

AIB

“Looking Towards the Future”

AIB in Australia
2001 Annual Meeting
November 16 - 19, 2001
Sheraton On The Park
Sydney, Australia

Hosted by:
The Australian Graduate School of Management (AGSM)
at the University of New South Wales



Extended Program

The 43rd Annual Meeting
of the Academy of International Business

Looking Towards the Future

Sheraton On The Park - Hotel Sydney
Sydney, Australia
November 16-19, 2001

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P r o g r a m



AIB

Academy of International Business

2001 Annual Meeting

**Sheraton On The Park - Hotel Sydney
Sydney, Australia
November 16-19, 2001**

“Looking Towards the Future”

Program Chair

Bernard Yeung
Stern School of Business
New York University

Hosted by

The Australian Graduate School of Management (AGSM)
at the University of Sydney and the University of New South Wales

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2001 - 2002 Executive Board

Welcome to Sydney

On behalf of the AIB's Executive Board, I would like to welcome everyone to our 2001 Annual Meeting in Sydney. Vice-President Bernie Yeung has done a fabulous job of putting together an exciting program that will challenge us all intellectually over the next few days. He, and everyone who helped him review papers and put the meeting together, deserve heartfelt thanks from all of us.

Sydney is one of the world's great cities, combining a very cosmopolitan and modern ambience with great natural beauty and access to some of the world's finest beaches. Tim Devinney and Anne Fitzsimmons of AGSM, our host school, have put together an exciting program of special events concluding with a final gala dinner at the Sydney Town Hall. They have put a great deal of work into making this meeting a success and I know that all of you will join me in letting them know how much you appreciate their efforts.

AIB's great strength is that we "walk the walk" as well as "talking the talk." We are a very global organization and you will find old and new colleagues from a very large number of countries attending this meeting in Sydney. While the Internet allows any of us to connect to anyone else, anywhere in the world, it is hard to establish a personal research relationship electronically. The 2001 Annual Meeting is a wonderful opportunity to meet new colleagues and to make new contacts. Take some time to take advantage of the fact that you are part of a very global organization.

I look forward to seeing as many of you as possible over the next few days. While I am not going to try an Australian accent, let me close by saying "G'Day Mate."

Regards,



Steve



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Welcome from the Program Chair



Welcome to the 2001 Annual Meeting of the Academy of International Business! I believe the 2001 program has shaped up to be a forum for an exceptionally rich intellectual discourse.

There are several features in this year's program that are particularly gratifying: (i) The response to this year's call for papers was overwhelming. We had a record breaking number of submissions, 460. A diverse and large group of colleagues from around the world contributed an array of very interesting papers, symposia, and panels. More than 53% of the submissions were from outside North America (e.g., 23 % from Europe, 17% from Pacific Asia and 12% from Australia and New Zealand). AIB's efforts to become highly multinational have paid off. (ii) The number of younger generation scholars making distinguished contributions has risen impressively. These scholars have taken a leadership position in composing panels, running consortia, reviewing papers and making many other intangible contributions. I thank them whole-heartedly. Their demonstrated leadership and scholarship are AIB's pride, the cornerstone of AIB's bright future.

The success of a conference depends critically on the earnest participation of its presenters, discussants, and the audience. Our panels and sessions will be lively and stimulating only if the parties involved strive to make them so. We know that it is our common desire that the meetings generate great intellectual stimulation. Therefore, I would want to thank you in advance for your earnest participation.

I must acknowledge the absolutely fabulous contributions of the track chairs: **Schon Beechler** (Columbia U), **Tarun Khanna** (Harvard Business School), **Durairaj Maheswaran** (Stern, NYU), and **Myles Shaver** (U. of Minnesota and Stern, NYU). They put forth a great amount of work. They patiently solicited referee reports, which was not always an easy job. They compiled sessions and sought people to chair and discuss sessions. Their selfless efforts, great judgment, and the perseverance to endure challenges are the cornerstone of the success of this year's program. I also would like to thank the reviewers for their hard work and their valued judgments. **Robert Hoskinsson** and **Walter Kuemmerle** are devoted and diligent chairs for the Junior Faculty and Doctoral Student Consortium; they deserve our applause. I would like to thank **Tim Devinney** for his great contributions. I admire his efficiency, effectiveness, and creativity in putting the meetings together. Tim and I were classmates back in graduate school; it is great fun working with him. I would like to thank the AIB Board members for its support and encouragement. In particular, I would like to thank **Lorraine Eden**, **Steve Kobrin**, and **José de la Torre** for sharing with me their wisdom and experiences. I also would like to thank **Ms. Laurel King** of the AIB Executive Office for her absolutely indispensable guidance in putting things together. Last but not least, I must thank **Mrs. Gloria Asuncion** and **Ms. Joan Lucas** for their wonderful administrative supports. Without them, I could not have done this job.

Certainly, conferences of this type and magnitude require much coordination and planning from so many people, and this was not the exception. We hope that you will take advantage of the rich experience the AIB 2001 annual meeting affords, and make the most of it. Welcome to the AIB 2001 and enjoy the conference!

A handwritten signature in black ink, appearing to read "Abraham Krasnoff".

Abraham Krasnoff Professor
Stern School of Business, NYU

September 7, 2001

Dear Members of the Academy of International Business,

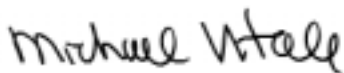
Welcome to Australia! As Dean and Director of the Australian Graduate School of Management, it is my pleasure to welcome you all to Sydney for the annual meeting of the Academy. We are delighted and proud to be the host of the 2001 AIB meeting and trust you will enjoy the many activities and special events that have been arranged for you.

The AGSM is Australia's premiere business school and is committed to the advancement of management knowledge and practice in Australia and its region. The AGSM recently placed second in *Asia Inc's* annual ranking of business schools in the Asia Pacific region. The AGSM is a school of both the University of New South Wales and the University of Sydney, with a campus in Hong Kong.

The AGSM offers both a full time and part time MBA qualification, as well as an extensive range of courses and programs designed specifically for our corporate stakeholders. Currently, nearly 250 students are enrolled in our full time MBA program, and nearly 2,500 in the part time MBA. More than 3,000 participants enrolled in Executive Education Programs in 2001. In addition, the AGSM offers specialist programs such as Master of Law and Management, Graduate Certificate in Change Management, Graduate Certificate and Graduate Diploma in Management, and a PhD program. With more than half of our students coming from outside Australia, the AGSM can rightly be called an International school.

This is the first time the AIB has met in Australia. I hope that you will all take advantage to visit one of the world's great cities and take the time to experience some of New South Wales' amazing coastline, vineyards, bushland, wildlife and culture.

Yours sincerely,



Mike Vitale
Director and Dean
AGSM



The AGSM is a School of both The University of Sydney and The University of New South Wales

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THE LORD MAYOR OF SYDNEY
COUNCILLOR FRANK SARTOR

MESSAGE FROM THE LORD MAYOR

Greetings from the City of Sydney,

As Lord Mayor, I extend a warm welcome from my fellow Sydneysiders to you for the 2001 Academy of International Business conference. We're delighted that you have chosen to meet in Sydney for this important conference.

Sydney is a fantastic city, combining the natural beauty of its harborside location with its growing role as an international business centre. It's a young, energetic city with plenty to offer everyone who visits.

I do hope that you will be able to take time from the Conference to take in some of Sydney's highlights. The harbour, the Opera House, the Rocks Village, our beaches, restaurants and of course, Sydney people, are just some of the attractions that make Sydney so popular with overseas visitors.

The City of Sydney is pleased to be a sponsor of the Academy of International Business, and is part of the City's commitment to building a strong and productive relationship with its business community. I congratulate the Australian Graduate School of Management for their organisation of this conference, and the work they have done in partnership with the City over the past year.

I wish you all the very best for your Conference and hope you enjoy your stay in our city.

A handwritten signature in black ink, reading 'Frank Sartor'.

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Special thanks to the 2001 Program Committee

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Bernard Yeung, Stern School, NYU

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Marketing and Operations – Durairaj Maheswaran, Stern School, NYU

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Hotel and Meeting Site Information

When You Arrive

After checking in for your accommodation at the front desk, come up to Level 2 where the AIB Secretariat will be registering delegates and organising transport and tours.

Registration – You can register and collect your conference bag from the Hyde Park Room, Level 2, Sheraton on the Park Hotel from 7 a.m. on Friday 16th November.

Luggage Storage – All hotels offer luggage storage.

Access to rooms – If your room is available when you arrive, you will be able to go straight to it. Otherwise, you will be able to access your rooms in the hotels at the following times:

- Sheraton on the Park - 3 p.m.
- Sydney Park Regis - 12 p.m.
- Hotel Ibis Darling Harbour - 2 p.m.
- Grand Mecure Apartments Darling Harbour - 3 p.m.

Local Transport – Buses to Circular Quay and to Bondi Beach leave from bus stops outside the Sheraton on the Park Hotel regularly throughout the day.

Places to Eat – There is a restaurant and bistro located in the Sheraton on the Park hotel. There are also numerous places to eat nearby. The Pitt Street Mall is a shopping area a short walk away with many eateries. Oxford Street, a short walk across Hyde Park, also has many cafes and restaurants. There are also many cafes in the area immediately around the hotel on Castlereagh, Park, Pitt and George Streets.



Joining Your Tours

Delegates who have booked and paid for the following tours, first check in at the Tours Desk, which will be in the Hyde Park Room on Friday 16th November. AGSM volunteers will direct you to your transport for the following tours:

Wine Tour - join buses at the rear of the Sheraton on the Park Hotel in Castlereagh Street. The Wine Tour will depart from Castlereagh Street at am sharp and return by 5.30 p.m.

Sydney Highlights Tour - buses will depart at 9am sharp from Castlereagh Street and return by 1 p.m.

Quarantine Station Tour – check in at the Tours Desk and we will let you know about transport to the Quarantine Station.

Harbour Bridge Climb - Those delegates joining the Harbour Bridge Climb should first come to the Tours Desk to check in.

Harbour Cruise – The Harbour Cruises leave from Wharf 4, Circular Quay which is a 20-minute walk or short bus trip from the Sheraton on the Park Hotel. Delegates should check in at the Tours Desk and then make their own way to Circular Quay. Local buses leave from outside the Sheraton Hotel.

The Hawkesbury River – Check in at the Tours Desk for information about transport to Central Railway Station. Go upstairs to the country train platforms, buy a return ticket to Hawkesbury River and catch either the Gosford or Newcastle train to Hawkesbury River. The trains leaves Central Station at 8.16 a.m.

Hotel and Meeting Site Information

Hotel Facilities

Business Centre – Full secretarial services, facsimile and photocopying services are available in the Club Lounge on Level 21 for a charge.

Restaurants – The Sheraton on the Park has a restaurant ("Morton's Steakhouse"), a bistro ("Botanica Brassiere") and a comfortable lounge ("The Conservatory") and bar ("the Hyde Park Bar") where you can meet friends and relax over a drink.

Health Club – Located on the 22nd level, the Health Club is available for guests for a charge of \$11.00 per day and features an indoor pool, gymnasium, massage salon, sauna, steam room and outdoor terraces with sun lounges.

Power – Australia uses 240V outlets, so don't forget your conversion plugs!

Newspapers – Complimentary copies of The Australian Financial Review will be available on Level 2 of the conference venue each day of the Conference.

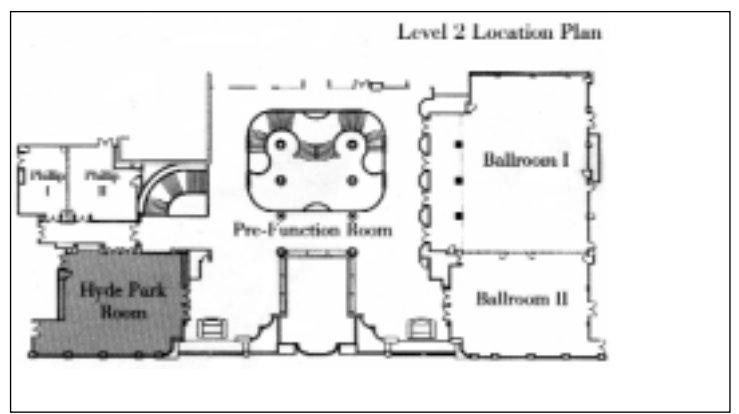
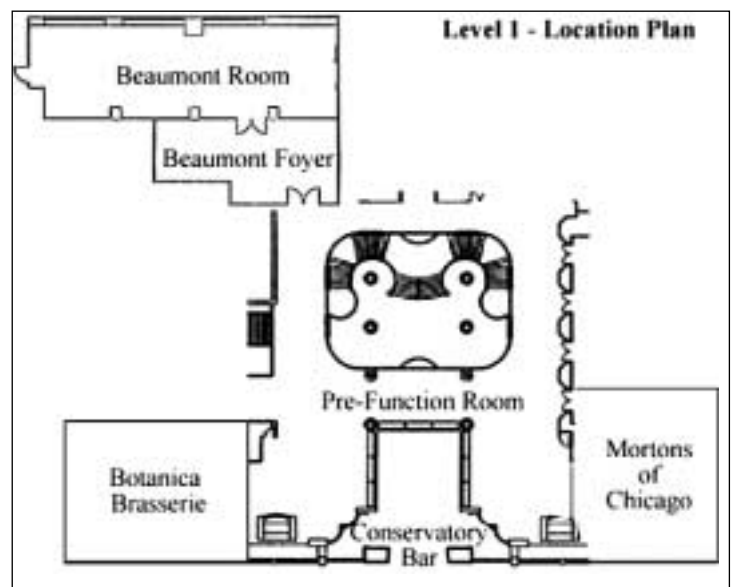
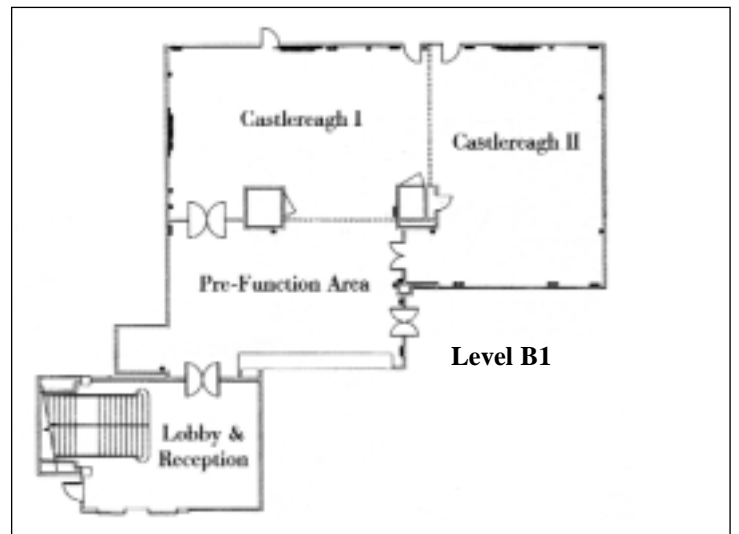
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Conference Area



Overview of the 2001 AIB Sydney Meeting

0.1 Friday, 16 November, 2001

0.1.1 – Doctoral Consortium

Room: Ballroom 2 Time: 9:00 a.m. – 4:00 p.m.

0.1.2 – Junior Faculty Consortium

Room: Phillip Room 1&2 Time: 9:00 a.m. – 4:30 p.m.

0.1.3 – Pre-conference plenary with AJBS and AAoM

A Changing Japanese Business System and Its Changing Relationship in Asia

Room: Ballroom 1 Time: 1:00–2:30 p.m., 3:00–4:30 p.m.

0.1.4 – Session Chairs Meeting

Room: Beaumont Time: 4:00 p.m. – 5:00 p.m.



Friday – 6:30 p.m. – 8:30 p.m.

Presidential Reception

Wine Tasting, sponsored by Southcorp Wines

Where: Australian Museum

Time: 6:30 p.m. – 8:30 p.m.

(Note: Shuttles available for those unable to walk 500m from Sheraton on the Park to the museum opposite Hyde Park)

Saturday, 17 November, 2001

1.1.1 – Opening Plenary: AIB Fellows Panel

Economic and Business Trends in Asia: Implications for Management

Room: Ballroom 1 Time: 8:30 a.m. -10:00 a.m.

1.2 Saturday – 10:30 a.m. – 12:00 p.m.

1.2.1 – Competitive

Learning in JV's

Room: Beaumont Room Time: 10:30 a.m. – 12:00 p.m.

1.2.2 – Competitive

Foreign Direct Investments

Room: Hyde Park Room Time: 10:30 a.m. – 12:00 p.m.

1.2.3 – Competitive

International Channel Issues

Room: Castlereagh 1 Time: 10:30 a.m. – 12:00 p.m.

1.2.4 – Competitive

Culture's Consequences

Room: Castlereagh 2 Time: 10:30 a.m. – 12:00 p.m.

1.2.5 – Workshop

Liabilities of Foreignness

Room: Phillip 1 Time: 10:30 a.m. – 12:00 p.m.

1.2.6 – Workshop

Suppliers and Supply Networks

Room: Phillip 2 Time: 10:30 a.m. – 12:00 p.m.

Saturday – 12:00 p.m. – 1:00 p.m.

Board/Chapter Chairs Meeting

Room: Castlereagh 2 Time: 12:00 p.m. – 1:00 p.m.

P.1 Saturday – 12:00 p.m. – 1:30 p.m.

Poster Sessions 1

(light lunch included)

Room: Ballroom 1 and 2 Time: 12:00 p.m. – 1:30 p.m.

1.3 Saturday – 1:30 p.m. – 3:00 p.m.

1.3.1 – Panel

Globalization and Global Competition in Business Education
 Room: Beaumont Room Time: 1:30 p.m. – 3:00 p.m.

1.3.2 – Panel

Farmer dissertation award
 Room: Castlereagh 1 Time: 1:30 p.m. – 3:00 p.m.

1.3.3 – Panel

Knowledge Based Competition in the Global Economy;
 Industries, Firms, Projects, Individuals: A Multilevel
 Perspective
 Room: Castlereagh 2 Time: 1:30 p.m. – 3:00 p.m.

1.3.4 – Panel

Looking Towards the Future:
 How eBusiness is Changing Traditional Business in
 Different Countries
 Room: Hyde Park Time: 1:30 p.m. – 3:00 p.m.

1.4 Saturday – 3:30 p.m. – 5:00 p.m.

1.4.1 – Workshop

Capabilities, Subsidiaries, and Resources
 Room: Beaumont Room Time: 3:30 p.m. – 5:00 p.m.

1.4.2 – Workshop

Entrepreneurship and Innovation
 Room: Hyde Park Time: 3:30 p.m. – 5:00 p.m.

1.4.3 – Workshop

Export Performance
 Room: Castlereagh 1 Time: 3:30 p.m. – 5:00 p.m.

1.4.4 – Workshop

Alliances, Joint Ventures and Culture in Organizations
 Room: Castlereagh 2 Time: 3:30 p.m. – 5:00 p.m.

1.4.5 – Workshop

Historical Case Studies: Internet, business service and manu-
 facturing
 Room: Phillip 1 and 2 Time: 3:30 p.m. – 5:00 p.m.

☆ Saturday – 5:15 p.m. – 6:15 p.m.

Academy of International Business Members' Meeting

All attendees welcome
 Room: Hyde Park Time: 5:15 p.m. – 6:15 p.m.

☆ Saturday – 6:15 p.m. – 7:00 p.m.

WAIB – Women in the AIB Reception

Mentoring for Women in the AIB
 Room: Castlereagh 1 Time: 6:15 p.m. – 7:00 p.m.
Saturday – 6:15 p.m. – 7:00 p.m.

☆ Saturday – 6:45 p.m. – 7:45 p.m.

Austrade Reception

Hosted by Austrade
 Room: Castlereagh 2 Time: 6:45 p.m. – 7:45 p.m.

Sunday, 18 November, 2001

2.1 Sunday – 8:30 a.m. – 10:00 a.m.

2.1.1 – Panel

The Institutional Environment for Multinational Strategy
 Room: Beaumont Room Time: 8:30 a.m. – 10:00 a.m.

2.1.2 – Panel

Privatization and Behavior of Firms in Emerging Markets
 Room: Castlereagh 1 Time: 8:30 a.m. – 10:00 a.m.

2.1.3 – Panel

The Frontiers of International Human Resource Management
 Room: Castlereagh 2 Time: 8:30 a.m. – 10:00 a.m.

2.1.4 – Panel

Debating Location: Old Approaches and New Perspectives
 Australia-NZ Fellows (Australia - New Zealand International
 Business Association)
 Room: Hyde Park Time: 8:30 a.m. – 10:00 a.m.

2.2 Sunday – 10:30 a.m. – 12:00 p.m.

2.2.1 – Competitive

R&D, Knowledge and Geography

Room: Beaumont Room Time: 10:30 a.m. – 12:00 p.m.

2.2.2 – Competitive

Multinationals

Room: Hyde Park Time: 10:30 a.m. – 12:00 p.m.

2.2.3 – Competitive

Cross-Cultural Factors in the Business Context

Room: Castlereagh 1 Time: 10:30 a.m. – 12:00 p.m.

2.2.4 – Competitive

Decision Making Processes and Consequences in MNCs

Room: Castlereagh 2 Time: 10:30 a.m. – 12:00 p.m.

2.2.5 – Workshop

Globalization Issues

Room: Phillip 1 Time: 10:30 a.m. – 12:00 p.m.

2.2.6 – Workshop

Individual and Team Effectiveness in Organizations

Room: Phillip 2 Time: 10:30 a.m. – 12:00 p.m.

★ Sunday – 12:00 p.m. – 1:40 p.m.

Awards and Recognition Luncheon

Room: Ballroom Time: 12:00 p.m. – 1:40 p.m.

2.3 Sunday – 2:00 p.m. – 3:30 p.m.

2.3.1 – Competitive

Business Groups

Room: Beaumont Time: 2:00 p.m. – 3:30 p.m.

2.3.2 – Competitive

Emerging Markets

Room: Hyde Park Time: 2:00 p.m. – 3:30 p.m.

2.3.3 – Competitive

Global E-Commerce Operations

Room: Castlereagh 1 Time: 2:00 p.m. – 3:30 p.m.

2.3.4 – Competitive

International HRM

Room: Castlereagh 2 Time: 2:00 p.m. – 3:30 p.m.

2.3.5 – Workshop

Spillover Effects of Multinationals

Room: Phillip 2 Time: 2:00 p.m. – 3:30 p.m.

Sunday – 4:00 p.m. – 5:30 p.m.

CEO Panel Session

Globalisation from Down Under

Room: Ballroom Time: 4:00 p.m. – 5:30 p.m.

★ Sunday – 6:30 p.m. – 8:30 p.m.

Executive of the Year Award

Lion Nathan Beer Tasting

Room: Powerhouse Museum Time: 6:30 p.m. – 8:30 p.m.

Transport: Buses will leave from the Sheraton on the Park Hotel between 5.30-6 p.m. from Castlereagh Street.

Monday, 19 November, 2001

3.1 Monday – 8:30 a.m. – 10:00 a.m.

3.1.1 – Panel

Institutional Variation and Firm Performance: Spotlighting the Complementarity between the Role of Government & Other Institutions

Room: Hyde Park Time: 8:30 a.m. – 10:00 a.m.

3.1.2 – Panel

Beyond FDI: Assessing the Role of FDI in A Country's Economic Development

Room: Castlereagh 1 Time: 8:30 a.m. – 10:00 a.m.

3.1.3 – Panel

Moderating Effect of Nation State on Coevolution of Strategy and Organization Change

Room: Castlereagh 2 Time: 8:30 a.m. – 10:00 a.m.

3.1.4 – Panel

Internationalization of Business Schools Throughout the World

Room: Beaumont Time: 8:30 a.m. – 10:00 a.m.

3.1.5 – Panel

JIBS Decade Award Panel and Presentation

Room: Phillip 1 and 2 Time: 8:30 a.m. – 10:00 a.m.

3.2 Monday – 10:30 a.m. – 12:00 p.m.

3.2.1 – Competitive

Internationalization Process Models

Room: Beaumont Time: 10:30 a.m. – 12:00 p.m.

3.2.2 – Competitive

Finance and Accounting

Room: Hyde Park Time: 10:30 a.m. – 12:00 p.m.

3.2.3 – Competitive

Entry Strategies

Room: Castlereagh 1 Time: 10:30 a.m. – 12:00 p.m.

3.2.4 – Competitive

National and Organizational Culture

Room: Castlereagh 2 Time: 10:30 a.m. – 12:00 p.m.

3.2.5 – Workshop

International R&D

Room: Phillip 1 Time: 10:30 a.m. – 12:00 p.m.

3.2.6 – Workshop

Trade

Room: Phillip 2 Time: 10:30 a.m. – 12:00 p.m.

P.2 Monday – 12:00 p.m. – 1:30 p.m.

Poster Sessions 2

(light lunch provided)

Room: Ballroom 1 and 2 Time: 12:00 p.m. – 1:30 p.m.

3.3 Monday – 1:30 p.m. – 3:00 p.m.

3.3.1 – Competitive

Performance and National Boundaries

Room: Hyde Park Time: 1:30 p.m. – 3:00 p.m.

3.3.2 – Competitive

Trust and the Power of Relationships in Organizations

Room: Castlereagh 2 Time: 1:30 p.m. – 3:00 p.m.

3.3.3 – Workshop

Path Dependency, Internationalisation and Policy: An Australian-NZ Perspective

Room: Castlereagh 1 Time: 1:30 p.m. – 3:00 p.m.

3.3.4 – Workshop

Entry Mode Decisions

Room: Beaumont Time: 1:30 p.m. – 3:00 p.m.

3.3.5 – Workshop

Creating Organizational Competencies

Room: Phillip 1 Time: 1:30 p.m. – 3:00 p.m.

3.3.6 – Round Table Discussion

Development of Business Education in Asia

Room: Phillip 2 Time: 1:30- 3:00 p.m.

3.4 Monday – 4:00 p.m. – 5:30 p.m.

3.4.1 – Plenary

Australian Notables Panel, “Australian Society in a Globalised Economy”

Room: Ballroom Time: 4:00 p.m. – 5:30 p.m.



Monday – 6:30 p.m. – 11:00 p.m.

AIB Gala Dinner Hosted by AGSM

Where: Sydney Town Hall, Centenary Hall

2001 AIB Sydney Program

Sheraton On The Park - Hotel Sydney
 Sydney, Australia – November 16-19, 2001
“Looking Towards the Future”

Friday, 16 November, 2001

Friday Overview:

9:00 a.m. – 5:00 p.m.	AIB Board Meeting – Castlereagh Room
8:00 a.m. – 6:30 p.m.	Registration – Hyde Park Room
9:00 a.m. – 4:30 p.m.	Junior Faculty Consortium – Phillip Room 1 & 2
1:00 a.m. – 4:30 p.m.	Pre-conference Plenary with AJBS and AAoM – Ballroom 1
10:00 a.m. – 3:00 p.m.	Doctoral Consortium – Ballroom 2
4:00 p.m. – 5:00 p.m.	Session Chairs Meeting – Beaumont Room
6:30 p.m. – 8:00 p.m.	Presidential Reception – The Australian Museum

0.1 Friday – 9:00 a.m. – 4:00 p.m.

0.1.1 – Doctoral Consortium

Room: Ballroom 2 **Time:** 9:00 a.m. – 4:00 p.m.

Chair:

Walter Kuemmerle, Harvard Business School,
 wkuemmerle@hbs.edu

Speakers:

Jay Barney, Ohio State University
 Chris Bartlett, Harvard University
 Wilbur Chung, New York University
 Walter Kuemmerle, Harvard University
 Stefanie Lenway, University of Minnesota

The speakers will present their interpretation of important and emerging research areas in international business and lead discussions on several topics. Emphasis will be placed on issue-oriented research, which may transcend traditional functional boundaries. (Open to pre-registered students only)

Friday – 9:00 a.m. – 4:30 p.m.

0.1.2 – Junior Faculty Consortium

Room: Phillip Room 1&2 **Time:** 9:00 a.m. – 4:30 p.m.

Chair:

Robert E. Hoskisson, University of Oklahoma,
 rhoskiss@ou.edu

Speakers:

Preet S. Aulakh, Temple University
 Jay Barney, Ohio State University
 Tailan Chi, University of Illinois, Urbana-Champaign
 Robert E. Hoskisson, University of Oklahoma
 Chuck Kwok, University of South Carolina
 Stefanie Lenway, University of Minnesota
 Matthew B. Myers, University of Tennessee

All faculty active in research and teaching in international business were invited to participate, although preference was given to scholars who have been teaching international business less than four years. We will engage in a discussion about scholarship and careers in international business. In addition, this venue will provide an excellent opportunity for participants to meet and interact with colleagues at similar stages in their careers.

The speakers will also present their interpretation of important and emerging research areas in international business and lead discussions on several topics. The emphasis will be placed on issues-oriented research beyond functional boundaries, although the faculty will have training in a broad range of functional areas and expertise. (Open to pre-registered participants only)

Friday – 1:30 p.m. – 2:30 p.m. 3:00 – 4:30 p.m.

0.1.3 – AJBS and AAoM Plenary

A Changing Japanese Business System and Its Changing Relationship in Asia

Room: Ballroom 1 **Time:** 1:00–2:30p.m., 3:00 – 4:30p.m.

Sponsors:

Collaborative Panel with Association of Japanese Business Studies (AJBS) and
 Asia Academy of Management (AAoM)

Organizers:

Allan Bird, (AJBS) University of Missouri-St. Louis,
 bridal@msx.umsl.edu

Shige Makino (AAoM), Chinese University of Hong Kong, makino@baf.msmail.cuhk.edu.hk

Tom Roehl, (AJBS) Western Washington University, tom.roehl@wwu.edu

Abstract:

The long period of slow growth in Japan has made many international business scholars trade their knee-jerk favorable studies of Japan for a studied aloofness. For theory development in international business, however, this new Japan offers opportunities to observe and analyze the **change** in Japanese institutions and firm strategy. It is both the change in overall strategy and the increased **variety** in individual firm responses to the slower growth that provide opportunities. The papers in this panel offer insights into both the domestic changes in Japanese firm strategies and institutions, and of the changes in the strategies of Japanese multinational firms in Asia.

Presenters:

Elizabeth Rose, University of Auckland, e.rose@auckland.ac.nz and

Kiyohiko Ito, University of Hawaii, kito@cba.hawaii.edu

– *Changes in Corporate Resources and Structures in Japan*

Mary Yoko Brannen, San Jose State University, myb@m.imap.itd.umich.edu

– *Recontextualization, Internationalization and Organizational Knowledge Transfer*

Christina Ahmadjian, Columbia University, cahmadjian2@aol.com

– *Changing Japanese Corporate Governance*

Abhirup Chakrabarti, National University of Singapore, fbap9510@nus.edu.sg

Kulwant Singh, National University of Singapore, fbaks@nus.edu.sg

– *Macroeconomic Exposure, Diversification and Firm Performance: Japan, Advanced Emerging and Emerging Asian Economies in the context of the Asian Crisis*

Kevin Au, Chinese University of Hong Kong, kevin@baf.msmail.cuhk.edu.hk

John Fukuda, Chinese University of Hong Kong, fukuda@baf.msmail.cuhk.edu.hk

– *Boundary Spanning Behaviors of Japanese Expatriates in Hong Kong Comparing to US and European Expatriates*

Andrew Delios, National University of Singapore, Andrew@nus.edu.sg

Timothy Dean Keeley, Kyushu Sangyo University, keeley@pp.ij4u.or.jp

– *Japanese Foreign Direct Investment in Thailand: An Empirical and Qualitative Post-Crisis Analysis*

Stephen Nicholas, University of Melbourne, s.nicholas@ecomfac.unimelb.edu.au

William Purcell, University of South Wales, w.purcell@unsw.edu.au

– *Regional Clusters, Location Tournaments and Incentives: An Empirical Analysis of Factors Attracting Japanese Investment to Thailand*

Discussants:

Jean-Francois Hennart, Tilburg University, j.f.hennart@kub.nl

Joseph Cheng, University of Illinois at Urbana-Champaign, jlcheng@ux1.cso.uiuc.edu

Friday – 4:00 p.m. – 5:00 p.m.

0.1.4 – Session Chairs Meeting

Room: Beaumont

Time: 4:00 p.m. – 5:00 p.m.

Co-chairs:

Bernard Yeung, New York University, byeung@stern.nyu.edu

Jose de la Torre, Anderson School, UCLA, jose.de.la.torre@anderson.ucla.edu

All session chairs are asked to attend this session to discuss the duties of the session chair and receive current information on the program.



Friday – 6:30 p.m. – 8:30 p.m.

Presidential Reception

Official Opening of the AIB Conference

Location: Australian Museum

Time: 6:30 p.m. – 8:30 p.m.

The reception will be a Wine Tasting, sponsored by Southcorp Wines. Australian wines enjoy an enviable reputation for quality and Southcorp own some of the best and most recognisable wines in Australia. Attendees can taste some of the varieties of wines available in Australia and talk with wine makers about the distinctive characteristics of the wines. Attendees will be treated to a traditional Aboriginal “Welcome to Country,” and be able to go through the Aboriginal Dreamtime Exhibition currently showing at the museum.

Where: The Australian Museum, corner College Street and William Sydney (opposite Hyde Park)

Transport: You can walk to the Museum from the Sheraton on the Park Hotel through Hyde Park – it’s quite safe, it will be light and less than 500 metres.

Please meet at the Sheraton on the Park Hotel no later than 5:45 p.m. AGSM volunteers will be on hand to escort you. There will be a *shuttle bus for those who have difficulty walking*. Please register for the bus at the AIB registration desk *in the morning* if you will require assistance getting to this event.

Saturday, 17 November, 2001

Saturday Overview:

7:00 a.m. – 5:00 p.m.	Registration – Level 2 Foyer
8:00 a.m. – 5:00 p.m.	Placement Center – Macquarie Room
8:30 a.m. – 10:00 a.m.	Opening Plenary Session – Ballroom 1
10:00 a.m. – 6:00 p.m.	Exhibits Open – Level 2 Foyer
10:30 a.m. – 12:00 p.m.	Concurrent Sessions (competitive & workshop)
12:00 p.m. – 1:00 p.m.	Board/Chapter Chairs Meeting – Castlereagh 2
12:00 p.m. – 1:30 p.m.	Poster Sessions – Ballroom 1 & 2
1:30 p.m. – 3:00 p.m.	Plenary Panel Sessions
3:30 p.m. – 5:00 p.m.	Concurrent Workshop Sessions
5:15 p.m. – 6:15 p.m.	AIB Members' Meeting – Hyde Park
6:15 p.m. – 7:00 p.m.	Women in the AIB – Castlereagh 1
6:45 p.m. – 7:45 p.m.	Austrade Reception – Castlereagh 2

Saturday – 8:30 a.m. – 10:00 a.m.

1.1.1 – Opening Plenary

Economic and Business Trends in Asia: Implications for Management

Room: Ballroom 1 **Time:** 8:30 a.m. – 10:00 a.m.

Chair:

Noritake Kobayashi, Dean, Shukutoku University, and Emeritus Professor, Keio University, nkobayashi@alea.ne.jp

Panel Participants:

Shijuro Ogata, Corporate Auditor, Fuji-Xerox Ltd. Former Deputy Governor for, International Relations, Bank of Japan, Fax: 81-3721-3323
 Bruce McKern, Director, Stanford Sloan Program, Stanford University, bmckern@stanford.edu
 Dong-Sung Cho, Seoul National University, cho@ips.or.kr

Wilfried van Honacker, Dean of CEIBS (China-Europe International Business School), Shanghai, wvanhnacker@mail.ceibs.edu

Discussant:

George Yip, London Business School, gyip@london.edu

Abstract:

The Asian economic and business crisis, which started in Thailand in 1997, is said to be almost over. Can the miracle of rapid economic growth rekindle in the Pacific? There are many uncertainties hanging on the horizon: the slowdown of the U.S. economy, the continued stagnation of the Japanese economy, the effect of the China's entry to WTO, and the fragile basis of Asian political-economy systems. Also, conditions for recovery are different between the countries in the region. This session will examine and discuss the present and future trends in the Pacific Asia regions based on the views of experienced scholars and a banker from Australia, China, Japan and South Korea.

Organized by Susan Douglas, Dean of Fellows

1.2 Saturday – 10:30 a.m. – 12:00 p.m.

1.2.1 – Competitive

Learning in JV's

Room: Beaumont Room **Time:** 10:30 a.m. – 12:00 p.m.

Chair:

Tom Murtha, University of Minnesota, tmurtha@csom.umn.edu

Discussant:

Kulwant Singh, National University of Singapore, fbaks@nus.edu.sg

Learning-by-Doing in International Joint Ventures: The Roles of IJV Novelty and Experience Heterogeneity
 Jeff Reuer, Ohio State University, reuerj@cob.ohio-state.edu

presented by: Maurizio Zollo, INSEAD

Trust and Learning in International Strategic Alliances
 Bo Nielsen, Copenhagen Business School, bn.int@cbs.dk

Trust, Organizational Controls, Knowledge Acquisition from the Foreign Parents, and Performance in Vietnamese IJVs

Marjorie A. Lyles, Indiana University, mlyles@iupui.edu
 Jeffrey Q. Barden, Duke University

1.2.2 – Competitive

Foreign Direct Investments

Room: Hyde Park Room **Time:** 10:30 a.m. – 12:00 p.m.

Chair:

Stefan Robock, Columbia University,
shr8@columbia.edu

Discussant:

Lorraine Eden, Texas A&M University,
leden@tamu.edu

The Value Impact of International Corporate Diversification: Is More Always Better?

David Reeb, American University,
reeb@american.edu

Political Hazards, Experience and Sequential Entry in Distribution and Manufacturing: The International Expansion of Japanese Firms

Andrew DeLios, National University of Singapore,
Andrew@nus.edu.sg

The Patterns of Japanese and US Manufacturing FDI over the Past 20 Years: Japanese versus Reading School

Zu Kweon Kim, Texas A&M-Corpus Christi,
zkkim@cob.tamucc.edu

Knowledge Seeking, Human Capital and Location Choice of Foreign Direct Investments in the United States

Wilbur Chung, New York University,
wcchung@stern.nyu.edu

1.2.3 – Competitive

International Channel Issues

Room: Castlereagh 1 **Time:** 10:30 a.m. – 12:00 p.m.

Chair:

David A. Griffith, University of Hawaii,
Griffith@cba.hawaii.edu

Discussant:

Shaomin Li, City University of Hong Kong,
mksli@cityu.edu.hk

The Performance Implications of Process Standardization of Relational Norm Strategies

David A. Griffith, University of Hawaii,
Griffith@cba.hawaii.edu

Matthew B. Myers, University of Tennessee

Predicting Consumer Support for Foreign Owned Supermarkets

Campbell Fraser, Griffith University,
campbell.fraser@mailbox.gu.edu.au

Anna Zarkada-Fraser, Griffith University

A Model of Dual Organizational Identification: The Case of Subsidiary Managers in Multinational Corporations

Davina Vora, University of South Carolina,
voradap2@smail.badmn.sc.edu

1.2.4 – Competitive

Culture's Consequences

Room: Castlereagh 2 **Time:** 10:30 a.m. – 12:00 p.m.

Chair:

Andre Pekerti, The University of Auckland,
a.pekerti@auckland.ac.nz

Discussant:

Duane Kujawa, University of Miami,
dkujawa@miami.edu

Influences of Culture on Negotiation Styles of Asian Managers: An Empirical Study of Major Ethnic Groups in Singapore

Aahad M. Osman-Gani, Nanyang Business School,
aahad@ntu.edu.sg

Cross-Cultural Perception of Leadership: Influence of Culture on Self-Concepts, Attributions, Leadership

Andre Pekerti, The University of Auckland,
a.pekerti@auckland.ac.nz

Empowering Europe: A Study of Empowering, National Culture and Cultural Congruence in Twelve Countries

Lena Zander, Stockholm School of Economics,
lena.zander@hhs.se

1.2.5 – Workshop

Liabilities of Foreignness

Room: Phillip 1 **Time:** 10:30 a.m. – 12:00 p.m.

Chair:

Bruce McKern, Stanford University,
bmckern@stanford.edu

Discussant:

Sri Zaheer, University of Minnesota,
szaheer@csom.umn.edu

Adapting to the International Business Environment

Deepak Sethi, University of Texas,
deepak@utdallas.edu

Mexican and U.S. Purchasing Agents' Perceptions of Indigenous and Foreign Countries' Manufacturing and Design Quality

Gary Insch, Boston University, ginsch@bu.edu
Stewart R. Miller, Michigan State University,
mille878@pilot.msu.edu

Liability of Foreignness in Global Financial Centres: Foreign and Indigenous Firms in the City of London

Lilach Nachum, Cambridge University,
L.Nachum@cbr.cam.ac.uk

Coping with Liability of Foreignness: Different Learning Paths

Bent Petersen, Copenhagen Business School,
bp.int@cbs.dk
Torben Pedersen, Copenhagen Business School

1.2.6 – Workshop

Suppliers and Supply Networks

Room: Phillip 2 **Time:** 10:30 a.m. – 12:00 p.m.

Chair:

Jean Francois Hennart, Tilburg University,
j.f.hennart@kub.nl

Discussant:

Ram Mudambi, Temple University,
rmudambi@surfer.sbm.temple.edu

The Effects of External Sourcing on Performance: A Longitudinal Study of the Dutch Manufacturing Industry

Michael J. Mol, Rotterdam School of Management,
mmol@fac.fbk.eur.nl

Eric R. Gedajlovic, Rotterdam School of Management

The Strategic Role of Environmental Management as a Network Competency: An Empirical Analysis of Japanese MNEs in Asia-Pacific

Jan Marc Staelens, University of Melbourne,
staelens@unimelb.edu.au

Alternative Forms of Fit in MNE-Supplier Relationships in New Product Development

Omar N. Toulan, McGill University,
toulan@management.mcgill.ca

Upgrading and Leveraging Competence through Balanced Supply Structures: The Dynamic

Ji-Ren Lee, National Taiwan University,
jiren@ccms.ntu.edu.tw

Ming-Je Tang

Saturday – 12:00 p.m. – 1:00 p.m.

Board/Chapter Chairs Meeting

Room: Castlereagh 2

AIB Board members will meet with the AIB Chapter Chairpersons to discuss chapter issues and initiatives.

P.1 Saturday – 12:00 p.m. – 1:30 p.m.

☆ **Poster Session 1**

Room: Ballroom 1&2 **Time:** 12:00 p.m. – 1:30 p.m.

Global Learning of MNC Subsidiaries and Their Performance

Jangho Lee, Sogang University,
jhlee@ccs.sogang.ac.kr

An Investigation of the Motivation | the Formation of Sino-american Joint Ventures

Steven Si, Concordia University,
ssi@mercato.concordia.ca

The Determinants of Activity Location for Manufacturing Multinationals in the Asia-Pacific

Michael Enright, University of Hong Kong,
Enright_Scott@compuserve.com

Learning the Wrong Lessons from Sematech: The United States Display Consortium's Failure to Build a U.S. Flat Panel Display Industry.

Stefanie Lenway, University of Minnesota,
slenway@csom.umn.edu

Globalisation and the Definition of the Relevant Geographic Market in Antitrust Practice

Isabelle De Voldere, Vlerick Leuven Gent Management School,
isabelle.devoldere@vlerick.be

Leo Sleuwaegen, Katholieke Universiteit Leuven

International Services: the choice of organizational forms and plural Management

Somchanok Coompanthu, Chulalongkorn University,
fcomscp@phoenix.acc.chula.ac.thu

The Effect of Regional Integration on Subsidiary Roles: The Heterogeneity of Subsidiaries in the Nordic Countries

Gabriel R.G. Benito, Norwegian School of Management, Gabriel.r.g.benito@bi.no

Effect of Ownership Structure on Performance of International Joint Ventures

Dongkee Rhee, Seoul National University,
rheedong@plaza.snu.ac.kr

Jeho Lee, Seoul National University,
biomax2@hanmail.net

Namgyoo K. Park, University of Miami,
npark@miami.edu

*Knowledge Flows During International Expansion:
Knowledge Transfer as a Mediator of the Experience-
Performance Relationship*

Michael Lord, Wake Forest University,
Michael.Lord@mba.wfu.edu

MNEs in the Digital Economy?

Lilach Nachum, Cambridge University,
Lilach.Nachum@econ.cam.ac.uk

*Importance of International Linkages for Local Know-
How Flows: Some Econometric Evidence From
Belgium*

Reinhilde Veugelers, K. U. Leuven,
Reinhilde.Veugelers@econ.kuleuven.ac.be,

*Foreign and Institutional Ownership, and Korean Firm
Characteristics*

Dong-Soon Kim, University of Central Florida,
dkim@cau.ac.kr

*Is Ownership Advantage a Necessary Condition for
Foreign Direct Investment: A Revisit to Dunning's OLI
Paradigm*

Jung-Soo Seo, University of New South Wales,
j.seo@adfa.edu.au

*Product-Mode-Market Combinations as Portfolio
Selection: Foundation Considerations*

Peter Liesch, University of Queensland,
P.Liesch@gsm.uq.edu.au

Gary Knight, Florida State University,
gknight@cob.fsu.edu

International Promotion and Emerging Markets

Gary Knight, Florida State University,
gknight@cob.fsu.edu

Richard Fletcher, University of Technology, Sydney,
Richard.Fletcher@uts.edu.au

Transaction Costs, Private Branding and Foreign Sourcing

Shih-Fen S. Chen, Brandeis University,
shihfen@brandeis.edu

*International Market Selections: Challenging
Conventional Notions of NMS*

Greg Walton, Victoria University of Wellington,
greg.Walton@uvw.ac.nz

*Institutional Governance Systems and Variations in
National Competitive Advantage: An Integrative
Model*

Andrew Griffiths, Queensland University of
Technology, a.griffiths@qut.edu.au

*Limitations of the Culture Perspective in Explaining
Country Differences in International Management*

Tatiana Kostova, University of South Carolina,
kostova@darla.badm.ac.edu

*Human Resource Management in Australia: Where Have
We Come From? Where are we Going?*

Robin Kramar, Macquarie University,
robin.kramar@mq.edu.au

*Understanding Interpersonal Trust in a Confucian
Influenced Society: An Exploratory Study*

Hwee Hoon Tan, National University of Singapore,
hweehoon@nus.edu.sg

*The Cultural Reverence of Status Characteristics: A
Conceptual Framework Predicting Member Influence
on Group Decisions*

Sigrid Westphal Khorram, University of South
Carolina, ziggywest@yahoo.com

*Upward Influence Styles around the World: Evidence
from Countries in Asia, Europe and North America*

David A. Ralston, University of Oklahoma,
dralston@ou.edu

*Cultural, Age, and Gender Differences in Business
Goals: An Exploratory Study*

Cheryl Van Deusen, University of North Florida,
cvandeu@unf.edu

*Intercultural Communication in International Business:
The Case of Cross-Border Mergers and Acquisitions*

Olivier Irrmann, Helsinki School of Economics,
olivier.irrman@hkkk.fi

*The Roles of Dispositions and Affective Outcomes on
Turnover Intention: Evidence From the People's
Republic of China*

Anne Marie Francesco, Hong Kong Baptist
University, mnamf@hkbu.edu.hk

Randy Chiu, Hong Kong Baptist University

*U.S. Advertising Agencies and Their Clients: A Global
View of Their Communication Efforts.*

Alan T. Shao, University of South Carolina,
atshao@email.uncc.edu

*The impact of FDI's impact of the productivity of domes-
tic firms: The case of China*

Dongsheng Zhou, City University of Hong Kong

Shaomin Li, City University of Hong Kong,
mksli@cityu.edu.hk

David K. Tse, University of Hong Kong

1.3 Saturday – 1:30 p.m. – 3:00 p.m.

1.3.1 – Panel

Globalization and Global Competition in Business Education

Room: Beaumont Room **Time:** 1:30 p.m. – 3:00 p.m.

Moderator:

Jose de la Torre, Anderson School, UCLA,
jose.de.la.torre@anderson.ucla.edu

Panelists:

Tim Devinney, University of New South Wales,
T.Devinney@unsw.edu.au
– the globalized competitive pressure has reached business schools. Like many other business, we are re-drawing our boundaries and redefining our operations and products. We have to do so because of changes in our “market”.

Don Lessard, Sloan School, MIT, dlessard@mit.edu
– the internal challenges to the administration in making internal changes within the school, as well as the other challenges like maintaining program integrity and control, the perspective of developed countries.

Jan Svejnar, University of Michigan,
svejnar@bus.umich.edu
– the internal challenges to the administration in making internal changes within the school, as well as the other challenges like maintaining program integrity and control, the perspective of emerging economies

James Wills, University of Hawaii,
wills@cba.hawaii.edu
– logistics management issues of the global business education market provide numerous opportunities and challenges. The supply chain is complex and varied, and the implications for the achievement of quality output are critical

Steve Kobrin, Wharton School, University of Pennsylvania, kobrin@wharton.upenn.edu
– the implications on faculty members and the strive to maintaining our comparative advantage in the current environment

1.3.2 – Panel

Richard N. Farmer Dissertation Award

Room: Castlereagh 1 **Time:** 1:30 p.m. – 3:00 p.m.

Chair:

Raj Aggarawal, Kent State University,
raggarwa@bsa3.kent.edu

Selection Committee:

Nakiye Boyacigiller, San Jose State University

Robert Grosse, Thunderbird

Kiyohiko Ito, University of Hawaii, Bernard Simonin,
Tufts University

2001 Dissertation Award Finalists will present their dissertation research. The winner will be announced at the Awards and Recognition Banquet on Sunday at noon.

Finalists:

Heather Berry, University of Pennsylvania (Ph.D. from UCLA), berryh@wharton.upenn.edu

– *The Exploitation and Development of Intangible Assets by Multinational Enterprises (MNEs): An Empirical Analysis of the Foreign Direct Investment of US and Japanese MNEs, 1974-1997*

Namgyoo K. Park, University of Miami (Ph.D. from New York University), npark@miami.edu

– *Resource Access and Firm Value: A Test of Resource Effects in the International Airline Industry*

Ahmad Syamil, Arkansas State University (Ph.D. from University of Toledo)

– *International Benchmarking of Integrated Product Development, Practices in the Auto Industry Supply Chain: A Multigroup, Invariance Analysis*

William P. Wan, Thunderbird (Ph.D. from Texas A&M University), wanw@t-bird.edu

– *Country Resource Environments, Corporate Diversification Strategies, and Firm Performance*

1.3.3 – Panel

Knowledge Based Competition in the Global Economy; Industries, Firms, Projects, Individuals: A Multilevel Perspective

Room: Castlereagh 2 **Time:** 1:30 p.m. – 3:00 p.m.

Chair:

- Yves L. Doz, INSEAD, yves.doz@insead.fr
- José Santos, INSEAD, jsantos@csi.com
- Stefanie Lenway, Carlson School, University of Minnesota, slenway@csom.umn.edu
- Tom Murtha, Carlson School, University of Minnesota, tmurtha@csom.umn.edu
- Mary Yoko Brannen, San Jose State University, brannen_m@cob.sjsu.edu

Abstract:

As global competitors learn to access and arbitrage internationally more and more resources, and as markets become more efficient, traditional sources of competitive advantage erode.

As relevant knowledge and competence sources become increasingly dispersed and differentiated around the world – partly as a consequence of globalization – companies can rely less and less on projecting internationally home grown knowledge in standardized packaged forms, such as exported products or replicated business systems only.

Companies that are able to access, share, meld, and leverage complex, usually context-dependent, often tacit knowledge from multiple locations around the world are building new sources of competitive advantage, particularly in the emergence of new industries, applications, and markets.

This panel presents complementary research perspectives on this process of global knowledge mobilization, rooted at different levels of aggregation: industry, alliance networks, company, project, individual.

1.3.4 – Panel

Looking Towards the Future: How eBusiness is Changing Traditional Business in Different Countries

Room: Hyde Park **Time:** 1:30 p.m. – 3:00 p.m.

Chair:

- Carl F. Fey, Stockholm School of Economics and Stockholm School of Economics in Saint Petersburg, Carl.Fey@hhs.se

Speakers:

- Carl F. Fey, Stockholm School of Economics, Carl.Fey@hhs.se
- Marc Ventresca, Kellogg School of Management, Northwestern University, m-ventresca@nwu.edu
- Srilata Zaheer, Carlson School of Management, University of Minnesota, szaheer@csom.umn.edu
- Andrew Delios, National University of Singapore, Andrew@nus.edu.sg
- Udo Zander, Stockholm School of Economics (discussant), Udo.Zander@hhs.se

Abstract:

While dot.com eBusiness has gained the most attention, many experts agree that eBusiness' largest impact will come in providing solutions to help traditional firms. For example, a recent poll of 600 corporate leaders found that 71% plan to use eBusiness by 2001 (Forrester Research, 2000). Further, eBusiness is no longer a US phenomena—by 2002 about 62% of eBusiness will take place outside of North America (30% Europe, 22% Asia, 10% other) (eMarketer, 1999). This symposium addresses two questions:

1. How is eBusiness transforming the way traditional businesses operate?
2. To what extent and why are different eBusiness models used in different countries?

1.4 Saturday – 3:30 p.m. – 5:00 p.m.

1.4.1 – Workshop

Capabilities, Subsidiaries, and Resources

Room: Beaumont Room **Time:** 3:30 p.m. – 5:00 p.m.

Chair and Discussant:

Nitin Pangakar, National University of Singapore,
fbapn@nus.edu.sg

An Empirical Investigation of Subsidiary Capability Development and Performance

Sea Jin Chang, Korea University,
schang@korea.ac.kr

Pitfalls When Transferring Practice within a Multinational Firm: Unwanted Transfer as a Neglected Issue

Kazuhiro Asakawa, Keio University,
KazAsakawa@aol.com

A Note on Edith Penrose's Contribution to the Resource-Based View of Strategic Management

Alan Rugman, Indiana University,
rugman@indiana.edu

1.4.2 – Workshop

Entrepreneurship and Innovation

Room: Hyde Park **Time:** 3:30 p.m. – 5:00 p.m.

Chair:

Sri Zaheer, University of Minnesota,
szaheer@csom.umn.edu

Discussant:

Ishtiaq Mahmood, National University of Singapore,
fbaipm@nus.edu.sg

Does Foreign Direct Investment Crowd Out Domestic Entrepreneurship?

Koen De Backer, Katholieke Universiteit,
koenraad.debacker@econ.kuleuven.ac.be

Leo Sleuwaegen, Katholieke Universiteit

Social Capital and Innovation: A Multi-Country Study

Mourad Dakhli, University of South Carolina
Dirk De Clercq, University of South Carolina,
declidip3@spanky.badm.sc.edu

Comparing Catalysts of Change: Evolution and Institutional Differences in the Venture Capital Industries in the United States, Japan and Germany

Walter Kuemmerle, Harvard Business School,
wkuemmerle@hbs.edu

On the Determinants of Global Internet Diffusion: A Cross-Country Analysis

Hongxin Zhao, Saint Louis University,
zhaox@slu.edu

1.4.3 – Workshop

Export Performance

Room: Castlereagh 1 **Time:** 3:30 p.m. – 5:00 p.m.

Chair:

Dharma de Silva, Wichita State University,
desilva@twsvvm.uc.twsu.edu

Discussant:

Sumihiro Takeda, 2takeda@a2.ocv.ne.jp

Export Marketing Performance: A Study of Thailand Firms

Craig Julian, Griffith University,
c.julian@mailbox.gu.edu.au

Ownership, Marketing Orientation and Export Performance of Malaysian Firms

Sundaresan Ram, Thunderbird, rams@t-bird.edu

Born Global Exporters: Empirical Evidence from a Middle Income Country

Alex Rialp, Autonomous University of Barcelona,
Alex.Rialp@uab.es

Structure and Strategy as Determinants of Export Performance

Peter Dowling, University of Tasmania,
peter.dowling@utas.edu.au

1.4.4 – Workshop

Alliances, Joint Ventures and Culture in Organizations

Room: Castlereagh 2 **Time:** 3:30 p.m. – 5:00 p.m.

Chair:

Laurence Romani, Stockholm School of Economics,
laurence.romani@hhs.se

Discussant:

Schon Beechler, Columbia University,
slb7@columbia.edu

Multiple Paradigms in National and International Business Culture Research: Evidence from Empirical Findings

Christos Nicolaidis, University of Macedonia,
cnicol@uom.gr

Alliance Integration Processes: A Longitudinal Case Study of the BP

Lin Lerpold, Stockholm School of Economics,
lin.lerpold@hhs.se

Does Your Swedish Cut the Mustard?, The Power of Corporate Language in a Nordic Post-Merger Integration

Rebecca Marschan-Piekkari, University of Bath,
Rebecca.piekkari@luukku.com

1.4.5 – Workshop

Historical Case Studies: Internet, business service and manufacturing

Room: Phillip 1&2 **Time:** 3:30 p.m. – 5:00 p.m.

Chair:

Jesper Strandkov, Aarhus School of International Business, jsv@asb.dk

Discussant:

Tom Roehl, Western Washington University, Tom.Roehl@wwu.edu

Internationalization of Services: A Longitudinal Case Study of ISS International Service System, 1901-90

Jesper Strandkov, Aarhus School of International Business, jsv@asb.dk

Devices for Reducing Negotiating Expenses

Gordon Boyce, Victoria University, Gordon.Boyce@vuw.ac.nz

The Hyundai Motor Co. & the Globalisation of the Automobile Industry: The Interaction of Production and Employment Relations Strategies

Chungsok Suh, University of South Wales, c.suh@unsw.edu.au

Russell Lansbury, University of Sydney

Saturday – 5:15 p.m. – 6:15 p.m.

Academy of International Business Members' Meeting

General Members Meeting

Room: Hyde Park **Time:** 5:15 p.m. – 6:15 p.m.

AIB Executive Board will report on the state of the AIB. All AIB members are welcome.



Saturday – 6:15 p.m. – 7:00 p.m.

WAIB – Women in the Academy of International Business

Networking for Women in the AIB

Room: Castlereagh 1 **Time:** 6:15 p.m. – 7:00 p.m.

All women in the AIB are welcome to attend this first annual reception hosted by the Department of Management at Texas A&M University.



Saturday – 6:45 p.m. – 7:45 p.m.

Austrade Reception

Room: Castlereagh 2 **Time:** 6:45 p.m. – 7:45 p.m.

Networking and information session on the Austrade Institute, its new research initiative, hosted by Austrade. Austrade is the Australian Trade Commission - the federal government's export and investment facilitation agency.

Sunday, 18 November, 2001

8:00 a.m. – 5:00 p.m.	Placement Center – Macquarie Room
8:30 a.m. – 10:00 a.m.	Plenary Panel Sessions
10:00 a.m. – 6:00 p.m.	Exhibits Open – Level 2 Foyer
10:30 a.m. – 12:00 p.m.	Concurrent Sessions (competitive and workshop)
12:00 p.m. – 1:40 p.m.	Awards and Recognition Banquet (Haynes Prize for Best Paper, JIBS Decade Award, Farmer Dissertation Award, Dean of the Year award) – Ballroom
2:00 p.m. – 3:30 p.m.	Concurrent Sessions (competitive and workshop)
4:00 p.m. – 5:30 p.m.	CEO Panel – Ballroom
6:30 p.m. – 8:00 p.m.	International Executive of the Year, Presentation followed by a Beer Tasting Reception sponsored by Lion Nathan – Powerhouse Museum

2.1 Sunday – 8:30 a.m. – 10:00 a.m.

2.1.1 – Panel

The Institutional Environment for Multinational Strategy

Room: Beaumont Room **Time:** 8:30 a.m. – 10:00 a.m.

Chair:

Witold Henisz, Wharton School, University of Pennsylvania, Henisz@wharton.upenn.edu

Discussant:

Walter Kuemmerle, Harvard Business School, wkuemmerle@hbs.edu

Presenters:

Lorraine Eden, Texas A&M University, leden@tamu.edu (with Jun Li, Texas A&M University)

– *Black Holes in Tax Space? Tax Havens and Foreign Direct Investment*

Witold Henisz, Wharton School, University of Pennsylvania, Henisz@wharton.upenn.edu (with Andrew Delios, National University of Singapore, Andrew@nus.edu.sg)

– *Uncertainty, Imitation and Plant Location: Japanese MNCs, 1990-96*

Elizabeth Maitland, University of Melbourne, e.maitland@unimelb.edu.au

– *Corruption and Multinational Enterprises*

The four papers each examine the influence of the institutional environment on a key element of multinational strategy. While they vary in their breadth of definition of that environment (including a focus on specific policies such as the construction of a tax haven or the protection of intellectual property as well as uncertainty over future policies) and the firm-level outcomes (investment location decisions, differences in costs and governance) under study, they share an interest in empirically demonstrating how the political and policy environment of a nation shapes the strategic choices of multinational actors.

2.1.2 – Panel

Privatization and Behavior of Firms in Emerging Markets

Room: Castlereagh 1 **Time:** 8:30 a.m. – 10:00 a.m.

Contact:

Jan Svejnar, WDI, University of Michigan, svejnar@bus.umich.edu

Chair:

Bernard Yeung, NYU and WDI, byeung@stern.nyu.edu

Speakers:

Nandini Gupta, The William Davidson Institute at the University of Michigan Business School, nandinig@bus.umich.edu

(to be presented by: Klara Sabirianova, The William Davidson Institute at the University of Michigan Business School)

– *Partial Privatization and Revenue Maximization: Evidence from India*

Katherine Terrell, The William Davidson Institute at the University of Michigan Business School, terrell@bus.umich.edu

– *Determinants of Entrepreneurship in the Transition Economies: The Case of the Czech Republic*

Jan Svejnar, University of Michigan, svejnar@bus.umich.edu

– *Credit Rationing, Soft Budget Constraints and Investment Behavior of Firms During the Transition*

2.1.3 – Panel

The Frontiers of International Human Resource Management

Room: Castlereagh 2 **Time:** 8:30 a.m. – 10:00 a.m.

Chairpersons:

Vladimir Pucik, IMD, pucik@imd.ch

Paul Evans, INSEAD, PaulLeeEvans@compuserve.com

Discussant:

Yves Doz, INSEAD, Fontainebleau, yves.doz@insead.fr

Panelists:

Vladimir Pucik, IMD, Lausanne, pucik@imd.ch
– *Reconfiguring the Global Business,*

Schon Beechler, Columbia, New York, slb7@columbia.edu
– *Selection and Development of Leaders in MNCs,*

Katherine Xin, CEIBS, Shanghai/HKUST, Hong Kong
– *Performance Management in a Global Context*

Ingmar Bjorkman, Swedish School of Economics, Helsinki, ingmar.bjorkman@shh.fi
– *HRM and Knowledge Transfer in the MNC*

Paul Evans, INSEAD, Fontainebleau, PaulLeeEvans@compuserve.com
– *Theoretical Perspectives for Exploring the Frontiers of IHRM: Duality and Paradox,*

With the acceleration of globalization, there has been considerable momentum in theory, research and practice on international human resource management (IHRM). The traditional research agenda of IHRM focused on expatriation, cross-cultural management and strategic alliances. Today, the frontiers

are expanding rapidly to deal with broader aspects of human resource and organizational management that are widely recognized to be problematic challenges in the process of globalization.

The aim of this panel is to explore the human resource aspects of emerging issues connected with globalization strategies:

- The implementation of new organization models that must meet conflicting needs, such as global scale versus local customer needs, and exploitation versus exploration;
- The development of leaders with capabilities and mindsets that can deal with the increasing complexity of global business;
- The design of performance management systems that reconcile fairly and equitably global standards with local norms and values;
- The creation and transfer of knowledge within the network of global subsidiaries;
- The underlying challenges to the theoretical paradigms that guide our research in IHRM.

2.1.4 – Panel

Debating Location: Old Approaches and New Perspectives

Australia-NZ Fellows (Australia – New Zealand International Business Association)

Room: Hyde Park **Time:** 8:30 a.m. – 10:00 a.m.

Chair:

Stephen Nicholas, Australian Centre for International Business, University of Melbourne, Australia, s.nicholas@unimelb.edu.au

Participants:

J. Myles Shaver, Management and International Business, University of Minnesota & Stern School of Business, NYU, mshaver@stern.nyu.edu, mshaver@csom.umn.edu

John Dunning, University of Reading and Rutgers University, 44-0-1491-628902

Mary Amity, University of Melbourne, m.amity@unimelb.edu.au

Abstract:

The panel has been structured to canvass conflicting views what we know and do not know about 'location' in international business research. While the panel will lead the discussion, the aim is to involve the audience in debating new perspectives on location. Approaches to the spatial distribution of economic activity include neoclassical and new trade theory; aggregation clustering and path dependency; national tournaments and incentive regimes; and home country-host country effects. The panel will both propose new frameworks for integrating location into the theory of international business and defend existing paradigms.

2.2 Sunday – 10:30 a.m. – 12:00 p.m.

2.2.1 – Competitive

R&D, knowledge and geography

Room: Beaumont Room **Time:** 10:30 a.m. – 12:00 p.m.

Chair:

Mingfang Li, California State University, Northridge,
mli@csun.edu

Discussant:

Wilbur Chung, Stern School, NYU,
wcchung@stern.nyu.edu

MNE Competence-Creating Subsidiary Mandates: An Empirical Investigation

Ram Mudambi, Temple University,
rmudambi@surfer.sbm.temple.edu

The Transfer of Knowledge and the Diffusion of Management Innovations: The Case of, Quality Programmes in Iberian Automotive Suppliers

Celeste Amorim, University of Reading,
C.M.D.amorim@reading.ac.uk

Mobility of Engineers and Cross-Border Knowledge Building: The Technological Catching-Up Case of Korean and Taiwanese Semiconductor Firms

Jaeyong Song, Yonsei University,
jsong@yonsei.ac.kr

2.2.2 – Competitive

Multinationals

Room: Hyde Park **Time:** 10:30 a.m. – 12:00 p.m.

Chair:

Bernard Wolf, York University, bwolf@yorku.ca

Discussant:

Susan Feinberg, University of Maryland,
feinberg@glue.umd.edu

What Do You Have to Declare?, Transfer Price Manipulation in US Imports

Lorraine Eden, Texas A&M University,
leden@tamu.edu

Tieying Yu, Texas A&M University

Firm Expansion Across Geographic and Product Markets and Choice of Organization Structure: An Empirical Study

Tailan Chi, University of Illinois, Urbana-Champaign,
tchi@uiuc.edu

2.2.3 – Competitive

Cross-Cultural Factors in the Business Context

Room: Castlereagh 1 **Time:** 10:30 a.m. – 12:00 p.m.

Chair:

Peter Walters, Hong Kong Polytechnic University,
bupgpwal@inet.polyu.edu.hk

Discussant:

G.M. Naidu, University of Wisconsin-Whitewater,
naidug@mail.uww.edu

Relational Competence and Relationship Quality in International Business Partnerships

Michel C. T. Phan, University of Sydney,
m.phan@econ.usyd.edu.au

Chris W. Styles, University of New South Wales

Paul G. Patterson, University of New South Wales

A Framework for Cultural Value Dimensions in a Business Context

Susan Forquer Gupta, University of Wisconsin, Milwaukee, sgupta@uwm.edu

International Relationship Marketing: On Learning & Navigation in Cross-Cultural Business Contexts

Poul Andersen, Aarhus School of Business,
poa@asb.dk

2.2.4 – Competitive

Decision Making Processes and Consequences in MNCs

Room: Castlereagh 2 **Time:** 10:30 a.m. – 12:00 p.m.

Chair:

Andrew Delios, National University of Singapore,
Andrew@nus.edu.sg

Discussant:

Alan Shao, University of North Carolina,
atshao@email.uncc.edu

An Empirical Study of Escalation in International Strategic Alliances

Andrew Delios, National University of Singapore,
Andrew@nus.edu.sg

How do Firms Develop the Capability to Mobilize and Create Knowledge for Innovation: Comparative Case Studies for Japanese and U.S. Firms

Annique Un, MIT Sloan School of Management,
cau@mit.edu

Brain Circulation, Capital Flows, and the World Order: A Computer Simulation of Migrant Economic Activity



Mina Yoo, University of Michigan,
minayoo@umich.edu
Klaus Weber, University of Michigan,
weberk@umich.edu

Information Pooling and Team Effectiveness: The Role of Trust and Culture

Davina Vora, University of South Carolina
Mourad Dakhli, University of South Carolina,
dakhli2@spanky.badm.sc.edu
Arzu Ilsev, University of South Carolina
Sigrid Khorram, University of South Carolina

2.2.5 – Workshop

Globalization Issues

Room: Phillip 1 **Time:** 10:30 a.m. – 12:00 p.m.

Chair:

Gerald Albaum, University of New Mexico,
albaum@mgt.unm.edu

Discussant:

Hengchian Huang, National Taiwan University,
bhchuang@mba.ntu.edu.tw

International Experience, Experiential Knowledge and the Internationalization of the Firm

Heather I.M. Wilson, University of Auckland,
hwilson@auckland.ac.nz

A Regional vs. Global Strategy and Its Impact on Learning During the Internationalization Process

Sylvie Chetty, Massey University,
S.Chetty@massey.ac.nz

Transference of Marketing Activities to Foreign Markets

Gerald Albaum, University of New Mexico,
albaum@mgt.unm.edu
David Tse, University of Hong Kong
George C. Hozier, Jr., University of New Mexico
Kenneth G. Baker, University of New Mexico

2.2.6 – Workshop

Individual and Team Effectiveness in Organizations

Room: Phillip 2 **Time:** 10:30 a.m. – 12:00 p.m.

Chair:

Carl F. Fey, Stockholm School of Economics,
Carl.Fey@hhs.se

Discussant:

Lena Zander, Stockholm School of Economics,
lena.zander@hhs.se

Exploring the Success of Expatriates of U.S. Multinational Firms in Mexico

Steven Edmond, ITESM,
sedmond@campus.cem.itesm.mx

Developing a Model of Leadership Styles: What Works Best in Russia?

Carl F. Fey, Stockholm School of Economics,
Carl.Fey@hhs.se

A Cross-National Assessment of Managerial Values in Latin America

James P. Johnson, Old Dominion University,
jpjohnson@odu.edu
Tomasz Lenartowicz, University of Texas at Austin



Sunday – 12:00 p.m. – 1:40 p.m.

Awards and Recognition Banquet

Room: Ballroom **Time:** 12:00 p.m. – 1:40 p.m.

The luncheon will feature the recognition of the winners of the 2001 Haynes Prize for Best Paper, JIBS Decade Award, Richard N. Farmer Dissertation Award, Dean of the Year, AIB-CIBER Case Award and others. Steve Kobrin, AIB President will address attendees regarding the current issues facing the organization.

2.3 Sunday – 2:00 p.m. – 3:30 p.m.

2.3.1 – Competitive

Business Groups

Room: Beaumont **Time:** 2:00 p.m. – 3:30 p.m.

Chair:

Omar Toulan, McGill University,
toulan@management.mcgill.ca

Discussant:

Tarun Khanna, Harvard Business School,
tkhanna@hbs.edu

Power Dependence, Diversification Strategy and Performance in Keiretsu Affiliated Firms

Hicheon Kim, Hanyang University,
hkim01@email.hanyang.ac.kr

Robert E. Hoskisson, University of Oklahoma

William P. Wan, Thunderbird

The Two Faces of Group Structure

Ishtiaq, P. Mahmood, National
University of Singapore,
fbaipm@nus.edu.sg



Impact of the Asian Economic Crisis on Korean Chaebols: Some Empirical Evidence

Soonkyoo Choe, Kookmin University,
skchoe@kookmin.ac.kr

2.3.2 – Competitive

Emerging Markets

Room: Hyde Park **Time:** 2:00 p.m. – 3:30 p.m.

Chair:

Hengchiang Huang, National Taiwan University,
bhchuang@mba.ntu.edu.tw

Discussant:

Stefanie Lenway, University of Minnesota,
slenway@csom.umn.edu

The Impact of Trade Liberalization on the Firm: The Role of Technology Resources

Stanley Nollen, Georgetown University,
nollens@gunet.georgetown.edu

The Changing FDI Climate in India and the Rise of Tradable Service Exports

Ravi Ramamurti, Northeastern University,
r.ramamurti@neu.edu

The Measurement and Structuring of Formal Incentive Systems in Chinese State-Owned Enterprises: An Empirical Analysis of Exogenous Influences

Johnny Deng, Jinglun Electronic Co., Ltd, P.R.C.

Neale O'Connor, City University of Hong Kong,
acno@city.edu.hk

Jingsong Tan, Zhongshan University, P.R.C.

The Value of Restructuring in an Emerging Economy: Evidence from the Czech Republic

Mona V. Makhija, The Ohio State University,
Makhijam@cob.ohio-state.edu

2.3.3 – Competitive

Global E-Commerce Operations

Room: Castlereagh 1 **Time:** 2:00 p.m. – 3:30 p.m.

Chair:

Taeho Kim, Thunderbird, kimt@t-bird.edu

Discussant:

Vicki Jones, Fundacao Getulio Vargas,
vjones@fgvsp.br

Online Models in Global E-Commerce: Research Issues and Propositions

Syed Tariq Anwar, West Texas A & M,
sanwar@mail.wtamu.edu

On-line Privacy: A multidimensional Matter

Paul Prabhaker, Illinois Institute of Technology,
prabhake@stuart.iit.edu

The Effects of Marketing and Firm Resources on Electronic Retailer Performance

Deborah Colton, University of South Carolina,
coltonp2@smail.badm.sc.edu

2.3.4 – Competitive

International HRM

Room: Castlereagh 2 **Time:** 2:00 p.m. – 3:30 p.m.

Chair:

Margaret (Molly) Takeda, Aoyama Gakuin Grad.
School of Business, mtakeda@a2.ocv.ne.jp

Discussant:

Margaret (Molly) Takeda, Aoyama Gakuin Grad.
School of Business, mtakeda@a2.ocv.ne.jp

The Dimensionality and Determinants of Pay Satisfaction: A Cross-Cultural Investigation of a Firm's Group Incentive Plan

Sunny C.L. Fong, Sun Microsystems,
sunnyf@netvigator.com

Margaret Shaffer, Hong Kong Baptist University

A Network Paradigm for the Family Business Enterprise

Hung-bin Ding, Rensselaer Polytechnic Institute,
dingh@rpi.edu

2.3.5 – Workshop

Spillover Effects of Multinationals

Room: Phillip 2 **Time:** 2:00 p.m. – 3:30 p.m.

Chair:

J. Markham Collins, University of Tulsa, Markcollins@utulsa.edu

Discussant:

Tailan Chi, University of Illinois, Urbana-Champaign, tchi@uiuc.edu

Multinational Corporations and Agricultural Development: Political Economy of Contract Farming in the Indian Punjab

Sukhpal Singh, IRMA India, ss@fac.irm.ernet.in

Multinationals, NGOs and Environmental Regulation

Sarianna M. Lundan, University of Maastricht, S.Lundan@unimaas.nl

Environmental Policy and International Business

Alan Rugman, Indiana University, rugman@indiana.edu

Sunday – 4:00 p.m. – 5:30 p.m.

CEO Panel Session

Globalisation from Down Under

Room: Ballroom **Time:** 4:00 p.m. – 5:30 p.m.

Moderator:

Michael Gill, Editor-in-Chief of Fairfax Business Publications

A special panel of CEOs from sponsoring corporations will discuss the topic “Globalisation from Down Under.” Panelists will consider Australia’s role in globalisation and how they plan to position their own companies as their respective industries globalise.



Sunday – 6:30 p.m. – 8:30 p.m.

International Executive of the Year Award

Place: Powerhouse Museum **Time:** 6:30 p.m. – 8:30 p.m.

The Executive of the Year Awards will be a Beer Tasting at the Powerhouse Museum. Lion Nathan, brewers of Hahn, Tooheys and Victoria Bitter, will sponsor the evening. The 2001 International Executive of the Year will be announced. Delegates will be able to go through the lower levels of the museum, which is one of the best in Australia.

Transport: Buses will leave from the Sheraton on the Park Hotel between 5.30-6:00 p.m. from Castlereagh Street to take attendees to the Powerhouse Museum located at 500 Harris Street, Ultimo.

Monday, 19 November, 2001

Monday Overview:

8:00 a.m. – 5:00 p.m.	Placement Center – Macquarie Room
8:30 a.m. – 10:00 a.m.	Plenary Sessions
10:00a – 6:00 p.m.	Exhibits Open – Level 2 Foyer
10:30 a.m. – 12:00 p.m.	Concurrent Sessions (Competitive and workshop)
12:00 p.m. – 1:30 p.m.	Poster Sessions – Ballroom 1 & 2
1:30 p.m. – 3:00 p.m.	Concurrent Sessions (competitive and workshop)
4:00 p.m. – 5:30 p.m.	Australian Notables Panel – Ballroom
6:30 p.m. – 9:30 p.m.	Gala Dinner hosted by Australian Graduate School of Management (AGSM) – Sydney Town Hall

3.1 Monday – 8:30 a.m. – 10:00 a.m.

3.1.1 – Panel

Institutional Variation and Firm Performance: Spotlighting the Complementarity between the Role of Government & Other Institutions

Room: Hyde Park **Time:** 8:30 a.m. – 10:00 a.m.

Contact person:

Tarun Khanna, Harvard Business School
tkhanna@hbs.edu

Chair and Discussant:

Jan Svejnar, University of Michigan,
svejnar@bus.umich.edu

Speakers:

- Tarun Khanna, Harvard Business School, tkhanna@hbs.edu
- Witold Henisz, Wharton School, U of Pennsylvania, henisz@wharton.upenn.edu
- Ishtiaq Mahmood, National University of Singapore, fbaipm@nus.edu.sg
- Bernard Yeung, Stern School, NYU, byeung@stern.nyu.edu
- Srilata Zaheer, Carlson School, U of Minnesota, szaheer@csom.umn.edu

Abstract:

Government involvement in the economy has increasingly been viewed with skepticism, earning the uncharitable sobriquet, 'the grabbing hand.' Yet this stark view is the polar opposite of 'the helping hand' view that held sway over much of the past century. Through a series of five papers in this symposium, we suggest that governments are neither good nor bad *per se*, but that their actions are augmented or constrained by other economic, social and political institutions in the economy. Our objective is to view the workings of government through such a lens of institutional complementarity. The particular institutions that we consider include those that comprise the country's innovation system, educational institutions, those that underpin the functioning of domestic (product, capital and managerial talent) markets, and those that facilitate interaction with foreign organizations. The industry settings of the analyses are varied, the geographic settings span the globe, and the methodologies used are diverse. Our aspiration is that the variety of methodologies and industry settings, and the theoretical framing of institutional complementarity, will allow us to build upon the solid foundation of existing studies that have focused largely on mapping country-level measures of institutions onto broad economic outcomes.

3.1.2 – Panel

Beyond FDI: Assessing the Role of FDI in A Country's Economic Development

Room: Castlereagh 1 **Time:** 8:30 a.m. – 10:00 a.m.

Chair:

John Dilyard, St Francis College NY,
John.Dilyard@prodigy.net;
Jdilyard@stfranciscollege.edu

Speakers:

- John H. Dunning, Rutgers University and Reading University
- H. Peter Gray, Rutgers University, gray@business.rutgers.edu
- Robert Grosse, Thunderbird University, grosser@t-bird.edu

Abstract:

FDI is the subject of a rich and growing body of literature. Much has been written about why firms engage in FDI, how it is distributed globally, and what benefits FDI can bring to the host country. Overall, FDI is considered a "good thing". It transfers skills and technology, it is a mechanism through which firms are globalized, and it is a way in which capital-poor countries can receive investment capital. An area of study that perhaps has received less attention, however, is the actual assessment of these "good things". The main purpose of this panel is to address this issue.

3.1.3 – Panel

Moderating Effect of Nation State on Coevolution of Strategy and Organization Change

Room: Castlereagh 2 **Time:** 8:30 a.m. – 10:00 a.m.

Chair and contact person:

Arie Y. Lewin, Fuqua School of Business, Duke University, aylewin@attglobal.net

Discussant:

Myles Shaver, Stern, NYU, and U Minnesota, mshaver@stern.nyu.edu, mshaver@csom.umn.edu

Speakers:

Jisung Kim

– *Coevolution of the Firm and Its Environment: Moderating Effect of Nation State*

Mitchell P. Koza, Cranfield School of Management, Cranfield University

– *Evolution of Cartels in Germany, France and the USA, 1870-1930: A Multilevel Analysis of National Political Economy*

Silvia Massini* (UMIST)

– *Convergence and Divergence of Organizing: A Comparative Panel Study Germany, Japan and USA, 1992-1996*

Raymond Van Wijk*, Rotterdam School of Management, Erasmus University

– *Organizing for Knowledge Integration: A Comparative Panel Study Europe, Japan and USA, 1962-1996*

Abstract:

Social science disciplines have explored the thesis that cultural, historical, political, social, and economic dimensions of a nation state which are embedded in the institutional configurations, moderate managerial practices and organizational strategic adaptation. However, much of the research centers on partial relationships reflecting disciplinary orientations and often involves historical accounts without theoretical underpinnings of explored phenomena. The result is a fragmented literature on comparative management.

With the “globalization” of business activities, the question of whether and how factors specific to a nation state affect managerial practices has emerged as an important contingency. The goal of this symposium is to consider the range of theoretical arguments and empirical studies involving institutional configurations, as well as the theoretical and empirical literature on the influence of institutional configurations—in short, the moderating effect of nation states—on managerial practices. Specifically we wish to explore the arguments that managerial practices such as strategic management, organizational design, employment relationships, governance structures, and authority and control relationships reflect

embedded institutional configurations of a nation state, which act as constraints on population and organizational level adaptation. These managerial practices evolve as a consequence of the never ending interplay between changes in the institutional configuration within which organizations are embedded, the dynamics of population level, and the macro environment.

3.1.4 – Panel

Internationalization of Business Schools Throughout the World

Room: Beaumont **Time:** 8:30 a.m. – 10:00 a.m.

Chair:

Jeffrey Arpan, University of South Carolina, arpan@darla.badm.sc.edu

Speakers:

Jeffrey Arpan, University of South Carolina, arpan@darla.badm.sc.edu

– *The 2000 USC/AIB Survey of the Internationalization of Business Schools*

T.S. Chan, Lingnan University, Hong Kong, chants@ln.edu.hk

– *Internationalization in Hong Kong and China*

Terri Lituchy, Concordia University, Canada, terrilituchi@yahoo.com

– *Internationalization in Canada, Mexico and Japan*

Daniel Van Den Bulcke, University of Antwerp, Belgium: dvdb@ruca.ua.ac.be

– *Internationalization in Western Europe*

Mahmood Zaidi, University of Minnesota, Mzaida@csom.umn.edu

– *New Internationalization in Poland*

Abstract:

For several decades, business schools throughout the world have been increasingly “internationalizing” their academic programs and faculty to enhance the knowledge, expertise, recruitment and placement of their students. This panel session provides current information about these internationalization activities in many different countries and regions of the world so AIB members can learn about what other schools have been doing and based on this, what perhaps their own schools should be doing and/or changing. It also provides opportunities to discuss intellectual aspects of programs’ design, content, and quality, along with their faculty’s suitability, organization and motivation.

3.1.5 – Panel

JIBS Decade Award

Honoring the most influential article from the 1991 volume of the Journal of International Business Studies

Room: Phillip 1&2 **Time:** 8:30 a.m. – 10:00 a.m.

Chair:

Thomas L. Brewer, Georgetown University, JIBS editor, BREWERT@georgetown.edu

Presentation by 2001 Winner:

Arvind Parkhe, Indiana University, aparkhe@big.bus.indiana.edu

– *Interfirm Diversity, Organizational Learning, and Longevity in Global Strategic Alliances Vol. 22, No. 4, pp. 579-602*

Discussants:

Tatiana Kostova, South Carolina University

David Ralston, Oklahoma University

3.2 Monday – 10:30 a.m. – 12:00 p.m.

3.2.1 – Competitive

Internationalization Process Models

Room: Beaumont **Time:** 10:30 a.m. – 12:00 p.m.

Chair:

Tagi Sagafi-nejad, Loyola College in Maryland, sagafinejad@loyola.edu

Discussant:

Torben Pedersen, Copenhagen Business School, tp.int@cbs.dk

Breaking the Mold: Top Management Characteristics and the Foreign Investment Decision

Harry Barkema, Tilburg University

Oleg Chvyrkov, Tilburg Univ., o.chvyrkov@kub.nl

Strategic Investments in Emerging International Markets:

Managerial Perceptions of Risks and Rewards

Sally W. Fowler, American University

Michael D. Lord, Babcock Graduate School, Michael.lord@mba.wfu.edu

Strategic Flexibility and the Internationalization Process Model: An Exploratory Study

Pieter Pauwels, University of Maastricht, p.pauwels@mw.unimaas.nl

Paul Matthyssens, Erasmus University, The Netherlands

3.2.2 – Competitive

Finance and Accounting

Room: Hyde Park **Time:** 10:30 a.m. – 12:00 p.m.

Chair:

Bernard Yeung, Stern, NYU, byeung@stern.nyu.edu

Discussant:

Jay Choi, Temple University, jjchoi@astro.temple.edu

Credit Arbitrage in the yen Euromarket between Asia and London

Jonathan Batten, Deakin University, jabatten@deakin.edu.au

LOB and Geographic Segment Disclosures: An Analysis of the Impact of IAS 14 Revised

Donna L. Street, James Madison University, streetdl@jmu.edu

Selective Hedging of exchange-rate risks – Evidence from German non-financial corporations

Martin Glaum, Justus-Liebig-Universität Giessen, glaum@wirtschaft.uni-giessen.de

Recognizing Macroeconomic Fluctuations in Value-Based Management

Lars Oxelheim, Institute of Economic Research, Lund University

Clas Wihlborg, Copenhagen Business School, cw.fi@cbs.dk

3.2.3 – Competitive

Entry Strategies

Room: Castlereagh 1 **Time:** 10:30 a.m. – 12:00 p.m.

Chair:

Saeed Samiee, University of Tulsa, samiee@utulsa.edu

Discussant:

June Francis, Simon Fraser University, francis@sfu.ca

Acquisitions vs. Greenfield Entry Strategies

Anne-Wil Harzing, University of Melbourne, anne-wil@harzing.com

Firm-Specific Variables in International Joint Ventures: A Study of Australian-Indian Joint Ventures in India

Sharif N. As-Saber, University of Tasmania, Sharif.As-Saber@utas.edu.au

Peter J Dowling, University of Tasmania, Australia

Peter W Liesch, University of Queensland, Australia

How to Use Network Experience in Ongoing International Business Partnerships

Angelika Lindstrand, Uppasala University, angelika.linstrand@fek.uu.edu

3.2.4 – Competitive

National and Organizational Culture

Room: Castlereagh 2 **Time:** 10:30 a.m. – 12:00 p.m.

Chair:

Duane Kujawa, University of Miami,
dkujawa@miami.edu

Discussant:


Tatiana Kostava, University of South Carolina,
kostova@darla.badm.ac.edu

The Effect of a Forgiving Organizational Culture on Commitment

Irene Chew Keng-Howe, Nanyang Business School,
akhchew@ntu.edu.sg

A Model of Dual Organizational Identification: The Case of Subsidiary Managers in Multinational Corporations

Davina Vora, University of South Carolina,
voradap2@smail.badm.sc.edu

Culture Assessment Revisited: The Selection of Key Informants in IB Cross-Cultural Studies  *Haynes Prize Finalist*

Tomasz Lenartowicz, The University of Texas at Austin, tomlenart@mail.utexas.edu
Kendall Roth, University of South Carolina

3.2.5 – Workshop

International R&D

Room: Phillip 1 **Time:** 10:30 a.m. – 12:00 p.m.

Chair:

Sumit Kundu, Saint Louis University,
kundusk@SLU.EDU

Discussant:

Kazuhiro Asakawa, Keio University,
KazAsakawa@aol.com

Dual Facades of Technological Capabilities: A Study of Knowledge Sourcing From Host Countries of Overseas R&D Operations

Jaeyong Song, Yonsei University,
jsong@yonsei.ac.kr

Technology Intensive Industries in a Newly Industrialized Economy: Foreign Firms Participation and Their Diversification Strategies

Siah Hwee Ang, City University Business School,
siahhwee@city.ac.uk

To be presented by: Nitin Pangakar, National University of Singapore

3.2.6 – Workshop

Trade

Room: Phillip 2 **Time:** 10:30 a.m. – 12:00 p.m.

Chair:

Peter Schroth, Rensselaer Polytechnic Institute,
schroth@rh.edu

Discussant:

Robert Grosse, Thunderbird, grosser@t-bird.edu

The Impact of Distance Sensitivity and Economies of Scale on the Output and Exports of Israel and its Arab neighbors – An Empirical Analysis

Niron Hashai, Bradford University School of Management, n.hashai@bradford.ac.uk

WTO Trade Disputes and Its Future Development – An Empirical Analysis



Jason Yin, Seton Hall University, yinjason@shu.edu

Robert W. McGee, Seton Hall University,
bob414@hotmail.com

Doowon Lee, Yonsei University,
Leedw104@yonsei.ac.kr

Economic Regionalization, Trade and Foreign Direct Investment – A Two-Tier Study of Effects of Regional Economic Cooperation

Seung H. Kim, Saint Louis University,
kimsh@slu.edu

Hongxin Zhao, Saint Louis University
Jianjun Du, University of Houston

P.2 Monday – 12:00 p.m. – 1:30 p.m.

★ **Poster Session 2**

Room: Ballroom 1&2 **Time:** 12:00 p.m. – 1:30 p.m.

Greed and Fear: Obstacles to Cooperation

Willem Burgers, CEIBS, wburgers@mail.ceibs.edu

Small Open Economies in the Globalisation Process: Evidence from the Ownership Structure of Belgian Companies

Haiyan Zhang, University of Antwerp,
hyzhang@zeus.ruca.us.ac

Danny Van Den Bulcke, University of Antwerp

Equity Joint Venture Characteristics and Their Influence on Foreign Direct Investment by Service and Manufacturing Firms in China

Doren Chadee, University of Auckland,
D.Chadee@Auckland.ac.nz

Terry Wu, University of Regina

Multinationality and Firm Value: A Review and Directions for Future Research

Kwong Chan, Michigan State University,
chanchee@msu.edu

Transforming the Firm's Set of Activities After Radical Changes in the Institutional Environment: Influences, Patterns, and Limitations

Alvaro Cuervo-Cazurra, University of Minnesota,
acuervo@csom.umn.edu

Internationalization and Performance: Traditional Measures and Their Decomposition

David J. Boggs, Saint Louis University,
boggsdj@slu.edu

Chin-Chun Hsu, Saint Louis University

Local Resources and Global Opportunities: The Effect of Global Network Ties on Managerial Performance in Different Economic Environments

Marie Louise Mors, INSEAD, louise.mors@insead.fr

An Empirical Investigation of the Utilization of Expatriates: Agency Theory and Transaction Cost Perspectives

Danchi Tan, National Chengchi University,
dctan@nccu.edu.tw

Joseph T. Mahoney, Univ. of Illinois at Urbana-Champaign

Linking Global Supply Chains with the Internet

Robert N. Mefford, University of San Francisco,
mefford@usfca.edu

The Influence of Firm Internationalization & Cycle Time on Firm Performance

C. Clay Dibrell, Oregon State University,
dibrello@bus.orst.edu

Paula D. Harveston, Berry College

Peter S. Davis, University of Memphis,
psdavis@cc.memphis.edu

Capital Growth of Overseas Chinese Business Groups in a Business-Political Uncertainty Context

Chiao-sen Chang, Tokyo University of Agriculture,
chang77@hotmail.com

Corporate Reconnaissance: Information Loops in Japanese Industries

Michael A. Witt, Harvard University,
mwitt@pop.fas.harvard.edu

Individual Attribute Determinants of Attitudes Toward Foreign Firms in Korea: Survey Results and Policy Implications

Bang Nam Jeon, Drexel University,
jeonbana@drexel.edu

Se Young Ahn, Sogang University

Marketing to Minorities in Brazil

Vicki Jones, Escola de Administracao,
vjones@fgvsp.br

International Marketing Standardisation: A Study of the Top 500 Germany Companies

Vivienne Shaw, University of Otago,
Vshaw@commerce.otago.ac.nz

Tobias Richter, University of Otago

Perspectives of Euro-Preparedness of U.S. Manufacturers

G.M. Naidu, University of Wisconsin – Whitewater,
naidug@mail.uww.edu

The Tale of Two Countries: Building Better Work Attitude

Lee Chay Hoon, Nanyang Business School,
achlee@ntu.edu.sg

Emotional Aptitude, Career Commitment, and Career Success

June M.L. Poon, University Kebangsaan Malaysia,
jpoon@pkriscc.cc.ukm.my

Our Diverse Futures: Diversity Management in International Companies in the United States, Canada and Australia

Paul Kauffman, University of Canberra,
kauffmad@hotmail.com

It's About Culture

Laurence Romani, Stockholm School of Economics,
laurence.romani@hhs.se

Ecology and Culture: The Impact of Work-Related Values of Environmental Sustainability

Bryan Husted, Instituto Tecnológico y de Estudios Superiores de Monterrey,
bhusted@egade.sistema.itesm.mx

National and Organizational Culture Differences and International Joint Venture Performance

Jaepil Choi, Hong Kong University of Science and Technology, mnjaepil@ust.hk
Vijay Pothukuchi
Fariborz Damanpour, Rutgers University
Chao C. Chen
Seung Ho Park

Effects of Expatriate Training on Firm Performance: A Conceptual Approach

Xiaohua Yang, Bond University,
Xiaohua_Yang@bond.edu.au
Susan McGrath-Champ, University of Sydney,
s.mcgrath-champ@econ.usyd.edu.au
George Chao, Michigan State University,
gt_chao@yahoo.com

Knowledge Transfers in the Global Corporation: The Case of Alcan

Martyn Wright, University of Warwick,
irobmw@wbs.warwick.ac.uk

When Common Sense Becomes Uncommon: Participation and Empowerment in Russian Companies with Western Participation

Snejina Michailova, Copenhagen Business School,
Michailova@cbs.dk

Management and Organization Research in the Chinese Context: A Review and Research Agenda

Jiatao Li, Hong Kong University of Science and Technology, mnjtli@ust.hk

3.3 Monday – 1:30 p.m. – 3:00 p.m.

3.3.1 – Competitive

Performance and National Boundaries

Room: Hyde Park **Time:** 1:30 p.m. – 3:00 p.m.

Chair and Discussant:

Robert Grosse, Thunderbird, grosser@t-bird.edu

Macroeconomic Exposure, Diversification and Firm Performance: A Study of East Asian Economies in the Context of an Economic Shock

Kulwant Singh, National University of Singapore,
fbaks@nus.edu.sg

Global Trade & Investment Network Effects on Cross-Border Acquisitions

J. Muir Macpherson, University of Pennsylvania,
macpherson@management.wharton.upenn.edu

The Structure of Profitability Around the World

Tarun Khanna, Harvard Business School,
tkhanna@hbs.edu

3.3.2 – Competitive

Trust and the Power of Relationships in Organizations

Room: Castlereagh 2 **Time:** 1:30 p.m. – 3:00 p.m.

Chair:

Kevin Au, Chinese University of Hong Kong,
kevin@baf.msmail.cuhk.edu.hk

Discussant:

Schon Beechler, Columbia University,
slb7@columbia.edu

Culture's Influence on Organizational Trust: A Seven Nation Study

Lenard Huff, Brigham Young University,
huffl@byuh.edu

Lane Kelley, University of Hawaii-Manoa

Hierarchical Linear Model Analysis on Trust and its Benefits in 42 Societies

Kevin Au, Chinese University of Hong Kong,
Kevin@baf.msmail.cuhk.edu.hk

Supply Chain Relationships for Customer Satisfaction in China: Leadership, Interdependence, and Cooperative Goals

Alfred Wong, Lingnan University

Dean Tjosvold, Lingnan University,
tjosvold@in.edu.hk

Zhang Pengzhu, Xian Jiatong University

3.3.3 – Workshop (organized by ANZIBA)

*Path Dependency, Internationalisation and Policy:
An Australian-NZ Perspective*

Room: Castlereagh 1 **Time:** 1:30 p.m. – 3:00 p.m.

Chair and Discussant:

Stephen Nicholas, University of Melbourne,
s.nicholas@unimelb.edu.au

*Different Subsidiary Roles and International Human
Resource Management: An Exploratory Study of
Australian Subsidiaries in Asia*

Youngok Kim, University of New South Wales

*Australian Firms Abroad: Why So Few, Why Those? and
Why There?*

David Merrett, University of Melbourne

*Contracts Based on Knowledge: The J. Walter
Thompson Company and Unilever, 1900-1970
Compounding Intangible Assets Across National
Frontiers*

Gordon Boyce, University of Victoria at Wellington

The Political Market for Australian FDI Policy

Christopher Pokarier, Queensland University of
Technology,

*The Degree of Linkage of Foreign Direct Investment in
New Zealand Industry*

Joanna Scott-Kennel, University of Victoria at
Wellington

Peter Enderwick, University of Waikato

3.3.4 – Workshop

Entry Mode Decisions

Room: Beaumont **Time:** 1:30 p.m. – 3:00 p.m.

Chair:

Torben Pedersen, Copenhagen Business School,
tp.int@cbs.dk

Discussant:

Susan Feinberg, University of Maryland,
feinberg@Glue.umd.edu

*Foreign Market Entry Modes as Optimal Bundling of
Foreign and Local Assets – A Transaction Cost
Perspective*

Jean-Francois Hennart, Tilburg University,
J.F.Hennart@kub.nl

*Contractual Joint Ventures in China: Contractual Choice
and Transaction-Specific Features*

Yue Wang, University of Melbourne,
y.wang6@pgrad.unimelb.edu.au

*The Impact of Learning on Entry Mode Choice: An
Empirical Study of Singaporean Multinationals*
Sreenivas Rajan, London Business School
Nitin Pangarkar, National University of Singapore,
fbapn@nus.edu.sg

*US Sales of Intellectual Property to the People's
Republic of China: The Affiliate or Non-Affiliate Route*
Adam Cross, Leeds University,
arc@lubs.leeds.ac.uk

3.3.5 – Workshop

Creating Organizational Competencies

Room: Phillip 1 **Time:** 1:30 p.m. – 3:00 p.m.

Chair:

Jiatao Li, Hong Kong University of Sci &
Technology, mnjtli@ust.hk

Discussant:

Yanni Yan, City University of Hong Kong,
mkyany@cityu.edu.hk

*Impact of Export Promotion Programs on Firms
Competencies*

June Francis, Simon Fraser University,
francis@sfu.ca

Colleen Collins-Dodd, Simon Fraser University

Determinants of Organizational Innovation Capability:

The Case of US and Japanese MNEs in the US
Anniqun Un, MIT Sloan School, cau@mit.edu

*Proliferation of Organizational Forms in the International
Net Economy?*

Peter Hagstrom, Stockholm School of Economics,
Peter.Hagstrom@hhs.se

*Content and Contextual Factors on Internationalization of
Companies' Investments: Learning Perspectives in
Sino-British Joint Ventures*

Yanni Yan, City University of Hong Kong,
mkyany@cityu.edu.hk

3.3.6 – Round Table Discussion

Development of Business Education in Asia

Room: Phillip 2

Time: 1:30- 3:00 p.m.

Participants:

AIB Executive Board Representatives:

Danny Van Den Bulcke, University of Antwerp,
dvdb@ruca.ua.ac.be

Bernard Yeung, Stern School at NYU,
byeung@stern.nyu.edu

Jose de la Torre, Anderson School at UCLA ,
jose.de.la.torre@anderson.ucla.edu

McGraw-Hill Asian Scholars:

Yao Chen, Yangzhou University,
chenyao1212@yahoo.com

Lydia Echaz, De La Salle University,
gsbele@mail.dlsu.edu.ph

Shishir K. Jha, SJM, IIT Bombay,
shishir@som.iitb.ac.in

Zhao Jinghua, Shangdong University,
zhaojinghua@sdu.edu.cn

Lalit Mohan Johri, Asian Institute of Technology,
lmjohri@ait.ac.th

Siriyupa Roongrerngsuke, Sasin Grad Inst. of Bus.
Admin, siriyupa@sasin.chula.ac.th

Sukhpal Singh, Institute of Rural Management,
ss@fac.irm.ernet.in

Susela Devi Suppiah, University of Malaya,
g6susela@umcsd.um.edu.my

Shuming Zhao, Nanjing University,
szhao@marshall.usc.edu

3.4 Monday – 4:00 p.m. – 5:30 p.m.

3.4.1 – Australian Notables Panel

Australian Society in a Globalised Economy

Speakers:

Patricia Turner, senior Indigenous Civil Servant

Malcolm Turnbull, Australian Republican Movement

Tim Flannery, Director of South Australian Museum

Our plenary speakers represent a wide cross section of Australian society and promise to have some lively and insightful discussions. **Malcolm Turnbull** (Australian Republican Movement), **Tim Flannery** (Director of South Australian Museum, environmentalist and author of “The Future Eaters”) and **Patricia Turner** (Senior Indigenous Civil Servant, Order of Australia recipient) will discuss current issues affecting Australian society.

Monday – 6:30 p.m. – 11:00 p.m.



AGSM Gala Dinner

Location: Sydney Town Hall, Centenary Hall

Time: 6.30 p.m. – 11:00 p.m.

The **Gala Dinner** will be held at Sydney’s historic Town Hall. Our guest speaker, Gareth Evans, is a former Australian Foreign Minister who now serves on the International Crisis Management Group based in Brussels.

Abstracts

Alphabetized by contact author

(Only abstracts submitted to the program chair on time are included.)

Please contact the authors directly regarding any of the papers.)

Sunday, Nov. 18, 2001, 10:30 a.m. – 12:00 p.m.

Workshop session 2.2.5

Gerald Albaum, University of New Mexico,
albaum@mgt.unm.edu

***Transference of Marketing Activities
to Foreign Markets***

Gerald Albaum, University of New Mexico
David Tse, University of Hong Kong
George C. Hozier, Jr., University of New Mexico
Kenneth G. Baker, University of New Mexico

Abstract:

Transference of marketing activities and strategies from a firm's domestic market to its foreign markets is often confused with standardization of activities/strategies. But, they can be distinctly different. Standardization generally is an end result while transference can be viewed as being concerned with where the end result came from. Transference is defined, for operational and conceptual purposes as:

The extent to which a marketing activity or strategy has been changed for use in a foreign market compared with its use in the home market.

As such, transference can be viewed as a special case of standardization. The paper develops a contingency-based model of the transference phenomenon which links decision-making orientation (e.g., EPRG) and country of market entry as antecedents to transference and transference with performance. Performance in terms of sales growth, sales volume, market share, and operating profit is measured subjectively and includes comparisons to competitors and to expectations. Hypotheses derived from this model are tested by examining the behavior and perceptions of an obtained sample of 196 Hong Kong companies (a 49% response rate) representing the six major export product categories. One unexpected finding is that a type of "transference in reverse" could be operating as well.

Sunday, Nov. 18, 2001, 10:30 a.m. - 12:00 p.m.

Competitive Session 2.2.3

Poul Andersen, Aarhus School of Business, poa@asb.dk

***International Relationship Marketing:
On Learning And Navigation In Cross-Cultural
Business Contexts***

Poul Houman Andersen, Aarhus School of Business

Abstract:

Relationship marketing is an important aspect of international as well as domestic industrial marketing. Initiating and managing relationships across cultural contexts adds considerably to the complexity of the relationship marketing process. There are two central reasons for this: the psychic distance of decision-makers and the embeddedness of partners in existing networks of both buyers and sellers. Therefore, the central challenge in the formation of business relationships is not only on learning to adopt to the culture-related differences in business practice across business contexts, but also to balance the formation of new relationships with the existing portfolio of business relationships. This calls for careful navigation in the relationship marketing process.

Although several studies have been made on various aspects of marketing management in cross-cultural contexts, this literature has only been scantily addressed in the literature on business relationships and networks. Only few attempts have been made to couch relationship marketing in a cross cultural context. This contribution provides a model for encompassing the various dimensions of initiating and developing relationships in cross cultural business contexts. The structure of this contribution proceeds as follows. First, the concepts of business relationships, networks and culture are discussed and the literature on international relationship marketing is reviewed. Next, a model for addressing three aspects of cross-cultural relationship marketing management is presented. A case is analysed, using the model. Finally, managerial implications are discussed.

Sunday, Nov. 18, 2001, 2:00 p.m. – 3:30 p.m.

Competitive Session 2.3.3

Syed Tariq Anwar, West Texas A & M,
sanwar@mail.wtamu.edu

***Online Models in Global E-Commerce:
Research Issues and Propositions***

Syed Tariq Anwar, West Texas A&M University

Abstract:

This workshop paper reviews and analyzes online models and their applications in global e-commerce. The paper discusses and evaluates some of the Web models and their relevance to today's changing global business where online international environments are totally different from regular online environments. The paper provides selected propositions that are based on e-commerce models, B2B hubs, online marketplaces, and global operations. The paper also provides research issues of this debate and relevant managerial implications. The importance of this paper lies in its timeliness and relevance to the ongoing debate of Web-based models in international business research.

Monday, Nov. 19, 2001, 10:30 a.m. – 12:00 p.m.

Competitive Session 3.2.3

Sharif N. As-Saber, University of Tasmania, Sharif.As-Saber@utas.edu.au

Firm-Specific Variables in International Joint Ventures: A Study of Australian-Indian Joint Ventures in India

Sharif N As-Saber, University of Tasmania, Australia
Peter J Dowling, University of Tasmania, Australia
Peter W Liesch, University of Queensland, Australia

Abstract:

There is a dearth of research on the role of firm-specific variables in motivating a firm to adopt the IJV mode while investing in a foreign market. Not much research has been done as well on the impact of these variables on the IJV success. In a qualitative study involving nine Australian-Indian IJVs in India, this paper elaborates on the firm-specific variables, their influence on the Australian firm's motivation to joint venture, and their role in the successful implementation of these joint ventures. The study found that firm-specific variables had considerable impact in motivating Australian firms to joint venture. It also indicated that the success of such joint venture significantly depend on the assistance from the local partners.

Monday, Nov. 19, 2001, 12:00 p.m. – 1:30 p.m.

Poster Session

David J. Boggs, Saint Louis University, boggsdj@slu.edu

***Internationalization and Performance:
Traditional Measures and Their Decomposition***

David Boggs, Saint Louis University
Vincent (Chin-Chun) Hsu, Saint Louis University

Abstract:

Previous empirical results on the relationship between the degree of internationalization and firm performance have been mixed. Two different findings of a relationship, monotonic and curvilinear, have been reported. Most recent studies have focused on different types of curvilinear relationships, such as inverted U-shaped, standard U-shaped, and multiple waves. This paper adds to existing knowledge by utilizing a more current sample of firms than prior studies have used and by decomposing traditional financial performance measures. Using a sample of 118 large American industrial multinational enterprises (MNEs) examined over the period 1996-1998, this study applies two different measures of degree of internationalization, country scope and foreign sales as a percent of total sales (FSTS), to measure the effects on financial performance of different degrees of internationalization. Several financial performance measures, including traditional indexes (ROE and ROA) and a decomposition of traditional ones (Profit Margin, Total Asset Turnover, and Leverage), were included in this study to provide adequate research validity and comparability.

Saturday, Nov. 17, 2001, 3:30 p.m. – 5:00 p.m.

Workshop Session 1.4.5

Gordon Boyce, Victoria University of Wellington,
Gordon.Boyce@vuw.ac.nz

Devices for reducing Negotiating Expenses

Gordon Boyce, Victoria University of Wellington

Abstract:

Strangely, transaction cost economics devotes little attention to the expenses that parties incur when they negotiate deals. Instead, Williamson concentrates on the underlying variables (transaction-specific investment, the frequency of exchange, the number of bargainers, and the degree of prevailing uncertainty) that shape the institutional outcomes of negotiating processes. He also focuses on *ex post* adjustments that are undertaken to modify an initial agreement, and in this context he highlights the role of “communicating economies” that parties who have some shared affiliation can achieve (1985: 64). However, Williamson does not concentrate on the dynamics of initial dealmaking activities.

In an effort to develop a more dynamic framework for evaluating co-operative inter-firm structures, Ring and Van Der Ven (1994) introduced the idea of relationship building as a continuous process. This consists of three stages –negotiation, commitment, and execution- which are repeated over and over as parties forge their first agreement and then make refinements in an ongoing manner. This approach explicitly addresses negotiating activities, and it incorporates formal, legal, and informal social-psychological processes all of which may shape outcomes.

The aim of the present paper is to build on the insights provided by Williamson and Ring and Van Der Ven by exploring in detail the dynamics of non-intermediated dealmaking. While recognising that negotiations will subsequently affect the quality of inter-firm relationships, the discussion concentrates primarily on initial bargaining in order to identify cost elements and devices that parties use to mitigate these expenses. These costs (particularly those that are time related) can be very significant indeed, especially when highly complex agreements have to be arranged between a large number of parties who must engage in multilateral discussions.

The paper examines situations where specifications laid down by a constitutionally empowered third party provide a public good type function in reducing the range of bargaining activity (albeit at the cost of diminished scope for innovation). These circumstances are contrasted with scenarios where in the absence of such transaction cost reducing adjuncts, the negotiating parties must mobilise artificial constructs to contain expenses. In this regard, conventions stemming from a common cultural affiliation, profession- or occupation-specific procedural routines, widely recognised set piece manoeuvres, and formal rituals reduce expenses by supporting signalling and communicating activities. Here, the participation of people from various levels of the organisations involved, various specialists, and third party experts (for example, lawyers) will affect the range of informal conventions that can be employed at different stages of the negotiating process.

These ideas are explored using evidence drawn from the records of Western Mining Corporation, Hamersley Iron, and various British shipping companies. The paper identifies distinct steps in the negotiating process, cognitive maps that parties use to facilitate transitions between these stages, and standard conventions that can be employed to accelerate progress.

Monday, Nov. 19, 2001, 12:00 p.m. – 1:30 p.m.

Poster Session

Willem Burgers, CEIBS, wburgers@mail.ceibs.edu

Greed & Fear, Obstacle to Cooperation

Willem Burgers, CEIBS

Abstract:

Cooperation among partners is rapidly becoming the new norm of life, including business life. In this paper we show how a formula designed to calculate the better choice between cooperation or cheating offers insight on the balance between benefits of cooperation on the one hand and obstacles to cooperation, greed and fear, on the other hand. The formula is applied in an experiment with Chinese MBA students deciding on keeping a promise, or not, to build a promised warehouse for a business partner. The results of the experiment show that the fear of being cheated is the single most important variable explaining a decision to break a promise. The results also show that the Chinese students were not more likely to keep a promise made to a Chinese company when compared to keeping a promise to a foreign company.

Monday, Nov. 19, 2001, 12:00 p.m. – 1:30 p.m.

Poster Session

Kwong Chan, Michigan State University, chancee@msu.edu

Multinationality and Firm Value: A Review and Directions for Future Research

Kwong Chan, Michigan State University

Abstract:

There is no consensus regarding the effect of multinational operations upon firm value in the international business literature. This paper attempts to provide an integrative perspective by presenting a review of the literature on the valuation of multinational firms. The dependent and independent measures used in the literature are examined and a conceptual framework is formulated to organize prior studies. The review finds that the debate concerning the effects of multinationality upon firm value is far from resolved. Conflicting empirical findings permeate the literature and this may be due to inconsistent constructs and measures used to assess both multinationality and firm value. A major conclusion reached is that the unit of analysis in studies of firm multinationality and value requires substantial re-evaluation.

Monday, Nov. 19, 2001, 12:00 p.m. – 1:30 p.m.

Poster Session

Chiao-sen (Joseph) Chang, Tokyo University of Agriculture,
chang77@hotmail.com

***Capital Growth of Overseas Chinese Business
Groups in a Business-Political Uncertainty
Context***

Chiao-sen (Joseph) Chang, Tokyo University of Agriculture

Abstract:

Despite their economic dominance in East Asia, Overseas Chinese Business Groups (OCBGs) have been confronting the political force dominated by other ethnic groups. How does an OCBG achieve its capital growth in the context of this business-political uncertainty? Given that each business unit of an OCBG has varying degrees of business-political uncertainty, a dynamic model is developed theoretically, identifying an optimal business modernization strategy (M-strategy) for each business unit. Findings indicate that, empirically, there is only one possible optimal path of the capital growth among various theoretically possible ones. Its locus shows that OCBGs maintain a relatively conservative attitude toward the M-strategy and give more effort and support to the business units where the degree of uncertainty is neither high nor low.

Sunday, Nov. 18, 2001, 4:00 p.m. – 5:30 p.m.

Workshop session 2.2.5

Sylvie Chetty, Massey University, S.Chetty@massey.ac.nz

***A Regional Versus Global Strategy and its Impact
On Learning During the Internationalization
Process***

Sylvie Chetty, Massey University

Abstract:

We use ten in-depth case studies in New Zealand to identify how manufacturing firms learn about their internationalization. This paper focuses on how firms learn about their technology and foreign markets as they internationalize. These ten firms follow one of two approaches to internationalization, which are a global versus a regional approach. Global firms experience accelerated internationalization and operate in diverse markets but have a highly specialized technology in a market niche worldwide. Regional firms operate in a small market within a small region but are engaged in diverse technologies offering multiple products to their customers. The study shows the importance of accumulative prior knowledge in acquiring new knowledge, as global firms were more ready to identify and exploit new opportunities than regional firms. The main reason for this being that they could easily absorb the new knowledge into their routines and structures.

Saturday, Nov. 17, 2001, 12:00 p.m. – 1:30 p.m.

Poster Session

Randy K. Chiu, Hong Kong Baptist University,
crandy@hkbu.edu.hk

***The Roles of Dispositions and Affective Outcomes
in Predicting Turnover Intentions:
Evidences from the People's Republic of China***

Randy K. Chiu, Hong Kong Baptist University
Anne Marie Francesco, Hong Kong Baptist University

Abstract:

This study investigated how positive affectivity (PA) predicts turnover intentions and the role of three mediating variables: pay satisfaction, job satisfaction, and affective commitment, on a sample of managers in the PRC. Two hundred and seventy-nine Chinese subjects responded to the survey. The results indicated that PA was found to be a reliable predictor of turnover intentions. Also, job and pay satisfactions mediated the relationship between PA and turnover intentions. In this Chinese sample, pay satisfaction seems to override all other factors in affecting one's decision of leaving or staying. The implication of these findings was discussed and directions for future research were suggested.

Monday, Nov. 19, 2001, 10:30 a.m. – 12:00 p.m.

Competitive Session 3.2.1

Oleg Chvyrkov, Tilburg University, o.chvyrkov@kub.nl

***Breaking the Mold: Top Management
Characteristics and the Foreign Investment
Decision***

Harry Barkema, Tilburg University
Oleg Chvyrkov, Tilburg University

Abstract:

During the past decades, international business theorists have explored the fundamental issues of why and how firms invest abroad. Our paper adds to this literature by exploring when firms invest abroad. We propose and theoretically develop a novel perspective: we conceptualize the foreign investment decision as a CEO's and top management team decision to "break the mold," in terms of going beyond domestic mind sets, organizational structures, strategies, and power distributions, and venture into foreign territories. The decision is conceptualized as a strategic change, as compared to the decision to enter (additional) novel foreign countries. A variety of implications of our theory are tested with binomial and ordered probit models using data on 1962 investments of twenty-five Dutch firms over a period of more than three decades (1966-1998). The evidence strongly corroborates our novel perspective.

Monday, Nov. 19, 2001, 1:30 p.m. – 3:00 p.m.

Workshop session 3.3.4

Adam Cross, Leeds University, arc@lubs.leeds.ac.uk

US Sales of Intellectual Property to the People's Republic of China: The Affiliate or Non-Affiliate Route?

Adam Cross, Leeds University

Abstract:

This paper investigates the interrelationship between host country policy towards intellectual property protection and multinational business strategy. The focus is on payments of royalties and fees made by firms resident in the People's Republic of China (PRC) – a country with an ambivalent attitude towards intellectual property rights over much of its recent history, for the rights to use the intellectual property of US firms, the owners of the bulk of global technology. Using official US data for the period 1987 to 1999, we chart trends in royalty and fee receipts by US firms from both non-affiliate and affiliated firms in China, and map this against China's rapidly modernising intellectual property-related legislation. We find that the value of royalty and fee income received by US firms from China has increased appreciably over the period studied, which we attribute to market opening and market growth, as well as to an improving legal environment. We find that US firms have adjusted their strategies towards China over the same period, with non-affiliate technology sales under license being preferred in the mid 1980s, but with greater use being made of internal, affiliate technology transfers by the mid to late 1990s. Nevertheless, China's ability to attract technology inflows remains modest, compared to other developing countries and regions. We argue that further improvement to China's IP system is still needed, particularly in respect of the enforcement of IP laws and regulations, and procedural transparency, in order to attract greater inflows of technology from the industrialised economies.

Monday, Nov. 19, 2001, 12:00 p.m. – 1:30 p.m.

Poster Session

Alvaro Cuervo-Cazurra, University of Minnesota, acuervo@csom.umn.edu

Transforming the Firm's Set of Activities After Radical Changes in the Institutional Environment: Influences, Patterns, and Limitations

Alvaro Cuervo-Cazurra, University of Minnesota

Abstract:

I study why and how the firm's set of activities, or scope in its vertical, horizontal, and geographical dimensions, varies with radical changes in the institutional environment, developing the resource-based view towards a theory. I argue that country-level changes influence scope transformation more than industry-level changes as the former alters the value of not only underlying firm resources, but also location resources. Second, companies follow a common pattern of scope transformation -

slightly increasing and later reducing vertical integration, increasing and then reducing unrelated diversification, increasing related diversification, and increasing internationalization that reflects the upgrading of firm resources towards higher levels of competitiveness induced by the radical changes in the institutional environment. Third, overall scope only varies slightly despite the deep alterations in individual scope dimensions, which reflects manager's limitations in managing across diverse sets of activities.

Monday, Nov. 19, 2001, 12:00 p.m. – 1:30 p.m.

Poster Session

Fariborz Damanpour, Rutgers University, fdamanpo@andromeda.rutgers.edu

National and Organizational Culture Differences and International Joint Venture Performance

Vijay Pothukuchi

Fariborz Damanpour, Rutgers University
Jaepil Choi, Hong Kong University of Science and
Technology

Chao C. Chen and Seung Ho Park

Abstract:

This study examines the effect of dimensions of national and organizational culture differences on international joint venture (IJV) performance. Based on data from a survey of executives from joint ventures between Indian partners and partners from other countries, we found that the presumed negative effect from culture distance on IJV performance originates more from differences in organizational culture than from differences in national culture.

Saturday, Nov. 17, 2001, 3:30 p.m. – 5:00 p.m.

Workshop session 1.4.2

Koen De Backer, Katholieke Universiteit, koenraad.debacker@econ.kuleuven.ac.be

Does Foreign Direct Investment Crowd Out Domestic Entrepreneurship?

Koen De Backer, Katholieke Universiteit
Leo Sleuwaegen, Katholieke Universiteit

Abstract:

In analyzing firm entry and exit in the small open economy of Belgium, this paper empirically shows that import competition and foreign direct investment crowd out domestic entrepreneurs on product and labor markets. These results are in line with theoretical models of entrepreneurial choice in open economies that have explicitly included the effects of international competition on the formation of domestic entrepreneurs. The empirical analysis demonstrates that the inflow of foreign direct investment in Belgium reduces entrepreneurship measured through the entry of new domestic firms, while increasing domestic exit in the short term. Moreover, the results suggest that the decision of foreign firms to enter and/or exit a small economy is mainly determined by international conditions and less by domestic market conditions.

Saturday, Nov. 17, 2001, 12:00 p.m. – 1:30 p.m.

Poster Session

Isabelle De Voldere, Leuven Management. School,
isabelle.devoldere@vlerick.be

Globalisation And The Definition Of The Relevant Geographic Market In Antitrust Practice

Isabelle De Voldere, Vlerick Leuven - Gent Management School
Leo Sleuwaegen Katholieke Universiteit Leuven

Abstract:

This paper starts from the antitrust practices in the European Community and the US with respect to the delineation of the relevant geographic market in dealing with concentrations and shows that regulations and guidelines at this moment focus almost exclusively on demand substitution. However, the process of globalisation involves essentially global supply conditions and competition, and makes the interactions between global competitors a crucial element in defining the relevant market. A methodology is presented for delineating the relevant geographic market, that better takes this globalisation trend into account and brings both demand and supply substitution better in balance. The methodology systematically processes information and builds up cumulative evidence to arrive at a solid delineation of the geographic market. The practical use of the methodology is illustrated for the Volvo-Scania merger case that was blocked by the European Commission in 2000.

Monday, Nov. 19, 2001, 12:00 p.m. – 1:30 p.m.

Poster Session

C. Clay Dibrell, Oregon State University, dibrellc@bus.orst.edu

The Influence Of Firm Internationalization And Cycle Time On Firm Performance

C. Clay Dibrell, Oregon State University
Paula D. Harveston, Berry College
Peter S. Davis, The University of Memphis

Abstract:

As more firms attempt to move out of their home markets to larger, more inviting international markets, a greater emphasis is being placed on the relationship of internationalization to firm performance and firm specific advantages. One potential source of firm specific advantage that has not been widely studied in the extant literature is the relationship of internationalization to cycle time. Drawing from a sample of the U.S. Pulp and Paper industry (an industry characterized by firms attempting to increase their level of internationalization due to increasing global competitive pressures), this paper examines the relationship between internationalization and cycle time, and how the interaction of these two components relate to firm performance. Following Porter (1990), measures of cycle time employed scale in this study were designed to capture not only internal cycle time processes but also to measure external cycle time processes in relation to a firm's value chain. Applying accepted scale development practices, three cycle time factors

emerged: (1) an external cycle time reduction emphasis on buyer processes; (2) an external cycle time reduction emphasis on supplier processes; and (3) an internal cycle time reduction emphasis on internal operation processes. The results of multiple regression analyses indicated a strong positive relationship between internal and external cycle time processes, internationalization, and managers' assessment of firm performance.

Sunday, Nov. 16, 2001, 10:30 a.m. – 12:00 p.m.

Competitive Session 2.2.2

Lorraine Eden, Texas A&M University, leden@tamu.edu

WHAT DO YOU HAVE TO DECLARE? Transfer Price Manipulation in U.S. Merchandise Imports

Lorraine Eden, Texas A&M University
Tieying Yu, Texas A&M University

Abstract:

The ability to avoid government regulations by manipulating transfer prices is a key benefit of internalization (Buckley & Casson, 1976). We explore this hypothesis for general policies affecting FDI (tax treaties, exchange controls, political risk) and income taxes (corporate income taxes, offshore preferences, withholding taxes), using a dataset of U.S. import prices. We find both types of regulation are correlated with intrafirm trade and transfer prices move as predicted by income-shifting motives.

Sunday, Nov. 18, 2001, 2:00 p.m. – 3:30 p.m.

Competitive Session 2.3.4

Sunny C.L. Fong, Sun Microsystems, sunnyf@netvigator.com

The Dimensionality and Determinants of Pay Satisfaction: A Cross-Cultural Investigation of a Firm's Group Incentive Plan

Sunny C.L. Fong, Sun Microsystems
Margaret Shaffer, Hong Kong Baptist University

Abstract:

This paper proposed and empirically examined a conceptual framework for investigating pay satisfaction. Satisfaction with group incentive plans was found to be a distinct dimension of the multidimensional pay satisfaction construct, whereas procedural justice and pay-for-performance perception were found to be its significant determinants. Cross-cultural comparisons were made by data collected from the US and Hong Kong. National culture was found to have direct and moderating effects on pay satisfaction.

Monday, Nov. 19, 2001, 10:30 a.m. – 12:00 p.m.
Competitive Session 3.3.5

June Francis, Simon Fraser University, francis@sfu.ca

Impact of Export Promotion Programs on Firm Competencies, Strategies and Performance: The Case of Canadian High Technology SME's

June Francis, Simon Fraser University
 Colleen Collins-Dodd, Simon Fraser University

Abstract:

Export promotion programs are provided by governments to help firms, especially small and medium sized ones, overcome real or perceived obstacles to exporting. To date, there has been limited empirical evidence of the effectiveness of these efforts. This study clarifies the ways in which export promotion programs bolster the export competence and export activities of firms by drawing on the results of a survey of small and medium sized Canadian high technology firms. The results suggest that using a greater number of government programs influences achievement of export objectives, export expansion strategies and enhances export marketing competencies. By segmenting firms by level of export involvement, a clearer picture of the benefits and limitations of export promotion programs emerges.

Saturday, Nov. 17, 2001, 10:30 a.m. – 12:00 p.m.
Competitive session 1.2.3

David A. Griffith, University of Hawaii, Griffith@cba.hawaii.edu

The Performance Implications of Process Standardization of Relational Norm Strategies in U.S.-Japanese Relationships

David A. Griffith, University of Hawai'i
 Matthew B. Myers, University of Tennessee

Abstract:

Theory suggests that standardization across international markets can lead to economies that result in enhanced performance. Prior research has centered on program standardization, or the economies of scale-localization trade-off, with little investigation of process standardization, or the tasks that aid in program development and implementation, critical to understanding international performance outcomes. This study examines the performance implications of process standardization of relational norms in international relationships between U.S. firms and their primary domestic and Japanese partners. The relationship between the standardization of three key relational norm governance mechanisms (i.e., flexibility, information exchange and solidarity) and performance are tested. Contrary to standardization arguments, the results indicate that that cultural adaptation of the relational norms of flexibility, information exchange and solidarity enhances firm performance. Implications for theory and practice are discussed.

Sunday, Nov. 18, 2001, 10:30 a.m. - 12:00 p.m.
Competitive Session 2.2.3

Susan Gupta, University of Wisconsin Milwaukee,
 sgupta@uwm.edu

A Framework of Cultural Value Dimensions in a Business Context

Susan Forquer Gupta, University of Wisconsin Milwaukee

Abstract:

This paper will present a framework integrating national culture value dimensions in a strategic decision making context. Relying on guidance provided by Inkeles and Levinson (1969) suggesting how to select dimensions of study and measurement concerns including: unit of analysis, modal approach to analysis, representative samples, and the focus upon universally occurring dimensions containing reasonably susceptible to inter-country variation reflective of the consumer or strategic decision making. Building from this critical step; This paper will attempt to build a framework to integrating national culture value dimensions with managerial decision making. The results of the initial test involving U.S. and Hungarian business managers show the strength of the framework ability to map culture in a specified context, and indentify possible sub-indexes.

Monday, Nov. 19, 2001, 10:30 a.m. – 12:00 p.m.
Competitive Session 3.2.3

Anne-Wil Harzing, University of Melbourne, anne-wil@harzing.com

Acquisitions Versus Greenfield Investments: International Strategy and Management of Entry Modes

Anne-Wil Harzing, University of Melbourne

Abstract:

This paper adds an important explanatory variable to the well-established list of factors shown to influence the choice between foreign acquisitions and greenfield investments: the international strategy followed by the multinational company (MNC) in question. The MNC's international strategy is subsequently linked to the management of the two different entry modes by showing that differences in strategy are reflected in different headquarters-subsidiary relationships for acquisitions and greenfields. Some aspects of this relationship are also shown to change over time, a process that is mediated by the MNC's strategy.

Monday, Nov. 19, 2001, 3:30 p.m. – 5:00 p.m.
Workshop session 3.2.6

Niron Hashai, Bradford School of Management, UK,
 niron@post.tau.ac.il, meitar@netvision.net.il

The Impact of Distance Sensitivity and Economies of Scale on the Output and Exports of Israel and its Arab Neighbors – An Empirical Analysis

Niron Hashai, Bradford School of Management, UK

Abstract:

This study offers a methodology to estimate the Israeli-Arab trade potential in products sensitive to distance. These products, which were supplied only to local markets, might become exportable to neighboring markets once free trade is allowed. Based on partial equilibrium models, a list of products sensitive to distance is constructed and estimations regarding the volume and directions of trade are offered. Incorporating economies of scale into the models enables to identify products for which the separate markets in Israel and the Arab countries do not justify establishing a local plant, while their aggregate market does justify such an initiative. These products are imported or produced inefficiently as it is not economically viable to export them to distant markets. Exports and output expansion can be expected to result from the establishment or expansion of plants that will serve regional markets.

Monday, Nov. 19, 2001, 1:30 p.m. – 3:00 p.m.
Competitive Session 3.3.2

Lenard Huff, Brigham Young University, huffl@byuh.edu

***Culture's Influence on Organizational Trust:
 A Seven-Nation Study***

Lenard Huff, Brigham Young University - Hawaii
 Lane Kelley, University of Hawaii-Manoa

Abstract:

This paper addresses two key questions: (1) How does culture influence trust, and (2) How does trust differ across cultures. We examine the first question with regression models in which multiple-item measures of Hofstede's dimensions of culture are regressed on two measures of organizational trust – internal trust and external trust. In the second, the means for seven countries on four multiple-item scales of trust are compared. Measures are drawn from a survey of mid-level bank managers from the United States and six Asian nations: Korea, Japan, China, Taiwan, Hong Kong and Malaysia. Some findings are particularly interesting. For example, there is a strong positive relationship between uncertainty avoidance and organizational trust. Also, managers from the United States report higher levels of trust than managers from Asia, including Japan, which has traditionally been considered a high-trust country.

Monday, Nov. 19, 2001, 12:00 p.m. – 1:30 p.m.
Poster Session

Bang Nam Jeon, Drexel University, jeonbana@drexel.edu

Individual Attribute Determinants of Attitudes Toward Foreign Firms in Korea: Survey Results and Policy Implications

Bang Nam Jeon, Drexel University
 Se Young Ahn, Sogang University

Abstract:

During the last several years Korea's improved investment environment and aggressive foreign direct investment liberalization strategies have enabled Korea to attract a sharp increase in foreign firms and multinational corporations (MNCs). The receptivity toward foreign capital has also increased greatly through significant and positive changes in attitudes toward foreign investments among Korean people. This paper reports the survey results of recent changes in attitudes toward foreign MNCs held by government officials and business leaders in Korea and investigates the major individual attribute determinants of changes in their assessment of MNCs using the econometric tools. It then discusses policy implications of these findings for host-country foreign investment policy makers and the international business community.

Saturday, Nov. 17, 2001, 3:30 p.m. – 5:00 p.m.
Workshop session 1.4.3

Craig Julian, Griffith University, c.julian@mailbox.gu.edu.au

***Export Marketing Performance:
 A Study of Thailand Firms***

Craig Julian, Griffith University

Abstract:

This study identifies the statistically significant predictors of export marketing performance for Thai export firms. The export performance scale developed by Cavusgil and Zou (1994) is refined and tested in Thailand. A set of potential determinants of export marketing performance is considered and the unit of analysis is the individual product-market export venture. The data for this study were collected from a mail questionnaire survey of 1,000 Thai export firms in Thailand. The sample consisted of 151 small to medium sized enterprises (SMEs). The results support the contention that competition, commitment, export market characteristics and product characteristics are the statistically significant predictors of export marketing performance for Thai export firms.

**Monday, November 19, 2001, 12:00 p.m. - 1:30 p.m.
Poster Session**

Paul Kauffman, Australian National University

Our Diverse Futures: Diversity Management in International Companies in the United States, Canada and Australia.

Paul Kauffman, Australian National University

Abstract:

By considering a model of the personality used in diversity training (Gardenswartz, Loden) and a matrix for implementing diversity initiatives developed in North America (Parker), case studies are used to illustrate how successful companies manage ethnicity, race, gender and other personal differences between people in order to improve the productivity of those international companies in Seattle, Toronto, Vancouver, Sydney and Melbourne.

The paper examines how selected companies define diversity management in practice, and how this management tool is integrated into their core business and values. It would appear that successful international companies are learning organisations; that they emphasise the potential economic benefits of employing people of diverse backgrounds, including diverse cultural backgrounds; and that they use diversity management to assist employees contribute to the core business of their organisations.

Sunday, Nov. 18, 2001, 2:00 p.m. – 3:30 p.m.

Competitive Session 2.3.1

Hicheon Kim, Hanyang University,
hkim01@email.hanyang.ac.kr

Power Dependence, Diversification Strategy and Performance in Keiretsu Affiliated Firms

Hicheon Kim, Hanyang University
Robert E. Hoskisson, University of Oklahoma
William P. Wan, Thunderbird

Abstract:

Conceptualizing the keiretsu as a power-dependence network, we propose that benefits accruing from keiretsu affiliation differ across members, depending on their power in (or dependence on) the keiretsu. By integrating power with governance and network perspectives, we develop and find general support for the hypotheses that powerful keiretsu firms place more emphasis on growth in pursuing product and international diversification, whereas less powerful keiretsu firms are subject to strong monitoring and emphasize profitability. These findings confirm that power-dependence relationships within a keiretsu network influence the appropriation of benefits created by the network.

**Saturday, Nov. 17, 2001, 12:00 p.m. – 1:30 p.m.
Poster Session**

Robin Kramar, Macquarie University, robin.kramar@mq.edu.au

Human Resource Management In Australia: Where Have We Come From? Where Are We Going?

Robin Kramar, Macquarie University

Abstract:

During the 1980s and the 1990s there were calls for changes in people management practices as the Australian economy experienced the consequences of globalization, increasing competition and rapid changes in technology. It was argued by some employers that remuneration arrangements, working hours, job design and other people management practices needed to become more flexible and to explicitly support the needs of the organisation. They also argued for more direct relationships between managers and employees and called for managers to take a more proactive, rather than a reactive role when managing people.

This paper examines the extent to which this ideal model or vision of people management was evident in Australia in 1999. It examines the nature of the changes in a variety of human resource policies during the 1990's by drawing on a number of survey findings. In addition, it compares the changes in Australia to those experienced in 21 other countries.

The final part of the paper examines the economic, social, legislative and economic factors that contributed to the changes in human resource policies and questions whether the vision evident in 1999 is the vision we want to take into the next decade.

**Monday, Nov. 19, 2001, 12:00 p.m. – 1:30 p.m.
Poster Session**

Lee Chay Hoon, Nanyang Business School,
achlee@ntu.edu.sg

The Tale of Two Countries: Building Better Work Attitude

Lee Chay Hoon, Nanyang Business School

Abstract:

During the past decade, hiring and keeping highly productive workers has become a critical issue for organizations of virtually every size and type. Similarly for the nursing profession which has become one of the least preferred jobs in the minds of young job seekers because of shift duties and longer hours of work (Ang, 1991). The high attrition have added an extra burden on health care organizations and hampered their development plans. Therefore this study intends to explore the factors that will help build better organizational commitment in the health care organizations. Given the rapid pace of globalization,

the time has come for more analyses of organizational commitment in other countries so that information on cross-national comparisons can be made available to researchers and organizations. Therefore, this study examines the dimensions of organizational commitment empirically and the effects of antecedents of organizational commitment in comparable employee samples from the U.S. and Singapore.

The model was tested on nurses samples from Singapore and the U.S. The results of the investigation provided support for two dimensions of continuance commitment –one reflecting lack of alternatives, and the other high personal sacrifices. The results showed that normative commitment, social support from supervisor and investment in employees' employability were significantly related to affective commitment in both samples. In addition, the test for significance of the difference in betas for Singapore and the U.S provided evidence that the effects of work ethic, and normative commitment on affective commitment were stronger for the Singapore employees than the U.S. employees.

Saturday, Nov. 17, 2001, 12:00 p.m. – 1:30 p.m.
Poster Session

Jangho Lee, Sogang University, jhlee@ccs.sogang.ac.kr

***Global Learning of MNC
Subsidiaries and Their Performance***

Jangho Lee, Sogang University

Abstract:

A learning organization is an organization skilled at creating, acquiring, and transferring knowledge, and at modifying its behavior to reflect new knowledge and insights. The data show that global learning has a significant positive impact on MNC subsidiary performance, but only in case there is similarity in processes used by and products produced by multinational corporation(MNC)'s global units. The results show that when there is no similarity in processes used by and products produced by MNC global units, learning may even hurt subsidiary performance. The interaction effects between global learning and environmental uncertainties were introduced in the equation to capture the incremental effects gained through the transfer of knowledge MNC learned while coping with similar environmental uncertainties in other countries. The coefficients of these interactive terms should have a positive sign. The coefficients of these interactive terms were not, however, statistically significant, although some of them were in the expected directions. It suggests that learning from MNC global units under similar environmental settings in other countries does not necessarily contribute to subsidiary performance.

The results show that the diversity of learning is also important. Specifically the data show that learning financial information and knowledge from other parts of the MNC network is important in improving subsidiary performance. The finding suggests that financial information and knowledge is more or less transferable from country to country, and that it is rather culture-neutral. Meantime with rapid advancement of communication and transportation technology and increasing interdependence of markets, the concept of global marketing has

received considerable research attention over the last decade. One fundamental tenet of global marketing is that the international marketing information and knowledge should be standardized across national borders. The findings of this study, however, show that marketing program is largely a local issue and the best course of action for a product ought to differ from market to market.

Sunday, Nov. 18, 2001, 4:00 p.m. – 5:30 p.m.

Workshop session 1.2.6

Ji-Ren Lee, National Taiwan University, jiren@ccms.ntu.edu.tw

***Upgrading and Leveraging Competence through
Balanced Supply Structure:
The Dynamic Capabilities of Contract
Manufacturers in the Global Computer Industry***

Ji-Ren Lee, National Taiwan University

Abstract:

Recent research suggests that the essence of dynamic capability lies in the ways that a firm utilizes and reconfigures its resource profile over time in response to environmental opportunities and threats. The present research extends this notion by functionally decomposing the essence of dynamic capabilities into a firm's efforts to upgrade and leverage its competence. Since different upgrading paths are possible, these efforts result in strategic heterogeneity. Heterogeneity in performance, in turn results from the firm's capability to manage both initiatives in a synergistic manner.

Based on this conceptualization and a set of operating and financial data of 160 Taiwanese electronics contract manufacturers over 1996-1999, this study provides a systematic investigation on the strategy-performance link. Our analytical results show that the constant upgrading of a firm's product design and manufacturing process competencies proves to be essential for value-creation. In addition, establishing effective inventory control while being able to deliver time-to-market manufacturing services is vital to their survival and economic success. Moreover, depending upon the types of products they offer, managing a balanced supply structure to support the needs of competence leveraging constitutes an important piece in the formation of dynamic capabilities. Overall, our results suggest that by combining the efforts of upgrading competence with activities for leveraging existing competence a firm can pursue its optimal productive opportunities and hence a higher economic performance.

Monday, Nov. 19, 2001, 10:30 a.m. – 12:00 p.m.

Competitive Session 3.2.4

Tomasz Lenartowicz, The University of Texas at Austin, tomlenart@mail.utexas.edu

Culture Assessment Revisited: The Selection of Key Informants In IB Cross-Cultural Studies

Tomasz Lenartowicz, The University of Texas at Austin
Kendall Roth, University of South Carolina

Abstract:

Culture is a central concept to the field of international business but according to our literature review of 138 empirical studies from the last 5 years, the topic of culture's assessment remains problematic. Most of the authors use values approach to assess culture, which seems correct, but methods that they employ for this assessment, direct or indirect value inference, have been criticized in the literature. To overcome the flaws of these two methods, this study attempts to provide a new methodology for the assessment of cultural values where we suggest that researchers should examine the respondents providing cultural values to isolate the most reliable informants. Based on previous literatures on cultural consensus theory, key informants and profile similarity, we advocate identifying a subset within the group that serve as key informants, or cultural experts, given that these individuals agree on what the values of the cultural group are. We provide an empirical illustration to demonstrate that this approach has critical implications for international research. We examine the impact of culture values on two marketing-related outcomes across two country samples: Brazil and the U.S. Traditional methods of assessing the values of a culture, both indirect value inference and direct values inference, result in no relationship between cultural values and our outcome variables. However, after selecting the cultural experts from the cultural groups, re-examining the data results in strong support for the relationship between the cultural values and marketing outcomes. The implications of these findings for cross-cultural research are discussed.

Saturday, Nov. 17, 2001, 12:00 p.m. – 1:30 p.m.

Poster Session

Michael Lord, Wake Forest University,
Michael.Lord@mba.wfu.edu

Strategic Investments In Emerging International Markets: Managerial Perceptions of Risks and Rewards

Michael D. Lord, Wake Forest University
Sally W. Fowler, American University

Abstract:

An inductive, multiple case study methodology was employed to examine how executives perceive, assess, and react to the risk inherent in making strategic investments in emerging international markets. Interestingly, decision makers

focused much more on the risk conditions and potential consequences of not investing instead of on the risks of investing. Moreover, rather than finding a one-dimensional perception of risk (e.g., negative returns on invested capital) and simple binary decision framing (e.g., threat or opportunity), we instead observed the simultaneous interplay of four interrelated perceptions and framings of risk.

Saturday, Nov. 17, 2001, 10:30 a.m. – 12:00 p.m.

Competitive session 1.2.1

Marjorie A. Lyles, Indiana University, mlyles@iupui.edu

Trust, Organizational Controls, Knowledge Acquisition from the Foreign Parents, and Performance in Vietnamese IJVs

Marjorie A. Lyles, Indiana University
Jeffrey Q. Barden, Duke University

Abstract:

Successful adaptation in strategic alliances "calls for a delicate balance between the twin virtues of reliability and flexibility" [Parkhe 1998]. On one hand, alliances and their parents must be flexible enough to respond to the uncertainties of competitive business environments because they can not feasibly plan for every possible contingency they might face. Yet, on the other hand, unfettered flexibility invites dysfunctional behavior, such as opportunism and complacency. This delicate balance accompanies a parallel balance between trust and control of the joint venture. The primary goal of this study is to empirically examine this relationship in the context of Vietnamese international joint ventures (IJVs) by building on the model of knowledge acquisition and performance in IJVs established by Lyles and Salk [1996].

This study makes three major contributions to the literature. First it confirms several findings of the original Lyles and Salk study [1996]. Second, we strengthen Lyles and Salk's original model by incorporating multiple measures of both interorganizational trust and control as independent variables. Finally, this study represents one of the first in-depth examinations of business in the emerging Vietnamese economy.

Monday, Nov. 19, 2001, 12:00 p.m. – 1:30 p.m.

Poster Session

Susan McGrath-Champ, University of Sydney, s.mcgrath-champ@econ.usyd.edu.au

Effects of Expatriate Training on Firm Performance: A Conceptual Approach

Susan McGrath-Champ, University of Sydney

Abstract:

Currently, there is little evidence to assess the impact of cross-cultural training programs on firm performance and venture success. The wide variety of the quality of current cross-cultural training experiences and the current focus on adjustment issues complicates any attempt to draw meaningful con-

clusions. Looking towards the future of international business, we present a model to integrate the design of cross-cultural training programs with a firm's strategic goals. This model highlights three aspects central to the design of an effective training intervention. First, a firm's strategic goals, specifically the market entry strategy and consideration of the firm's maturity are critical drivers for identifying relevant cross-cultural training needs. Second, cross-cultural training content should consider three primary content areas: cultural adjustment, job content/performance, and career development. These areas can contribute toward sustained and long-term competitive advantage in building an effective and committed workforce. Third, it is the joint efforts of expatriate and local workforces that will determine a firm's performance. Training needs for both expatriate and host-country nationals need to be adequately addressed in order for both groups to work to their potential. Implications for research and practice are discussed.

Saturday, Nov. 18, 2001, 10:30 a.m. – 12:00 p.m.
Workshop session 1.2.6

Michael J. Mol, Rotterdam School of Management,
 mmol@fac.fbk.eur.nl

***The Effects of External Sourcing On
 Performance: A Longitudinal Study of the Dutch
 Manufacturing Industry***

Michael J. Mol, Rotterdam School of Management
 Eric R. Gedajlovic, Rotterdam School of Management

Abstract:

Outsourcing is often thought to affect firm performance in a positive way. However, the scarce academic research available in this area is inconclusive. Establishing this relationship in empirical work has generally been a difficult process because hard performance data were missing and most research could only rely on cross-sectional data. This paper overcomes both of these problems by conducting a panel data study over a 5-year period, from 1994 to 1998. In the context of the Dutch manufacturing industry the effects of external sourcing on ROS are demonstrated to be negative. Furthermore there are several important interaction effects. Although subsidiaries of MNCs outperform their local competitors, using external sourcing is even more negative for them than for their competitors. This points at a liability of foreignness problem in managing local supply networks. Firms that face profit fluctuations are best off by not outsourcing activities but firms that face volume fluctuations seem to benefit from external sourcing. This paper contributes to the sourcing debate by providing new insights and using different data.

Saturday, Nov. 17, 2001, 12:00 p.m. – 1:30 p.m.

Poster Session

Lilach Nachum, Cambridge University,

Lilach.Nachum@econ.cam.ac.uk

***Liability of Foreignness in Global Competition?
 Foreign and Indigenous Firms in the City of
 London***

Lilach Nachum, Cambridge University

Abstract:

Based on a comparison of a sample of 887 foreign and British-owned financial service firms in the City of London, this study seeks to gain insights into the reasons for the increasingly dominant position of foreign-owned firms in the City of London. The findings show considerable similarity between foreign and British-owned firms in terms of their competitive advantages and the factors affecting their competitiveness, suggesting that foreign firms operating in the City do not suffer liability of foreignness to the extent suggested by theory. The implications of these findings for firms, policy makers, and for further theory development are outlined.

Saturday, Nov. 17, 2001, 3:30 p.m. – 5:00 p.m.

Workshop session 1.4.4

Christos Nicolaidis, University of Macedonia, cnicol@uom.gr

Multiple Paradigms in National and International Business Culture Research: Evidence from Empirical Findings

Christos S. Nicolaidis, University of Macedonia

Abstract:

The paper discusses the benefits of a cooperation between two major research paradigms, the functionalist and the interpretive, to national and international business culture research. It argues that current empirical evidence supports theoretical studies which stress the ability of a cooperative multiple paradigm to eliminate well-known research problems in national and international business culture research. Evidence indicates that the interpretive paradigm may offer ex ante insights and post hoc explanations regarding the formation and the particularities of a firm's corporate culture. At the same time the functionalist paradigm may help to render data comparable across heterogeneous national and IB samples as well as to replicate and generalise research outcomes. Overall the paper suggests that, despite paradigm contrasts, a cooperation between the functionalist and the interpretive paradigms may contribute to the quality of national and IB culture research. It may also enrich the critical ability of participant researchers and business practitioners as well as benefit the development of organisational culture theory itself.

Sunday, Nov. 18, 2001, 2:00 p.m. – 3:30 p.m.

Competitive Session 2.3.2

Neale O'Connor, City University of Hong Kong, acno@cityu.edu.hk

The Measurement and Structuring of Formal Incentive Systems in Chinese State-Owned Enterprises: An Empirical Analysis of Exogenous Influences

Johnny Deng, Jinglun Electronic Co., Ltd, P.R.C.
Neale G. O'Connor, City University of Hong Kong
Jingsong Tan, Zhongshan University, P.R.C.

Abstract:

The aim of this study is to provide extensive insight into the influences on the adoption of more formal incentive systems in China's State-owned and Collective-owned Enterprises (SOEs), an integral component of the latest round of China's market reforms. We undertake a structured analysis of relationships between several exogenous (Human resource decision rights of General Manager, Sales Growth, Production function intensity, Market competition, Stock market listing, Joint venture experience, Size) variables and specific incentive system components based on the Brickley et al. (1997) incentive system typology

(decision rights, performance measurement and reward structure).

Using survey data collected from middle-level managers representing over 400 SOEs, we test the hypotheses that higher performing SOEs will adopt a more formal measurement and market-based rewards in response to industry growth, market competition, stock market listing, joint venture experience and human capital investment. We also test the hypotheses that communist party influence, government involvement are expected to inhibit the extent of formal incentive system adoption. The results provide support for these hypotheses and have implication for our understanding of incentive structures in Chinese SOEs during the current reform period.

Saturday, Nov. 17, 2001, 10:30 a.m. – 12:00 p.m.

Competitive session 1.2.4

AAhad M. Osman-Gani, Nanyang Business School, NTU, Singapore, aahad@ntu.edu.sg

Influences of Culture on Negotiation Styles of Asian Managers: An Empirical Study of Major Ethnic Groups in Singapore

AAhad M. Osman-Gani, Nanyang Business School, NTU, Singapore

Abstract:

This paper reports findings from a study that systematically examined the relationship between culture/ethnicity and negotiation styles of Asian managers. In contrast to most of the prior studies, this study examined negotiation styles of managers working in a multicultural, multiethnic environment within a national entity. A validated instrument to measure negotiation styles was used on a group of 600 managers, and they represented the major ethnic groups in Singapore: Chinese, Malays, and Indians. Descriptive, univariate and multivariate analyses were used to identify the negotiation styles used by each ethnic group and to capture the inter-ethnic dimensions of the relationship. Empirical findings show that ethnicity significantly influences the negotiation styles of Asian managers from the major ethnic groups. Interesting differences were found among the Chinese, Indian, and Malay managers in their use of negotiation styles. Implications on research and practice are also discussed.

Monday, Nov. 19, 2001, 3:30 p.m. – 5:00 p.m.
Workshop session 3.3.4

Nitin Pangarkar, National University of Singapore ,
 fbapn@nus.edu.sg

***The Impact of Learning on Entry Mode Choice:
 An Empirical Study of Singaporean
 Multinationals***

Sreenivas Rajan, London Business School
 Nitin Pangarkar, National University of Singapore

Abstract:

In this study, we examine the impact of three different sources of learning—from organisational diversity, from rivals and from past performance—on the choice of entry mode in a foreign market. Based on a sample of 324 entries by 83 Singapore-based MNCs, we find partial support for the hypothesized relationships.

Monday, Nov. 19, 2001, 10:30 a.m. – 12:00 p.m.
Competitive Session 3.2.1

Pieter Pauwels, University of Maastricht, p.pauwels@mw.uni-
 maas.nl

***Strategic Flexibility and the Internationalization
 Process Model: An Exploratory Study***

Pieter Pauwels, Maastricht University, The Netherlands
 Paul Matthyssens, Erasmus University, The Netherlands

Abstract:

This paper investigates strategic flexibility in the internationalization process of the firm. It is argued that current economic and behavioral theories fail to capture the dynamic and non-linear character of internationalization processes as they can be observed in volatile environments. Nevertheless, this strategy process study builds upon the tenets of original internationalization models – internalization of knowledge through experiential learning – when an organizational capability perspective is presented as its theoretical framework. Within this framework, a typology of strategic flexibility is defined. Central to this study is an exploratory study of twelve cases of international market withdrawal, which is considered as a possible outcome of and/or leverage to strategic flexibility in the internationalization process of the firm. Through a longitudinal analysis of these episodes, we illustrate how strategic as well as tactical flexibility emerged in the decision-making process and materialized in strategic and organizational change. Ultimately, this study supports the thesis that international market withdrawal is an extreme form of (recursive) strategic progression in the internationalization process of the firm. The paper concludes with propositions on strategic flexibility in the perspective of the internationalization process of the firm.

Saturday, Nov. 17, 2001, 10:30 a.m. - 12:00 p.m.
Competitive 1.2.4

Andre Pekerti, The University of Auckland, a.pekerti@auckland.ac.nz

Cross-Cultural Perception of Leadership

Andre Pekerti, The University of Auckland

Abstract:

This paper examines the influence of culture on the way leaders and members (subordinates) perceive causes of success and failure in organisational tasks. Leadership attribution researchers suggest that leaders and members, in general, may have a propensity to make self-serving explanations for their own, as well as their subordinate's performance. This paper argues that the self-serving, as well as the actor-observer biases will be moderated by culture. That is, leaders and members with a sociocentric self-concept from high-context cultures may be biased towards external explanations, while leaders from low-context cultures with an idiocentric self-concept are consistent with predictions from previous research.

Sunday, Nov. 18, 2001, 4:00 p.m. – 5:30 p.m.
Workshop session 1.2.5

Bent Petersen, Copenhagen Business School, bp.int@cbs.dk

***Liability of Foreignness Dynamics
 – Different Learning Paths***

Bent Petersen, Copenhagen Business School
 Torben Pedersen, Copenhagen Business School

Abstract:

The paper looks at the dynamics of liability of foreignness of firms. Much has been written about how entrant firms create and sustain firm-specific advantages and advantages of multinationality that offset their liability of foreignness. Less attention has been devoted to the question of how entrant firms reduce their liability of foreignness: does entrant firms' liability of foreignness change over a period of time, and if so, what learning paths can be identified? Addressing these questions the explorative study draws on survey data of MNCs from three countries: Denmark, Sweden, and New Zealand. On the face of the data MNCs do not seem to reduce their liability of foreignness with elapsed time. However, a cluster analysis discloses that depending on their international experience MNCs display very different learning paths: whereas entrant firms with extensive international experience are able to reduce their perceived liability of foreignness over a period of time, novice entrant firms experience an increasing liability of foreignness.

Sunday, Nov. 18, 2001, 10:30 a.m. - 12:00 p.m.

Competitive Session 2.2.3

Michel C. T. Phan, University of Sydney,
m.phan@econ.usyd.edu.au

***Relational Competence and Relationship Quality
in International Business Partnerships: Do
Personality Traits Matter?***

Michel C. T. Phan, University of Sydney
Chris W. Styles, University of New South Wales
Paul G. Patterson, University of New South Wales

Abstract:

As business continues to globalize, firms are increasingly looking into international business partnerships as a means of expanding and competing in new markets. However, many of these partnerships fail. The causes of these failures have often been attributed to managers' inability to form and maintain successful relationships with their partners at an interpersonal level. The extant research in business-to-business relationships has largely focused on the firm-to-firm level and the macro-environment of these firms. We extend this stream of research to the interpersonal level by introducing the concept of relational competence from social psychology and linking it to existing relationship marketing constructs. We supplement our theoretical insights with an extensive exploratory qualitative study of international business partnerships in Australia, Indonesia, Malaysia and Thailand. The result is a theoretical framework for examining the impact of manager's relational competence on relationship quality.

Saturday, Nov. 17, 2001, 3:30 p.m. – 5:00 p.m.

Workshop session 1.4.4

Rebecca Marschan-Piekkari, University of Bath,
rebecca.piekkari@luukku.com

***Does Your Swedish Cut the Mustard?
The Power of Corporate Language in a Nordic
Post-merger Integration***

Rebecca Marschan-Piekkari, University of Bath

Abstract:

This paper examines the choice of corporate language in a Nordic merger and its power implications. Based on an ethnographic case study, we identify three perspectives that capture these implications. First, language competence is a power resource in organizational practice. Second, language is an essential element in the construction of professional identity. Third, language is a symbol of (re)colonization in integration processes of cross-border mergers.

Monday, Nov. 19, 2001, 12:00 p.m. – 1:30 p.m.

Poster Session

June M.L. Poon, University Kebangsaan Malaysia,
jpoon@pkrisc.cc.ukm.my

***Emotional Aptitude, Career Commitment, and
Career Success***

June M.L. Poon, University Kebangsaan Malaysia

Abstract:

This study examined whether attributes of emotional intelligence and career commitment predicted career success using both objective and subjective indicators of career success. Survey results from 221 adult education students with full-time employment indicated that career commitment predicted salary attainment and career satisfaction. Career commitment was also found to mediate the relationship between emotional aptitude and career satisfaction. There was, however, no significant relationship between emotional aptitude and salary attainment.

Saturday, Nov. 17, 2001, 3:30 p.m. – 5:00 p.m.

Workshop session 1.4.3

Sundaresan Ram, Thunderbird, rams@t-bird.edu

***Ownership, Marketing Orientation and Export
Performance of Malaysian Firms: An Empirical
Investigation***

Sundaresan Ram, Thunderbird

Abstract:

In this paper, we report the findings of an empirical investigation that compares the export performance of local firms and foreign firms in Malaysia. Using a mail survey, a sample of 190 firms (94 local and 96 foreign) was obtained. These firms were categorized into those with a marketing orientation and those with a selling orientation, using the scale developed by Baker et.al. (1984), and their export performance (relative to expectations) was measured and compared.

The key findings of the study are as follows:

1. Local firms showed no difference in export performance, regardless of whether they had a selling or marketing orientation.
2. Among foreign firms, those with a marketing orientation achieved higher export sales growth than those with a selling orientation.
3. Foreign firms with a marketing orientation placed a higher emphasis on the following management issues: supplier relations; access to quality raw materials; understanding international business culture; marketing networks as a source of competitive strength.
4. Foreign firms with a marketing orientation placed a higher emphasis on the following marketing issues: product uniqueness; consistent product quality; wide product range;

price competitiveness and cost control; reliability of delivery; promotions at trade fairs and exhibitions.

The results of our study in Malaysia are consistent with empirical research reported in the literature. Ownership per se is not the primary driver of export performance, but interacts with marketing orientation to account for a significant amount of the variance in export performance.

Sunday, Nov. 18, 2001, 4:00 p.m. – 5:30 p.m.

Workshop session 2.3.5

Alan Rugman, Indiana University, rugman@indiana.edu

Environmental Policy and International Business

Alan Rugman, Indiana University

Abstract:

This paper analyses the interactions between environmental policy and international business. More specifically, a conceptual framework is developed which allows us to classify the various types of environmental regulations facing firms engaged in international business. In addition, an analysis is performed of the different environmental strategies that can be pursued by multinational enterprises (MNEs). During the past few decades, environmental issues have increasingly come to the forefront, both on public policy agenda's and in corporate boardrooms. In the area of environmental policy, two issues are of particular importance to international business thinking. First, the implications for business of the rapid increase in international environmental regulations. Second, the specific challenges and strategic opportunities faced by MNEs as compared to domestic firms.

Saturday, Nov. 17, 2001, 3:30 p.m. – 5:00 p.m.

Workshop session 1.4.1

Alan Rugman, Indiana University, rugman@indiana.edu

A Note on Edith Penrose's Contribution to the Resource-Based View of Strategic Management

Alan Rugman, Indiana University

Abstract:

This note assesses the continued relevance of Buckley and Casson's (1976) book on the future of the multinational enterprise (MNE), against a background of increasing criticism voiced against transaction cost related scholarly work by a number of international management scholars. The paper attempts to demonstrate that the "schism" which can presently be observed in the field between international business and international management is misguided, and that the transaction cost/internalization school may lead to useful insights to both management scholars and managers. For this to occur, however, it is necessary to extend the empirical scope of transaction cost based reasoning to include the functioning of differentiated network MNEs. The paper also suggests that even now Buckley and Casson (1976) still represents a beacon of clarity and a superb starting point for the study of the MNE even if the complexity of this governance structure has grown far beyond what any international business scholar or even international management scholar could have predicted 25 years ago.

Monday, Nov. 19, 2001, 12:00 p.m. – 1:30 p.m.

Poster Session

Vivienne Shaw, University of Otago,

vshaw@commerce.otago.ac.nz

***International Marketing Program Standardisation:
A Study of the Top 500 German Companies***

Vivienne Shaw, University of Otago
Tobias Richter, University of Otago

Abstract:

This paper presents a study of the marketing program standardisation of the top 500 German companies by turnover with regard to their operations in overseas markets, including emerging markets. The primary aims of this study are to investigate the degree of marketing strategy standardisation by German companies with regard to their operations abroad and to examine the extent to which both external, country dimensions and internal, organisational factors influence the degree of marketing standardisation. These research objectives will be achieved by applying the marketing program standardisation framework developed by Jain (1989). Data has been collected from 86 German firms and the findings of the study will be available at the conference

Sunday, Nov. 18, 2001, 4:00 p.m. – 5:30 p.m.

Workshop session 2.3.5

Sukhpal Singh, IRMA India, ss@fac.irm.ernet.in

Multi-National Corporations and Agricultural Development: Political Economy of Contract Farming in the Indian Punjab

Sukhpal Singh, Institute of Rural Management, Anand

Abstract:

This paper looks at the practice and implications of contract farming in the Indian Punjab which faces problems of sustainability of farm incomes and ecological resources. The MNCs deal with large producers, contracts are biased, and perpetuate existing problems like high input intensity, and social differentiation, though farm incomes and employment have grown. There is an inherent contradiction in the objectives of contract system and that of the local economy.

* I wish to acknowledge the comments and suggestions which helped in making this paper more focused, particularly those from Martin Greeley and Shiva Sivaramakrishnan of the Institute of Development Studies (IDS), Sussex (U.K.) where I spent three months as a visiting fellow writing initial drafts of this paper in 1999 and presented two seminars. I am thankful to the Institute of Rural Management, Anand (IRMA) for facilitating the fieldwork with a grant and to the IDS Sussex for offering me visiting fellowship for the project on contract farming on which this paper is based. Thanks are due to LK Vaswani of IRMA for comments on the interview schedule and to the officials of the MNCs and the contract growers for sharing the information especially Dr. Aneesh Chawla of Pepsi Foods Ltd. Channo (Sangrur, Punjab), and Mr. H C Bahl and Dr. O P Thakur of HLL Ltd., Zahura (Hoshiarpur, Punjab). However, I am solely responsible for the errors and omissions, if any.

Monday, Nov. 19, 2001, 10:30 a.m. – 12:00 p.m.

Competitive Session 3.2.2

Donna L. Street, James Madison University, streetdl@jmu.edu

LOB and Geographic Segment Disclosures: An Analysis of the Impact of IAS 14 Revised

Donna L. Street, James Madison University

Abstract:

To better satisfy important information needs of users of financial statements, as set forth in the IASC Framework, the IASC issued IAS 14 Revised, Segment Reporting, in 1997. IAS 14R became effective for fiscal years beginning on or after 1 July 1998. This research examines the pre-IAS 14R and post-IAS 14R line of business (LOB) and geographic disclosures of a global sample of companies that refer to IAS to ascertain the impact and effectiveness of IAS 14R in practice. Specifically, this research considers whether the new requirements resulted in (1) a greater number of LOB segments for some enterprises, particularly those that previously claimed to operate in one LOB, 2) more meaningful, transparent geographic groupings, as opposed to the vague groupings associated with the original version of IAS 14, 3) companies reporting more items of information about each LOB and/or geographic segment, and 4) improved consistency of primary segment information with other parts of the annual report. Additionally, the research examines the extent to which IAS companies provided voluntary segment disclosures and issues associated with non-compliance.

The findings indicate IAS 14R resulted in a substantial increase in the number of items of information disclosed for each primary and secondary segment. Additionally, the consistency of segment information with introductory annual report material increased moderately. However, approximately ten percent of the companies continued to report segment information on a basis inconsistent with other sections of the annual report. On a less positive note, the results reveal that many companies continued to utilize broad, vague geographic groupings. The research also identified several instances where companies failed to provide all the items of information required for primary and/or secondary segments by IAS 14R, raising concerns regarding non-compliance.

Monday, Nov. 19, 2001, 12:00 p.m. – 1:30 p.m.

Poster Session

Danchi Tan, National Cheng Kung University,
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***An Empirical Investigation of the Utilization of
Expatriates:
Agency Theory and Transaction Cost Perspectives***

Danchi Tan, National Cheng Kung University
Joseph Mahoney, University of Illinois at Urbana-Champaign

Abstract:

While the literature has suggested many functions that expatriates serve for a multinational firm, the reasons why expatriates are more effective than local personnel in serving these functions needs to be more fully explained. This paper provides a comparative assessment of the governance choice of managerial services in a foreign subsidiary from the perspectives of agency theory and transaction costs economics. We develop a set of theoretically grounded hypotheses concerning the utilization of expatriates and local personnel in overseas operations of multinational firms, and we test these hypotheses on a sample of Japanese manufacturing subsidiaries in the United States. We find that Japanese firms have sent more expatriates when they transferred intangible assets, such as technological and advertising expertise, to their foreign subsidiaries, and when the U.S. industries they entered were characterized by great uncertainties, high extent of globalization, and tacit process knowledge. Japanese firms having greater U.S. manufacturing experience or making diversifying investments are found to have used fewer expatriates in their U.S. operations.

Monday, Nov. 19, 2001 1:30 p.m. – 3:00 p.m.

Competitive Session 3.3.2

Dean Tjosvold, Lingnan University, tjostvold@ln.edu.hk

***Supply Chain Relationships for Customer
Satisfaction in China: Leadership,
Interdependence, and Cooperative Goals***

Alfred Wong, Lingnan University
Dean Tjosvold, Lingnan University
Zhang Pengzhu, Xian Jiatong University

Abstract:

Organizations world-wide are experimenting with ways to develop partnerships with suppliers and distributors to meet the demands of the marketplace. However, developing effective relationships across organizations has proved difficult. This study develops a model based on the theory of cooperation and competition to clarify the supply chain relationships and interactions that contribute to customer satisfaction. Results of structural equation analyses suggest that organizations and suppliers and organizations and distributors who recognize each other's importance develop cooperative rather than competitive and independent goals. With cooperative goals, they come to trust each other and work for continuous improvement that in turn

result in the products and service that satisfy customers. Results were interpreted as suggesting that Deutsch's theory of cooperation and competition, although developed largely through North American research, is useful for analyzing supply chain partnerships in East Asia and that cooperative goals are an important way to develop effective supply chain partnerships.

Monday, Nov. 19, 2001, 3:30 p.m. – 5:00 p.m.

Workshop session 3.3.5

Annique Un, Cornell University, annique.un@alum.mit.edu

***Determinants Of Organizational Innovation
Capability In U.S. And Japanese MNEs***

Annique Un, Cornell University

Abstract:

This paper analyzes how companies develop the innovation capability by analyzing organizational factors and management practices that facilitate knowledge mobilization and creation for innovation. From in-depth comparative case studies, this study proposes that cross-functional communication frequency and overlapping knowledge influence this capability. While cross-functional communication frequency facilitates knowledge mobilization, overlapping knowledge facilitates the creation process. Moreover, it proposes that a set of management practices relate to how employees are managed, specifically selection, orientation, reward, control over the reward, work pattern, and development, not only support this capability directly but also indirectly by generating cross-functional communication frequency and overlapping knowledge. The empirical tests using 182 innovation teams of 38 MNEs support these propositions. Specifically, cross-functional communication frequency and overlapping knowledge support a wide range of capability outcomes: product innovation, customer satisfaction with the innovation, efficiency, and speed-to-market of the innovation. For management practices, the results reveal that cross-functional development of professional employees is the key practice as it facilitates a wide range of outcomes of this capability: product innovation, customer satisfaction, efficiency, and speed-to-market of the innovation. Moreover, it indirectly supports this capability by facilitating both cross-functional communication frequency and the accumulation of cross-functional overlapping knowledge. The control over individuals' rewards divided between functional and non-functional managers, orientation, and team-based work patterns support cross-functional communication frequency, which facilitates knowledge mobilization. However, cross-functional development not only provides the benefits of these practices, but also enables the acquisition of overlapping knowledge, which support the new knowledge creation process and thereby the overall innovation capability.

Sunday November 18 10:30 – 12:00 p.m.

Competitive Session 2.2.4

Annique Un, Cornell University, annique.un@alum.mit.edu

How Do Firms Develop the Capability to Mobilize and Create Knowledge for Innovation: Comparative Case Studies of Japanese and U.S. Firms

Annique Un, Cornell University

Abstract:

This study analyzes how Japanese and U.S. companies develop the capability to mobilize and create knowledge for innovation. The comparative case studies of Japanese and U.S. companies located in the United States and Japan reveal that companies use one of three models –organization, projectteam or mixed– to develop this capability. Japanese companies tend to follow the organization model, which means that they invest at the organization level in managing their employees such that the organization-level processes that support innovation are generated independent of when they are used in the process of innovation. U.S. companies located in the United States tend to use either the project team or the mixed model. Companies that follow the project team model only invest at the project level when organized for innovation by managing their employees such that similar innovation-supporting processes are generated. Companies that use the mixed model manage their personnel at both levels but do not use all the practices used by either the companies that follow the organization or the project team model. In terms of efficacy of these models, the organization model is associated with greater capability to generate innovation, followed by the mixed and the project team model. [199]

Saturday, Nov. 17, 2001, 10:30 a.m. – 12:00 p.m.

Competitive session 1.2.3

Davina Vora, University of South Carolina,
voradap2@smail.badmn.sc.edu

A Model of Dual Organizational Identification: The Case of Subsidiary Managers in Multinational Corporations

Davina Vora, University of South Carolina

Abstract:

We suggest that, under certain conditions, subsidiary managers can experience dual organizational identification and that this state may have important implications for both individuals and organizations. We define dual identification and characterize it by its relative magnitude and type. We present a model of dual organizational identification for the case of subsidiary managers in MNCs, proposing a number of antecedents to and consequences of this state.

Monday, Nov. 19, 2001, 3:30 p.m. – 5:00 p.m.

Workshop session 3.3.4

Yue Wang, University of Melbourne,
y.wang6@pgrad.unimelb.edu.au

Contractual Joint Ventures in China: Contractual Choice and Transaction-Specific Features

Yue Wang, University of Melbourne

Abstract:

Contractual joint ventures are hybrid contractual arrangements that possess aspects of both long-term subcontracting and an equity-based hierarchy. Its complex character has remained understudied despite its importance as an investment form in South China, especially for Hong Kong firms. Drawing on data from structured interviews with 65 CJVs in South China province of Guangdong during 2000, we found that the CJV had contracting advantages that reduced the costs of contracting compared to equity joint ventures (EJVs) and market-based processing and assembling (P&A) arrangements, including flexibility, quick return on investments and low adjustment costs to market changes or technical upgrading. For Hong Kong firms the CJV allowed high levels of managerial control analogous to a wholly-owned foreign enterprises. The transaction-specific features of the CJV have changed over time with significant increases in the technological level. Two measures of transaction specific investments were constructed. We show that CJV remain an efficient governance structure when asset specificity is mixed. These findings hold when CJV size, age and industry are considered.

Sunday, Nov. 18, 2001, 10:30 a.m. - 12:00 p.m.

Competitive Session 2.2.4

Klaus Weber, University of Michigan, weberk@umich.edu

Brain Circulation, Capital Flows, and the World Order: A Computer Simulation of Migrant Economic Activity

Mina Yoo, University of Michigan
Klaus Weber, University of Michigan Business School

Abstract:

Despite the fashionable use of the terms “global village” and “global citizen”, national boundaries remain far from blurred when it comes to migration. State policies guard against the free flow of people much more than the flow of goods and capital. Yet, despite its potentially profound social and economic effects, migration patterns have received little attention in debates of economic globalization. Should migration of qualified people be seen as harmful ‘brain drain’ for sending countries? How do immigration policies affect immigrant economic participation? And when and how may economic participation in the host country have repercussions on the socio-economic developments in the immigrants’ countries of origin? These are

the questions that we address in our study of migrant economic activity, focusing on highly skilled migrants. We draw on literatures on migration, state policy and capital dependency to develop a model that explores dynamic connections between immigration flows, migrant entrepreneurial activity, and the circulation of human, social and financial capital through migrants. Our aim is to explore long term effects of these processes on the global economic hierarchy between nations in world system terms. We devise a simple two-country model between the recipient and sender of immigrants to simulate how each is affected by migration. Based on our findings, we identify key parameters that require research to advance our understanding of global development. We also point out tentative policy implications of our findings.

Monday, Nov. 19, 2001, 10:30 a.m. – 12:00 p.m.
Competitive Session 3.2.2

Wihlborg, Clas, Copenhagen Business School, cw.fi@cbs.dk

Recognizing Macroeconomic Fluctuations in Value Based Management

Lars Oxelheim, Inst. of Economic Research, Lund University
 Clas Wihlborg, Copenhagen Business School

Abstract:

Value Based Management (VBM) has become a common tool for ex ante and ex post evaluation of corporate strategies and projects from the perspective of shareholder wealth maximization (SWM). VBM-frameworks are designed to support investment and divestment decisions, ex post evaluation of management and their major strategic decisions, and bonus-systems. Traditional VBM frameworks, of which EVA is the most well-known, make no distinction between sources of temporary changes in performance, and sources of performance reflecting the intrinsic competitiveness of the firm. Temporary changes in performance are often caused by macroeconomic fluctuations. In this article we develop an approach for “filtering” the impact of macroeconomic fluctuations from measures of performance in order for management to obtain better information for purposes of investment, divestment, and exposure management decisions. The “filtered” performance measures are also useful for bonus schemes. A case study illustrates our approach, and it demonstrates the importance of recognizing the magnitude of effects from macroeconomic fluctuation in order to make appropriate decisions with the objective of maximizing shareholder value.

Monday, Nov. 19, 2001, 12:00 p.m. – 1:30 p.m.

Poster Session

Michael A. Witt, Harvard University, mwitt@pop.fas.harvard.edu

Corporate Reconnaissance: Information Loops in Japanese Industries

Michael A. Witt, Harvard University

Abstract:

This study explores “information loops,” a form of firm networking that despite its prevalence and importance especially in the Japanese economy has largely eluded systematic exploration. It argues and presents evidence that these loops, which connect firms with other firms and non-firms in the same industries, represent an important mechanism for Japanese firms to gather the external information they require for strategic and operational planning. Among others, this result has important implications for foreign entrants into the Japanese market by illuminating that these networks represent useful resources rather than collusive threats or bewildering curiosities.

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Holding our AIB 2002 meeting in Puerto Rico suggests a conference theme that focuses on the interaction of geography and international business. We include not only the geography of microstates such as Puerto Rico, but all varieties of geography. Country characteristics such as size, location (proximity to Triad countries, tropical or temperate zone, border neighbors) and internal geographic features (landlocked, islands, waterways) can be important attractions or deterrents to international business. Much recent IB literature draws its inspiration from geography; consider, for example, the now-familiar terms, "sticky places in slippery space", "hot spots and blind spots", "clusters and networks", "black holes" and "agglomeration economies". At the same time, the absence of geography also is of critical interest to IB scholars; consider the terms "globalization", "death of distance", "cyberspace" and "sovereignty@bay". At the AIB 2002 convention, *Geographies and International Business* will be the general theme. Some of the questions we would like to address are the following:

- In the past, how has international business shaped geographies, and how have geographies shaped international business? What trends do we expect in the future? What roles do governments and firms play in this process, at the local, national, regional and multinational levels? How are international institutions and non-governmental organizations such as the WTO and NAFTA altering the economic and political dimensions of geography? How are MNE-state relations affected by these geographic shifts?

- Is geography becoming more or less important for international business? Is the optimal geographic space national, regional or global? Integration schemes (Mercosur, NAFTA) and common currencies (euro) are inducing MNEs to reorganize their affiliates into self-sustaining regional core networks. Region-specific advantages may now be more important

than country-specific advantages for firm competitiveness. At the same time, we may be witnessing the "death of distance". The decline in trade barriers and FDI regulations have encouraged MNEs to circle the globe with complex value chains, linked together by intrafirm trade flows. Modern modes of exchange, accommodated by advances in technological platforms (the Internet), are making globalization a reality for many businesses. Which geographic boundary – national, regional, global – is the appropriate mindset for international business managers?

- Clustering of firms is a key characteristic of today's international businesses. Geographic clusters of firms have created "sticky places" within countries and along borders. What are the linkages between MNEs and technology clusters such as Silicon Valley and Bangalore? How can governments create and sustain "hot spots" of innovation and avoid "blind spots"? How are firms, governments and technology changing the role of international financial centers such as New York, London and Tokyo?

- Political economists equate the "old international division of labor" (1900-70) with MNEs from developed countries (North) extracting raw materials from developing countries (South). The "new international division of labor" (1970-90) was based on offshore manufacturing, as MNEs shifted labor-intensive manufacturing stages to export processing zones in the newly industrializing countries of East Asia and Latin America. How is the international division of labor affected by the shift from mass to lean production, the growth in e-business, and the replacement of trade in goods with intangibles and services? How are the transition economies and other emerging market economies being integrated into the international division of labor? Where is Africa in this process? What are the economic, social and political implications of these geographic changes for nations, economic development, and the

income gap between rich and poor?

- How can microstates, city-states and other small territories develop and sustain competitive advantage in an increasingly regionalized and globalizing world? What role has FDI played in the development of small countries? Tax havens, tourist playgrounds and export processing zones have been the traditional roles for microstates. Are they roles that will create competitive advantage in the 21st century? Is tax-haven status a credible strategy when the OECD countries are increasingly focusing on eliminating these "black holes" in the tax universe? Small states are home as well as hosts to international businesses. What do we know about multinationals from microstates? How do they differ from traditional MNEs?

- How are the strategies and structures of firms affected by geography? What is the appropriate new "mental model" for MNE managers if the national responsiveness-global integration matrix is no longer appropriate? What are the optimal geographic spaces for functional activities, such as marketing, finance and operations management? Firms also cluster, as strategic alliances and networks, and as business groups (grupos, keiretsu, chaebols); how has geography affected their clustering patterns? How is competitive interaction among rival MNEs influenced by their geographic scope?

- How is the Internet affecting the strategies and structures of international businesses? Does the Internet facilitate the birth of "born global" firms? How is the Internet affecting MNE-state relations? Is sovereignty@bay when business takes place in cyberspace?

In summary, the conference theme for the AIB 2002 meetings is *Geographies – cities, borders, microstates, islands, clusters, conduits, platforms, export processing zones, industrial districts, regions, globalization, cyberspace – and International Business*.

Conference Tracks:

1. Conference Theme: Geographies and International Business
2. Accounting & Taxation
3. Alliances and Networks
4. Business Strategy, Entrepreneurship and New Ventures
5. Economics and Finance
6. Emerging Markets and Transition Economies
7. Macro-Organizational Behavior and Organization/Institutional Sociology
8. Marketing and Supply Chain Management
9. Micro-Organizational Behavior and Human Resource Management
10. International Political Economy, MNE-State Relations, Business History and Law

1. General Submission Process

Submissions must be electronic (email, web or diskette; email is preferred). Email submissions must be sent to aib2002@tamu.edu.

We hope to have a web-based submission process also; for further information, please check the AIB website (<http://www.aibworld.net>) in the early fall.

Submissions sent by regular mail must include a diskette or CD that meets the exact same requirements as the email process (see below). Regular mail must be sent to the following address:

Prof. Lorraine Eden
AIB 2002 Program Chair
Department of Management TAMU 4221
Texas A&M University
College Station, Texas 77843-4221
USA

All submissions must be received by Monday, December 17, 2001. If possible, please get your submissions in early! Many universities close down over the winter holidays. Texas A&M will be closed from Dec. 21, 2001, until Jan. 2, 2002. In addition, with the high volume of mail (paper, courier, fax, email) in December, disruptions are possible. Mail from overseas may take up to one month in transit. Computer servers can be overloaded and crash. For all these reasons, we recommend you submit early.

2. Selection of Track and Session Format

Authors must make two initial submission decisions: (1) the most appropriate track and (2) the most appropriate type of session format. Select the track from the list in the Call for Papers.

There are three types of sessions constructed from individual paper submissions: competitive, workshop and poster sessions. The most polished papers should be submitted for inclusion in **competitive** sessions. Less finished papers should be submitted for **workshop** sessions. Workshops are less formal sessions designed to provide researchers with shared interests the opportunity to discuss their work. Competitive and workshop sessions have chairs and discussants, with normally more papers presented in the workshops. Interactive **poster**

sessions are designed for shorter, work-in-progress pieces. Poster sessions encourage informal, two-way interaction between the author and individuals with similar research interests.

In addition to individual paper submissions, AIB members may submit **panel** proposals. Panels are complete sessions organized as a single submission by the panel chair. Panels may have a variety of formats. Examples include: traditional presentations of competitive or work-in-progress papers, roundtables with no formal papers, innovative presentations utilizing software or film, and professional development workshops.

Professional development workshops may also be organized as special pre- or post-conference activities. Individuals interested in organizing such panels are urged to contact the Program Chair, no later than **October 1, 2001**, at aib2002@tamu.edu.

3. Email Submissions

Email submissions must be sent to aib2002@tamu.edu on or before Dec. 17, 2001. In the body of your email message, put the following information, in the exact order shown. Also put the exact same bulleted information in a separate MS Word file attached to the email:

- Requested Track (the most appropriate track; list two tracks if two are appropriate).
- Requested Session Format (competitive, workshop, poster or panel).
- Paper Title or Panel Title.
- Four key words that identify your paper or panel.
- Name of the contact author and email address to be used for all correspondence.
- Name, affiliation, mailing addresses, phone, fax, and email addresses for all participants. Please provide personal contact information that will be valid from Dec. 17, 2001 through the conference dates. If you anticipate changing addresses, please include both sets of contact information and the date when the change will take effect.
- 150-200 word Abstract.
- Special requests: Special scheduling requests (e.g., particular dates) must be made at the time of submission. Overhead projectors will be supplied in most rooms; please note any requests for other equipment directly on the submission.
- Volunteer: Please indicate if you are willing to: (1) review paper/panel submissions in January 2002 and/or (2) be a conference chair and/or discussant.
- Word processing program used in the submission (Word or Adobe Acrobat and version).
- Operating system used to prepare the submission (Windows, Mac, etc.).
- A statement that the submission contains only original work that has not been published elsewhere, and that it is not scheduled to be published anywhere.

The actual paper or panel submission should be attached to your email as a single file (see below for specific instructions). That is, **your email message should include the bulleted information, and have two file attachments: (1) the same bulleted information as a MS Word file, and (2) your paper or panel submission.**

Diskette or CD submissions sent by mail must include both electronic files, together with printed versions of both files.

3.1. Specific Instructions for Paper Submissions

- Competitive and workshop papers must be less than 10,000 words inclusive of all materials; poster

(cont'd on next page)

papers no more than 7,500 words.

- Each proposal must state, on its front page at the top right, the requested Track (number and title) and Session Format (competitive, workshop, poster).
- Submissions must be on letter paper, with double-spaced text and a font size of 11 points or larger. Please follow the JIBS Style Guide (see <http://www.jibs.net>).
- The document file must be submitted either in MS Word or as an Adobe PDF file (Adobe is preferred).
- The entire document must be embedded in a single electronic file. Manuscripts that are submitted as several separate files will be returned to the author and not processed.
- The document file must be checked for viruses with an updated anti-virus software utility before submission. A free virus scanner is available at: <http://housecall.antivirus.com/>.

3.2. Specific Instructions for Panel Submissions

- Panel proposals must be submitted by the panel chair and include:
 - A title page that includes the name and contact information for all participants and identifies their roles.
 - An Overview Statement of the main issues in the panel.
 - An explanation of why the panel should be of interest to AIB members.
 - A description of the session format (e.g., paper presentations, roundtable, professional development workshop).
 - A 1 to 3 page synopsis of each presentation/activity.
 - Emails or signed letters from each participant, indicating s/he will participate if the panel is accepted.
- Panel proposals should be no more than 5,000 words inclusive of all materials.
- Each proposal must state, on its front page at the top right, the requested Track (number and title) and Panel Session Format.
- Submissions must be on letter paper, with double-spaced text and a font size of 11 points or larger.
- The document file must be submitted either in MS Word or as an Adobe PDF file (Adobe is preferred).
- The entire document must be embedded in a single electronic file. Manuscripts that are submitted as several separate files will be returned to the author and not processed.

4. After Submission

Authors will be sent an email message from the AIB Program Chair acknowledging receipt of their submission on or before Friday, **Dec. 21, 2001**. If you do not receive an acknowledgement by that date, please email aib2002@tamu.edu.

All proposals will be subject to a double-blind review process. Paper proposals will be evaluated using the following criteria: interest to AIB members, analytical rigor, quantitative methods, innovativeness, and significance of conclusions. Panel proposals will be evaluated on the following criteria: interest to AIB members, quality, innovativeness, fit with conference theme, participants from multiple universities.

We will be enforcing the **Rule of Four** whereby each person can participate (as author, presenter, panelist, chair and/or discussant) in no more than four slots on the program, with two exceptions. It counts as only one submission if an individual is both chair and paper giver in the same session, and the rule does not apply to pre-conference activities (e.g., workshops) or listings resulting from AIB officer roles.

Contact Information

For the most up-to-date information, visit the 2002 event page on www.aibworld.net.

Meeting Registration

Academy of International Business
University of Hawai'i, CBA, C-306
2404 Maile Way
Honolulu, HI 96822-2223 USA
E-mail: aib@cba.hawaii.edu

For the most up-to-date information, visit our website at: <http://www.aibworld.net>
Tel: 808-956-3665 Fax: 808-956-3261

Hotel Information

Caribe Hilton San Juan - AIBA062702
Los Rosales Street
San Gerónimo Grounds
San Juan, Puerto Rico
<http://www.carbehilton.com>

Reservations

Tel: 787-721-3171 Fax: 787-724-6992
E-mail: Reservations@CaribeHilton.com
Info@CaribeHilton.com
GuestServices@CaribeHilton.com

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UPR and Local Information

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San Juan, PR 00931-1848 USA
E-mail: aib2002@rrp.upr.edu
Tel: 787-764-0000 x3962 Fax: 787-763-6911

2002 AIB Annual Meeting Registration Invoice Form

Caribe Hilton - San Juan, Puerto Rico • June 28 - July 1, 2002

Please mark the appropriate box(es)
Print or type all information clearly

- Registration for AIB 2002 Annual Meeting
- Renewal of current AIB Membership
- Application for new membership in the AIB
- Purchase of Guest Event Tickets
- Updating address or other info (Current Member)

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REFUND POLICY for cancellation:
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Return this form (or a copy) with your payment to ensure proper recording of your payment.

MAIL: Academy of International Business
College of Business Administration
University of Hawai'i at Manoa
2404 Maile Way, C-306
Honolulu, Hawaii 96822-2223 USA

FAX: (808) 956-3261

REGISTRATION FEES

(Includes meeting registration, coffee breaks, poster sessions with refreshments, Presidential Reception, Gala event and Dinner, Awards Luncheon, bag, Proceedings, and more.)

Note: Non-members must pay the registration fee plus one year of membership to register. Only valid members as of June 2002 may register without paying dues.

AIB MEETING REGISTRATION FEE \$ _____

EARLY AIB MEMBER REGISTRATION: US\$300.00
If received after March 15, 2002 - US\$350.00
(add US\$85 for one year of membership)

STUDENT AIB MEMBER REGISTRATION: US\$175.00
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(need valid University ID - include photo copy)

LOW INCOME AIB MEMBER REGISTRATION: US\$175.00
(add US\$45 for one year of membership)
(gross annual income less than US\$25,000)

LATE REGISTRATION FEE

For payments received AFTER May 15, 2002
Add US\$50.00 to the above registration fee + \$ _____

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Become an institutional member:

Your school can join the prestigious schools above by becoming an institutional member of the AIB. Forms are available in each newsletter and on our Web site (<http://www.aibworld.net>). Please feel free to contact the AIB Secretariat if you have any questions about membership by emailing aib@cba.hawaii.edu.

Terms of Membership:

For an annual fee of US\$1,000, a school may designate two faculty members to receive AIB membership and two to receive registration at the AIB's Annual Meeting. A Ph.D. candidate may also be nominated to receive membership and meeting registration provided that he or she commits to attending the Doctoral Consortium. Each participating institution will be recognized once a year in both the AIB Newsletter and the Annual Meeting Program.



AIB INSTITUTIONAL MEMBERSHIP APPLICATION

ACADEMY OF INTERNATIONAL BUSINESS

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INSTITUTION'S CONTACT INFORMATION			
<i>Please type or print clearly and remit payment with form.</i>			
FIRST NAME	INITIAL	FAMILY NAME	
POSITION TITLE		ORGANIZATION	
STREET ADDRESS LINE 1			
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Make cheques payable to the Academy of International Business. Applicants outside the US must pay by credit card or remit funds by means of an international money order denominated in US dollars or by a check drawn upon a US bank. Foreign cheques must have micro-encoded banking information, including the ABA routing number at the bottom of the cheque, a US bank address and have the US dollar amount imprinted on them. The regular annual membership dues of \$85 and the Student and Low-income annual membership of \$45 in the Academy of International Business both include \$40 for a one-year subscription to the Journal of International Business Studies. (Federal Employer ID #23-7442958).

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2404 Maile Way (C-306)
Honolulu, HI 96822-2223 USA

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NAMES OF NOMINEES		
- Please write the names of the individuals at your institution who will receive the benefits listed below.		
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- Check off the box for "Institutional Nominee" on the form.		
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FIRST NAME	INITIAL	FAMILY NAME
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E-MAIL		
Our institution nominates the following two individuals to attend the AIB's Annual Meeting in San Juan, Puerto Rico on June 28 -July 1, 2002.		
REGISTRATION #1 (name only if same as #1 above)		
FIRST NAME	INITIAL	FAMILY NAME
POSITION/TITLE	FAX NUMBER	
E-MAIL		
REGISTRATION #2 (name only if same as #2 above)		
FIRST NAME	INITIAL	FAMILY NAME
POSITION/TITLE	FAX NUMBER	
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For information, please contact:
AIB Executive Secretariat
James R. Wills Jr., Executive Secretary, or
Laurel King, Managing Director
2404 Maile Way
University of Hawai'i, CBA C-306
Honolulu, Hawai'i 96822 USA

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