The Case of Japanese MNCs
Kazuhiro Asakawa, Keio University

International Technology Development: An Emergent Model Based On Organizational Coupling
William Egelhoff, Fordham University
Liam Gorman, Irish Management Institute
Stephen McCormick, Irish Management Institute

Expatriates As Implementing Devices In Blending Corporate And Subsidiary Strategies
Gary S. Insch, Boston University
John D. Daniels, University of Richmond

Panel S3P National and Transnational Systems

European Monetary Union Through Five Glasses, Darkly

Time: 2:50 pm - 4:15 pm    Room: Talleyrand

Chair: James W. Dean, Western Washington University
Panelists:
Dennis R. Murphy, Western Washington University
Terrence Murphy, American University of Paris
Jeffrey Gandz, University of Western Ontario
Jean-Jacques Rosa, Institut d’Etudes Politiques

Competitive Session S33 Networks, Knowledge and Trust

Networks and Regions

Time: 2:50 pm - 4:15 pm    Room: Ballroom Sec. I
Chair: Joseph Clougherty, Tilburg University
Discussant: Gianni Lorenzoni, University of Bologna

In Search of Center of Excellence: Network Embeddedness and Subsidiary Roles in MNCs
Ulf Andersson, Uppsala University
Mats Forsgren, Copenhagen Business School

Guanxi and Organizational Dynamics: Organizational Networking in Chinese Firms
Yadong Luo, University of Hawai’i
Seung Ho Park, Rutgers University

Embedded at Home, Embedded Abroad: Exploring Multinationals’ Network Advantages
Subramanian Rangan, INSEAD

Regional Trade Agreements As Structural Networks: Implications for Country Attractiveness Evaluations
Martin S. Roth, University of South Carolina
Mourad Dakhli, University of South Carolina

Alliance in European Banking 1987-1996
Carlos Garcia-Pont, University of Nevarra

Competitive Session S34 Capabilities, Knowledge and Statistical Modelling in Strategy Research

I’ve Got a Latent Hammer: Structural Equation Modelling

Time: 2:50 pm - 4:15 pm    Room: Ballroom Sec. II
Chair: Stanley Nollen, Georgetown University
Discussant: Jaideep Anand, University of Michigan

Cross-National Stability of an Export Performance Model: A Comparative Study of Europe and the U.S.
Barbara Stottinger, Vienna University of Economics and Business Administration
Hartmut H. Holzmüller, University of Dortmund

The Use and Performance Effect of Global Account Management: An Empirical Analysis Using Structural Equations Modelling
David Montgomery, Stanford University
George S. Yip, UCLA
Belen Villalonga, UCLA

A Structural Approach to Autonomy and Dependence in Cross-Border Alliances
James A. Robins, University of California
Stephen Tallman, Cranfield University
Karin Fladmoe-Lindquist, University of Utah

Michel Ghertman, HEC

Coffee Break

Time: 4:15 pm - 4:30 pm    Room: Foyer
SATURDAY, OCTOBER 10, 1998  
(4:30 pm – 5:00 pm)  

**Village Meeting**  
**Time:** 4:30 pm - 5:00 pm  
**Room:** Ballroom Sec. II

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SATURDAY, OCTOBER 10, 1998  
(5:00 pm – 6:00 pm)  

**Closing Plenary: Transformation of Global Companies**  
**Time:** 5:00 pm - 6:00 pm  
**Room:** Ballroom Sec. II  
**Chair:** Bodo Schlegelmilch, WU-Wien  
**Panelists:**  
- Dr. Wolfgang C. Bernd, Executive Vice President, Procter and Gamble  
- Dr. Robert Buechelhofer, Member of the Board, Volkswagen AG

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SATURDAY, OCTOBER 10, 1998  
(7:30 pm – 7:45 pm)  

**Buses leave from the Hilton for the Dance at City Hall**  
**Time:** 7:30 pm – 7:45 pm  
**Location:** Hilton Hotel

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SATURDAY, OCTOBER 10, 1998  
(8:00 pm – 11:00 pm)  

**Viennese Dinner Dance Hosted by WU-Wien and the City of Vienna**  
**Time:** 8:00 pm – 11:00 pm  
**Location:** City Hall  

*Enjoy a buffet dinner with orchestra music in the magnificent Rathaus Banquet Room of Vienna’s historic City Hall. Formal dress (dark suits for gentlemen, cocktail dresses for ladies).*
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The 1999 Academy of International Business Annual Meeting will focus on the Janus-faced nature of globalization. Ancient Romans regarded the god Janus as the doorkeeper of heaven, who presided over the entrance or the beginning of things. The Romans represented Janus with two faces, looking forward and backward. Janus-faced has come to mean having two contrasting aspects. In the context of globalization, one face promises economic abundance, freedom of political expression, and cultural diversity while the other threatens economic insecurity, political instability and cultural decay. At next year’s conference, we will attempt a reconciliation of the economic, political, and cultural opportunities that globalization has promised with its darker side evidenced in the economic crises raging in Asia and Russia and that is currently threatening Latin America. Only by managing the challenges posed by the darker side of globalization, can the world’s population enjoy the potential benefits that globalization can offer. We especially invite papers that address this theme.

As the world economy lurches towards globalization, it leaves in its wake huge income disparities in developed as well as in developing nations. Capital market volatility has left millions living in poverty or on its edge. Global brands have created intense pressures for cultural homogeneity. Global supply chain management identifies some of these global brands with unethical labor practices in developing countries. Politically intractable problems also have multiplied, including global warming, political regimes that retain power by depriving citizens of basic human rights or manipulating ethnic conflict, and a reemergence of old-fashioned political pressures for trade protection. Traditional IMF and World Bank remedies appear increasingly ineffective and no longer able to promote economic development or stabilize the value of a country’s currency. As a result of this combination of increased interdependencies and increased insecurity, the demands on global managers have increased exponentially. While companies have increasingly dispersed R&D, manufacturing, and marketing/sales operations to leverage their knowledge assets and scale economies, the pervasive political and economic volatility makes coordinating these activities especially challenging.

We invite proposals for a track that will consist of plenary panels addressing the conference theme: the Janus face of globalization. For this track, we encourage papers and symposia that consider both the public and private implications of the economic, political, and social/cultural transformations that globalization has brought about. In addition to this conference theme track, we invite papers to be considered for competitive paper sessions, workshops, poster paper sessions, as well as symposia in five tracks. In each track, preference will be given to papers and symposia that incorporate the conference theme. All submissions will be evaluated on a broader set of criteria.

The University of South Carolina will host the conference in historic Charleston. Charleston, founded in 1620, has some of the best-preserved early American architecture, some of the country’s finest restaurants, and its most renowned ghosts. While our hosts cannot promise that anyone will actually encounter a ghost, for Monday’s lunch, the conference will adjourn to a historic local plantation for a “low country” southern lunch buffet and a tour. The plantation visit will also include a demonstration of Southern music, crafts, and dancing. Our hosts are also working on arranging tours of the Charleston Port Authority and local manufacturing facilities. (For more information about Charleston’s rich history, please consult the city’s web site at www.charlestoncvb.com.) In addition, a doctoral student and a junior faculty consortium will precede the conference on Saturday, November 20.

Prospective attendees should note that the conference will take place beginning on the weekend before Thanksgiving, one of the year’s busiest air travel peri-
ods. Charleston is also one of the most popular tourist destinations in the United States. Please make your air travel reservation in plenty of time so that you can fly directly to Charleston and not have to drive 90 minutes from USC’s home in Columbia, South Carolina.

General Submission Requirements

For purposes of reviewing, papers will be categorized into five tracks, in addition to the track which focuses specifically on the conference theme. These six tracks include:

- **Track 1:** Plenary: The Janus Face of Globalization
- **Track 2:** Strategic Management and Political Economy
- **Track 3:** Economic, Finance, and Accounting
- **Track 4:** Organizational Sociology and Macro-organizational Behavior
- **Track 5:** Marketing and Operations
- **Track 6:** Micro-organizational Behavior and Human Resources Management

Submissions are invited for competitive, workshop, and poster paper sessions and symposia. Papers submitted for competitive sessions should be almost ready to submit to a refereed journal. Papers submitted to workshop and poster sessions are “works-in-progress,” incorporating a well-articulated research question, carefully constructed research design, and a preliminary effort to interpret key results. These sessions will provide authors with an opportunity to exchange views with scholars working on related topics.

All submissions will be subjected to a double-blind review process. Competitive papers should be no longer than 30 pages inclusive of references figures, tables, etc. Workshop and poster papers should be not longer than 20 pages, inclusive. Symposia submissions should consist of a two-page introduction supported by a two-page description of each presentation. Discussants and chairs need only be listed. Symposia submissions should also include signed letters in which each participant commits to attending the conference session (faxes and emails will also suffice).

All submissions must be received by **March 23, 1999**; and must comply with the following requirements.

- Clearly label the upper-right corner with the proposed track (including plenary) and type of session (competitive, workshop, poster, or symposia).
- The cover page must include the name, address, telephone, fax, and email contact information of the authors and identify the key contact person.
- The second page must include the title of the paper, the track and the abstract, but not the authors’ identities. The abstract should be followed by three key words.
- Papers/proposals must be double-spaced with margins of one inch (2.5 cm.) and printed in a font size of 11 points or larger. Papers must adhere to the paper length requirements explained above. Other standards regarding citations, endnotes, abstract, etc. must follow **JIBS** requirements.
- Please send five copies of the paper/symposia and include postage paid self-addressed postcard acknowledging receipt to:

  Kate Wagtskold  
  c/o Professor Stefanie Lenway  
  Carlson School of Management  
  Department of Strategic Management and Organization  
  321 19th Ave. South  
  Minneapolis, MN 55455  
  USA

- Please label the envelope “AIB Submission.”

**Questions regarding this Call for Papers may be e-mailed to 1999 Program Chair Stefanie Lenway at slenway@csom.umn.edu or faxed to 1-612-927-7938.**