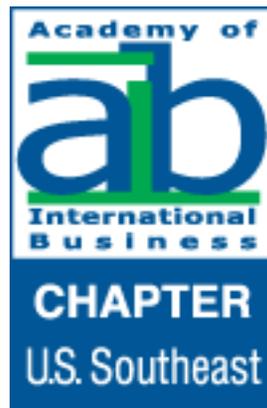


**Proceedings of the
Annual Meeting of the
Academy of International Business – Southeast USA**



***“Crossing Borders:
The Impacts of Trade and Tourism”***

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**Editor:
Jeffrey A. Kappen, Drake University, Program Chair**

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2016 AIB US Southeast Awards

Best Conference Paper sponsored by the University of Tampa / SYKES Corporation

Going Global: A Longitudinal Assessment of Cultural Change at the Individual and National Levels

Rachida Aissaoui, Ohio University, USA
Frances Fabian, University of Memphis, USA

Best Conference Theme Paper on Trade and Tourism sponsored by Drake University

Determinants of Export Performance in Brazilian Agribusiness: Competitive Resources and Institutional Environment

Brigitte Renata Bezerra Oliveira, Universidade Federal Rural de Pernambuco, Brazil
Erica Kovacs, Georgia State University, USA
Walter Fernando Arajo de Moraes, Universidade Federal Rural de Pernambuco, Brazil
Marcio Pimentel, Universidade Federal Rural de Pernambuco, Brazil

William J. Ziegler Best Ph.D. Student Award sponsored by Asia Institute, China

The Strategic Alignment of Brand Behavior with Country Personality

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Peter Magnusson, University of Alabama, USA

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Successfully Entering the Emerging Market of Brazil: A Legitimacy Perspective

Jason Hoop, Florida Gulf Coast University, USA
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Nicholas Cid, Florida Gulf Coast University, USA
Russel Maylott, Florida Gulf Coast University, USA
Amanda Niemczyk, Florida Gulf Coast University, USA
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John Shelton, Florida Gulf Coast University, USA

Best Undergraduate Student Research Award sponsored by National Research University – Higher School of Economics, Russia

The Importance of Corruption, Cultural Similarities, and Geographic Distance in the Location of Foreign Direct Investment

Krissa Nakos, University of Georgia, USA

Best Reviewer Award Sponsored by Johnson and Wales University

Maria Fernanda Arreola, ESSCA School of Management, France

Best Student Reviewer Award sponsored by University of the District of Columbia

Clark Johnson, University of St Louis, USA

Conference Theme
The Impact of Trade and Tourism

Accepted Interactive Papers

Paper ID. 49

Entrepreneurial Potential in Peru: A SWOT Analysis

Kelsey Nesland, Dalton State College, USA

Raina M. Rutti, Dalton State College, USA

The purpose of this study is to examine how accounting, economics, and financial practices influence entrepreneurial potential specifically to the country of Peru. The excessive volume of current foreign trade has been a key factor in Peru's emerging economy, and has been the topic of conversation in how to recover the country's stability. For the purpose of this study, SWOT analysis is used to portray a clear picture of the economy and assess influences on its economy. Findings of this paper indicate Peru is a developing country characterized by its high level of foreign trade providing many opportunities for entrepreneurial ventures in Peru's economy. However, barriers in the form of extreme poverty and corruption limit entrepreneurial opportunities. Despite these limitations, forecasts for the immediate and long term remain positive. Peru is expected to draw future domestic and foreign investment in many areas, including industry and financial institutions, which will generate new opportunities for private enterprise development. Foreign investment in tourism, mining, and agricultural also create opportunities for entrepreneurial growth in the country. For future research, a greater sample of authorities is recommended to fully understand the potential entrepreneurial opportunities in Peru.

Keywords: sustainability, community development, Peru, SWOT analysis

Paper ID. 97

*Perceptions of US Travelers and the
Potential Economic Benefit of Tourism to Cuba*

Stan Suboleski, Georgia Southern University, USA

Deborah Howard, Georgia Southern University, USA

Lindsay Gribble, Georgia Southern University, USA

Through extensive research, surveys, data collection and review, we want to investigate the perceptions of US citizens on trade and travel within Cuba since the US has started to open relations with them in recent years. Through this process, we also want to determine which factors do or do not have an effect on an individual's willingness to travel to Cuba and how much of an impact these perceptions have. Upon collecting and analyzing received data, we want to be able to provide what aspects of Cuban travel are important to US tourists and shine a light on the benefits that come along with open relations with the US for Cuba.

Keywords: tourism, travel management, social impact

Paper ID. 103

Economic Impact of Hosting the Olympics

Stan Suboleski, Georgia Southern University, USA
Eric Wyles, Georgia Southern University, USA
Timothy Coleman, Georgia Southern University, USA
Allen Lincoln, Georgia Southern University, USA
Josh Hall, Georgia Southern University, USA
Matthew Griffin, Georgia Southern University, USA

Many cities have the preconception that hosting the Olympics will result in a boost in the economy. But is this conception true? This study will examine the economic impact as a result of hosting the Olympic Games. In order to evaluate the impact, we intend to use five key measurements. The measures included in the research are gross domestic product, consumer price index, current employment statistic, international tourism, and money supply. These quantitative measurements will be gathered for the previous eight host sites including Australia, United States, Greece, Italy, China, Canada, United Kingdom, and Russia. Once we have collected sufficient data, we will determine the economic impact from hosting the Olympics, if any.

Keywords: economic development

Paper ID. 104

Fully Integrating Food Trucks in the Restaurant Industry

Stan Suboleski, Georgia Southern University, USA
Patrick Carter, Georgia Southern University, USA

This exploratory study delves into explaining what food trucks are, some of their history, and what purposes they serve in the restaurant industry. It compares how they are used by entrepreneurs and restaurant corporations while also giving some insight on how food trucks can further be used in those individual segments. There is also a section in the paper on how entrepreneurs and restaurants companies could possibly collaborate to benefit each other using food trucks. The six articles that were used in the paper serve to ground the main points discussed within this study. They were found through online databases and search engines.

Keywords: social impact, community development, food trucks

Paper ID. 122

Dealing with Corruption in the Sub-Saharan African Water Business

Alison Saccento, Florida Atlantic University, USA

Daniel Rottig, Florida Gulf Coast University, USA

Aaron Seitz, Florida Atlantic University, USA

Will Wood, Florida Atlantic University, USA

Christopher Patton, Florida Atlantic University, USA

Although the United Nation's 2015 Millennium Development Goal for access to clean drinking water was met, only 61% of people in Sub-Saharan Africa (SSA) benefited from an improved water source (WHO/UNICEF, 2015). Water is big business but it is heavily impacted by corruption. Due to the threat that corruption creates, MNCs interested in entering Sub-Saharan Africa must understand the risks associated with working in this region and deploy effective strategic responses to combat local corruption in order to be successful. Based on a qualitative research approach comprising semi-structured executive interviews, this paper analyses corruption in the SSA water business. The paper identifies the different water sectors within Sub-Saharan Africa and the respective types of corruption, and sketches out corporate countermeasures MNCs entering these sectors can use to manage corruption, and so reduce the negative effects of corruption on their business operations. In this context, the paper discusses several foreign corrupt practices act (FCPA) related implications. Furthermore, the paper examines strategic responses to corruption and so aims to contribute to a better understanding about how to deal with corruption in the Sub-Saharan African Water Business.

Keywords: institutional environments, global economics, location choice

Culture and Cultural Theory
Accepted Competitive Papers

Paper ID. 26

*Going Global: A Longitudinal Assessment of Cultural Change
at the Individual and National Levels*

Rachida Aissaoui, Ohio University, USA
Frances Fabian, University of Memphis, USA

The extent of convergence of cultural values across nations is the subject of wide debate in international management research. In light of conflicting evidence, we highlight two misconceptions in current theory: 1) culture is often viewed as a unilevel construct, and 2) the globalization of cultures follows a top-down-bottom-up process. We differentiate between the national versus individual value levels of analysis, specifically arguing that different factors drive the adoption of global values at each level. We perform three sets of structural equation models, including mediation and multivariate longitudinal analyses, to test our hypotheses. We find that while individual values are influenced by commonly-theorized factors thought to trigger global values, notably wealth, at the national level the relationship is mediated by the power structures interdependency, or the extent to which the political elite of a nation is intertwined with its economic elite.

Keywords: culture, cultural theory, convergence/divergence, power structures

Paper ID. 90

Favoritism in a Low Trust Society: Case from Russia

Irina Naoumova, University of Hartford, USA
Irina O. Volkova, National Research University – Higher School of Economics, Russia
Yuliya Yurova, Nova Southeastern University, USA
Dinara Safina, Kazan Federal University, Russia
Joseph Gaspar, Quinnipiac University, USA

This paper discusses results of an exploratory study on Russian business ethical climate. We aim to understand the phenomenon of favoritism in Russia, to analyze it in connection with interpersonal and institutional trust, and to provide evidence from two sets of data from (1) semi-structured interviews with owners and top managers from various industries and services and (2) data collected in response to five scenarios, previously validated in the literature, on attitudes to procedural justice and negative consequences of relational favoritism. We collected two sets of data for this study. First, semi-structured interviews were conducted among Russian employees and managers and their analysis presented significant differences in Russia's past and present in regard to the attitude to favoritism and nepotism. Based on the analysis of the interviews, we developed hypotheses which were tested using the second set of data collected through a questionnaire measuring how Russian predominantly managerial sample group perceives favoritism and nepotism now. The questionnaire and manipulation cases were developed and introduced in (Chen et al, 2015). In the paper we discuss the relationship of institutional and interpersonal trust to the level of acceptance of favoritism and nepotism in the country and provide suggestions for businesses.

Keywords: culture, cultural dimensions, favoritism

Paper ID. 95

Culture, Cohesiveness and Performance in Global Virtual Teams

Ernesto Tavoletti, Università di Macerata, Italy
Vasyl Taras, University of North Carolina at Greensboro, USA
Sue Bruning, University of Manitoba, Canada
Livi Florea, Washburn University, USA

This paper explores how team culture affects cohesiveness in global virtual teams (GVT's), and how team cohesiveness, in turn, affects team performance. The X-Culture project, an experiential learning exercise in international business that each semester involves around 3,000 students from six continents, provided the platform for the study. Multi-source data were used, with individual culture assessed using a self-report survey, team cohesiveness operationalized via peer evaluations, and expert-evaluated quality of team output used as a proxy for team performance. The results highlight the importance of cohesiveness on team performance and suggest that tools intended to incentivize individual performance, such as peer evaluations, should also be evaluated in relation to their impact on team cohesiveness and performance.

Keywords: culture, cultural dimensions

Paper ID: 158

The Effects of Ethnocentrism in the Workplace

Douglas Allen Roy, Saint Louis University, USA

The intent of this quantitative exploratory research was to develop knowledge and understanding of the effect ethnocentrism may have on individual levels of perceived performance in the work environment (workplace) and whether gender moderates this relationship.

Keywords: culture, cultural differences, cultural theory

Culture and Cultural Theory

Accepted Interactive Papers

Paper ID: 6

*Culture Differences Between U.S. Americans And Latin Americans:
The Impact In Negotiation*

Fernando Parrado, Sergio Arboleda University, Colombia

The paper compares Latin American (Colombia, Peru, Ecuador, and Venezuela – CPEV) cultural values to North American (U.S.A) values based in Hofstede's National Dimensions. I suggest possible cultural values differences that challenge negotiations between US Americans and Latin Americans in Colombia, Peru, Ecuador, and Venezuela. Hofstede defines six cultural dimensions, each one related to an index: individuals/collective (IDV), equality/hierarchy (PDI), uncertainty/avoidance (UAI) tough/tender (MAS), time perception (LTO), and Indulgence (IVR). I support the findings with 5 years research, interviews to foreign, intercultural training, statistics, and the experience of living 10 years in the USA and 35 in Colombia. Finally, in conclusion, I suggest practical cultural strategies that would make Latin-American companies more successful in international negotiations with US American companies and possible areas of intercultural negotiation research.

Keywords: culture, cultural differences, intercultural negotiation

Paper ID: 23

*The Effect of Team Cultural Composition on Emergent Leadership Structure
Configuration in Self-Managed Global Virtual Teams*

Andres Velez-Calle, Rutgers's University/ Universidad EAFIT, Colombia

Cristina Robledo-Ardila, Universidad EAFIT, Colombia

Vasyl Taras, University of North Carolina at Greensboro, USA

Drawing on Implicit Leadership Theory and culturally endorsed implicit theory of leadership, this paper examines the relationship between the cultural characteristics of team composition and the emergence of leadership. We use data collected from X-Culture, a massive global project involving virtual teams with a total of over 2000 students from all over the world. This article would help expand Implicit Leadership Theory by showing the way cultural team compositions shape the configuration of leadership structures within global virtual teams. It would also help practitioners design more efficient global virtual teams in which leadership could emerge naturally and more efficiently.

Keywords: culture, cultural difference, virtual teams, team leadership structure

Paper ID: 37

*Business and Globalization in China:
Impact of Cross-Cultural Issues and Implications for
International Trade and Markets*

Pilar Cortes, Texas Woman's University, USA
Aaron Howard, Texas Woman's University, USA
Mahesh (Michael) Raisinghani, Texas Woman's University, USA
Ronald Turner, Texas Woman's University, USA

Globalization is a term that has recently become a focus of the business world as well as nation states. As a result, Asian countries such as China have benefitted financially from this phenomenon. This paper examines globalization, a brief history of globalization in China, the issues and effects related to globalization in China, marketing in China, the pros and cons of globalization in China and finally, the future of globalization in China.

Keywords: cross cultural, international markets, sustainability

Paper ID: 39

Validation of the CQ Scale in a Sample of IB Undergraduate Students in Colombia

Cristina Robledo-Ardila, Universidad EAFIT, Colombia
Sara Aguilar-Barrientos, Universidad EAFIT, Colombia
Juan Pablo Roman-Caldero, Universidad EAFIT, Colombia

The use of the Cultural Intelligence Scale developed by Van Dyne, Ang, and Koh (2008) has widespread to assess individual's ability to perform in culturally diverse settings. Validations of the scale for several countries, including the United States and several European countries have been released; nevertheless, the scale has not been validated for any Latin American country. The following paper offers the validation of the scale for the case of Colombia using a sample of International Business undergraduate students in order to assess their levels of Cultural Intelligence and analyze the education-related factors that affect the development of CQ.

Keywords: culture, cultural differences

Paper ID: 76

To Rumble in the U.S. Music Jungle, Enter with the Essentials

Stan Suboleski, Georgia Southern University, USA

Jasmine Haley, Georgia Southern University, USA

Despite the macro perspective of globalization of culture and the necessities needed to achieve cross-cultural success in the music market, this paper postulates core elements needed in order to infiltrate the cultural dimensions of the U.S. market successfully. The journey of a foreign music artist entering into the U.S. market is a difficult and tumultuous one. Within the market is an obscene amount of opportunities for error within the channels, barriers, and conditions. By inspecting the successes and failures of current foreign artist throughout their expeditions in the U.S. market, and measuring the importance of the attributes examined, firms and artists designate core components to generate success in the U.S. market. This is in addition to circumventing errors within the channels, obstructions, and milieus of the music industry market.

Keywords: culture, cross cultural, cultural dimensions

Paper ID: 98

Cultural Governance: Towards a Theory of an Informal Firm

Indu Rao Kaveti, Nirma University, India

This paper is an attempt towards proposing an initial theory of an informal firm. We propose that culture governs business practices in an informal firm due to absence of formal strategy, structure and processes. Further, informality is a continuum across different components of the informal firm. Level of informality varies with the culture type, clan, market, hierarchy and adhocracy. We draw upon this theory using grounded theory method in which our study is based on field investigation, in-depth case study and empirical data.

Keywords: culture, cultural theory, cultural dimensions, governance

Paper ID: 149

“Made in Italy”; How Culture and History has Shaped Modern Italian Business Environment, Political Landscape, and Professional Organizations

Susan Elizabeth Glover, Texas Woman’s University, USA

Kayla Gibson, Texas Woman’s University, USA

This paper examines the national, political, and business culture of Italy from the perspective of its role for the application of marketing, foreign direct investing (FDI) and global business. The purpose of this conceptual framework is by understanding a cultures foundation, investors and FDI’s will be better able to establish global business plans and Italian partnerships. The framework was established through business visits, research, and personal interviews while studying abroad in Italy. The Italian business culture, politics and economic situations are directly related to its historical foundation. The Italian cultures independent tendencies are a result of separate territories and regions struggling for unification over centuries. The independent foundation continues to shape the difference between Italy’s north and south. As a result of Italy having been one of the most invaded nations in the world, its people have developed over many centuries’ ways to adapt, survive, and cope with occupations. Their culture places strong emphasis on good impressions based on outward appearances and cleverness as a way to evade oppressors. Other Italian cultural concepts are the perception of different versions of the truth, evading established rules and regulations, emphasis on family, religion, and the focus on small businesses.

Keywords: culture, cultural differences, cultural dimensions, Italy

Culture and Cultural Theory

Accepted Panels

Paper ID. 148

*Demystifying the Cultural Landscape of Perceptions:
A Conversation about Non-Traditional Cultural Concepts*

Panelists:

Nazly Katherine Nardi, Nova Southeastern University, USA
Vasyl Taras, University of North Carolina at Greensboro, USA
Reccia Natasha Charles, St. George's University, Grenada
Indu Rao Kaveti, Nirma University, India

The view of culture in international business is usually polarized around two main themes: convergence and divergence with idea of distance used to temper the resulting dimensional differences. Furthermore, the management and international business literature has been dominated by a Western view of the world, a Western epistemology and ontology. Through a conversation exploring the flaws of these views, and how these can hinder our understanding of culture, this panel hopes to move the cultural discussion and to showcase alternative views of looking at culture, as well as provide insights and suggestions for future research.

Keywords: culture, cultural differences, cultural theory, yin-yang paradigm

Entrepreneurship, SMEs, and Born Globals

Accepted Competitive Papers

Paper ID. 1*Did the Clusters Become Alienated from the Firms or is there a New Breed?*

Vesna Sedoglavich, Australian National University, Australia

The success of clusters of SMEs in promoting the growth of the companies within the cluster is largely due to the individual firms collaborating and sharing resources. This research is grounded on the discussion of the three cluster models: pure agglomeration, industrial complex and social networks. In order to demonstrate the observed issues, we discuss three cluster examples from the science-based industry. SMEs behaviour exemplified through their organizational and strategic issues illustrate that the geographical location matters are much more complex than at first they appear. Different types of clusters have dissimilar advantages for different types of firms. Recognizing which type of firm will benefit from which particular cluster type requires consideration of organization, strategic objectives and institutional issues, many of which are neglected by the prior clusters literature. The research suggests that in the current reality there is a new type of cluster, which we refer to as a New Breed Cluster.

Keywords: networks, SMEs

Paper ID. 45*Entrepreneurial Firm Financing: Immigrant Vs. Native-Born Entrepreneurs*

Kaveh Moghaddam, University of Houston-Victoria, USA

Sara Azarpanah, Lone Star College, USA

The financing of business start-ups is one of the fundamental topics in entrepreneurial research. However, there is surprisingly little understanding regarding the factors that influence an entrepreneur's preferable financing choice. This qualitative study explores the financing preferences of high-growth entrepreneurial firms established by native-born and immigrant entrepreneurs. Native-born and immigrant entrepreneurs are shown to pursue different financing approaches and strategies. Native-born entrepreneurs pursue multiple sources of financing, while immigrant entrepreneurs tend to rely on a single source of funds. In particular, native-born entrepreneurs actively seek equity based financing such as venture capital and business angel financing, while immigrant entrepreneurs avoid equity financing. Furthermore, native-born entrepreneurs solicit loans from large banks, while immigrant entrepreneurs seek loans from smaller local banks. In contrast to immigrant entrepreneurs who employ bootstrapping as the preferable choice of financing, native-born entrepreneurs pursue bootstrapping as an initial source of funds to be supplemented later by additional external financing sources (e.g., banks, VCs, business angels).

Keywords: entrepreneurship, SMEs

Paper ID. 53

*Internalization of SMEs in Emerging Countries:
Some are Born International and Others Reborn*

Eva Cristina Manotas, Universidad Nacional de Colombia, Colombia
Maria Alejandra Gonzalez-Perez, Universidad EAFIT, Colombia

Through the detailed study of 8 SMEs, and applying the model "Way Station"(Yip et al, 2000), this paper analyses their process of internationalization. Two groups of companies were identified. The first consisted in young firms that have had a rapid expansion in international markets, and without evidence that expansion is unlinked to a systematic strategy, making a skillful use of resources and capabilities to have a successful process of internationalization. The second group of companies is composed of older and conservative firms that have designed a cautious and planned process of gradual internationalization. The results of this study show a strong evidence of the importance of the entrepreneur and their networks, as key factors in the understanding of the selection of the market, the entry mode and the international performance of SMEs.

Keywords: internationalization process, SMEs, born global

Paper ID. 108

*Performance and Value of Technology and Science Parks:
A Proposal from the Literature Review*

Jurema Tomelin, Universidade Regional de Blumenau & UNIVILLE, Brazil
Mohamed Amal, Universidade Regional de Blumenau, Brazil

Technology and Science Parks (TSP's) are known as a highly-specialized type of local agglomeration that play a key role in the economic development through a dynamic and innovative mix of policies, programs and facilities offering high value-added services and stimulating the knowledge and technology among companies and universities. Although, this phenomenon is not new, the main objective, which is the interaction between the university and the private sector, has never been so updated. There is a considerable literature involving science, technology parks and incubators mainly with the purpose of understanding the extension of its services and the contribution for the development of new technology based firms and innovation. The main purpose of this article is to study the determinants of performance and value generated by TSP's and business incubators. In order to find out subsidies to this study a systematic literature review had been conducted as proposed by Sandberg and Alvesson (2011); Abidi, Leeuw & Klumpp (2014). Results shown that a challenge arises for TSP's in an increasing networked and technology society.

Keywords: networks, SMEs, innovation

Entrepreneurship, SMEs, and Born Globals
Accepted Interactive Papers

Paper ID. 25

The Role of Structural and Relational Social Capital in the Internationalization of Foreign SMEs to China

Jane Louise Menzies, Deakin University, Australia
Stuart Orr, Deakin University, Australia

Social capital can influence aspects of the internationalisation process such as the rate and success of internationalisation. This paper presents an examination of the role of structural and relational social capital on the internationalisation and ownership structures of foreign small to medium enterprises (SMEs) operating in China. The results were drawn from an analysis of interview data collected from 35 Australian SMEs with either low (importing/exporting) or high commitment ownership structures (Foreign Direct Investment or Born in China firms) in China. SMEs with high commitment ownership structures were found to have larger structural networks. Social capital was found to have developed through the structural networks selected by the SME using relational activities and practices, which varied by ownership structure. The relational activities and practices included the development of intangible assets, such as trust, credibility and reputation. The development of social capital was found to contribute to the success of the SME's internationalisation.

Keywords: networks, internationalization, SMEs, social capital

Paper ID. 35

Impact of a Country's Cultural and Institutional Environments on the Entry Mode Choice of Entrepreneurial SMEs

George Nakos, Clayton State University, USA
Keith Brothurs, University of London – Kings College, United Kingdom
Krissa Nakos - University of Georgia, USA

This study investigates the impact of a country's cultural and institutional environments on the entry mode choice of entrepreneurial companies entering this target market. Transaction cost variables and other control variables that past studies have shown to influence entry mode are also investigated. The results of this study show entrepreneurial orientation to be a very strong predictor of entry mode for small and medium sized companies. A country's institutional environment also strongly influences a company's entry mode and it moderates the entrepreneurial orientation – entry mode relationship. A country's cultural characteristics and level of corruption do not seem to have an impact on the entry mode choice.

Keywords: entrepreneurship, SMEs, internationalization

Paper ID. 54

*Have the Entrepreneurs Gone Global . . .
or Have the Globals Gone Entrepreneurial?*

Dilene Renee Crockett, Northeastern State University, USA
Cynthia Cycyota, United State Air Force Academy, USA
David Kern, Northeastern State University, USA
Sandy Edwards, Northeastern State University, USA

This research examines international entrepreneurship (IE) articles from both the international business (IB) arena and the traditional management and entrepreneurship (ENT) arenas. Four content analysis studies reveal that demographically, IE authors from both domains are similar. However, theoretical backgrounds and approaches to studying phenomena are very different.

Keywords: entrepreneurship, internationalization

Paper ID. 83

*Internationalization through Innovation:
Fueling Internationalization through an Intertwined Relationship*

Xavier Lesage, ESSCA School of Management, France
Maria Fernanda Arreola, ESSCA School of Management, France

The paper aims to further understand how long-established, traditional firms have been able to achieve a speedy first-time attempt at internationalization. The study follows seven members of a sponsored innovation program, as they find in internationalization a possible route out of stagnation in mature markets, engaging in a revolutionary process that forces their innovation and guides them through an organizational re-design. We investigate the interactions that exist between innovation, knowledge/learning and internationalization and describe how these entrepreneurs have overcome the lack of established international networks and prior international experience. We wish to propose a framework that evidences the way in which these variables interact, and finally build a new typology of late-fast- internationalizing traditional firms.

Keywords: SMEs, internationalization, entrepreneurship, product innovation

Paper ID. 100

*Assessing the Impact of State Support on Level of Development for
Small Innovative Entrepreneurship in the Regions of Russia*

Natalia Filimonova, Vladimir State University, Russia

Dina Clark, Bloomsburg University of Pennsylvania, USA

Nadia Kapustina, Moscow State University of Railway Engineering (MIIT) & Moscow Witte University, Russia

The innovative activity is one of the factors for enhancing the efficiency of Russian economy and competitiveness for domestic companies, creating the conditions for normal functioning of the industry, as a whole, branch restructuring and reformation of companies. Therefore, at present stage a key development direction for many countries is to create a new economy based on development of science intensive companies, including small innovative enterprises. The main direction of public policy in this field is, on the one hand, to preserve the accumulated scientific and technological potential and, on the other hand, to develop the necessary infrastructure and economic mechanisms encouraging the innovative processes.

Keywords: entrepreneurship, SMEs, emerging economies, Russia

Paper ID. 145

*SME Internationalization Research in Latin America: A Critical Analysis of Studies
in the Past Decades (1981-2015) and Future Research Direction Agenda*

Alexander Tabares, Universidad de Medellín, Colombia

Sabrina Tabares, Universidad de Medellín, Colombia

This article aims to inventory and map issues, theories, methods, trends and gaps in Scopus Latin American journal scholarly discussion on the internationalization of SMEs through a systematic literature review. Similarly, this paper also attempts to show some commonalities and discrepancies in the topic discussion as well as future research lines in this field by analyzing 27 scholar studies in the area of Business, Administration and Accounting. Our review makes three contributions to the extant literature in Latin America. First, it analyzes the context of SME internationalization studies in terms of journal-, country, author-, theoretical- and methodological- characteristics. Second, it offers a synthesis of issues, dominant theories and gaps. Finally, it outlines ways to improve future SME internationalization scholarship in the region by proposing a research agenda as a guide to future studies in this area.

Keywords: internationalization, SMEs, born global

Paper ID. 153

*International New Ventures in Canada:
The case of T-Link's Internationalization Process*

Halia M. Valladares Montemayor, Capilano University, Canada
Laurie Lancaster, Mount Royal University, Canada
Derek Rucki, T-Link Canada, Canada

There has been a rapid increase in the development of International New Ventures (INVs) since 1990s. The paper focuses on the internationalization process of INVs in Canada, particularly presenting the case study of T-Link. The objective is to present the opportunities and challenges related to supply chain management development and market entry strategies selected. The authors concluded that having a differentiated product and a niche market for it, enables the company to have a less aggressive internationalization strategy. An entrepreneur with insight knowledge of the industry or market can increase the success rate. The prefer entry mode is through agents or distributors (depending on the country) and the prefer agency method is ex-post incentives.

Keywords: New ventures, internationalization process, entrepreneurship, agency theory

Global Strategy and Competitiveness of the MNE

Accepted Interactive Papers

Paper ID. 8

Mental Models and BoP Strategies

Nancy Ellen Landrum, Loyola University Chicago, USA
Sandy Edwards, Northeastern State University, USA

This research highlights differences between business and non-business literature mental models toward base of the pyramid and subsistence markets. Critical discourse analysis reveals that business literature is oriented toward Western capitalist hegemonic approaches that seek to fix the market. The result is a transfer of capitalist ideas into emerging markets with the consequence of depletion of resources, resource inequalities, poverty, and increased consumption, dependence, and environmental degradation. Given these business mental models and outcomes, BoP approaches in their current form cannot alleviate poverty and economic inequality. By contrast, non-business literature is oriented toward a strengths-based approach that views the market as resilient, efficient, full of joy, happiness, and abundance, and a model of sustainability for Western markets. We argue that a change in mental models in the business literature could lead to successful BoP solutions to alleviate poverty and economic inequality.

Keywords: bottom of the pyramid, emerging markets

Paper ID. 27

The Internationalization of Innovation: How do We Choose Where to Go?

Brittney Charmae Bauer, Saint Louis University, USA

This study examines issues that multinational corporations (MNC) face that cause them to seek relocation for their innovation related activities. Exploration into how innovation and location advantages have been previously studied reveals four factors that help to explain why MNCs seek to internationalize their research and development (R&D) and innovation processes: a positive economic and regulatory climate; access to institutions; the collocation of industry-related firms; and, a supportive strategic orientation. While this discourse provides an explanation of why MNCs choose to relocate these processes, it lacks insight regarding how MNCs choose where they would like to relocate their innovation related activities. Cultural values, a specific type of macro level location advantage, can help us to better understand this phenomenon. In particular, Florence Kluckhohn and Fred Strodbeck's Man-Nature Orientation provides unique insight into why certain nations demonstrate a greater propensity to innovate than others. Their framework suggests that a country that closely aligns with the mastery over nature dimension will be more likely to exhibit dominance over the natural world through technological means. This study concludes with theoretical propositions suggesting that cultural values shape specific aspects of location advantages and can be used to predict national propensity to innovate.

Keywords: cultural change, knowledge, resources, location advantages

Paper ID. 43

*Cloud Computing: Global Strategy and Managerial Implications
for Multinational Enterprises*

Kayla Gibson, Texas Woman's University, USA
Flor Martinez, Texas Woman's University, USA
Mahesh (Michael) Raisinghani, Texas Woman's University, USA
Lydia Szymanski, Texas Woman's University, USA

Cloud Computing has been a rising trend globally in the world of technology. There are multinational enterprises that can benefit from cloud computing. However, one must also assess the situation to determine if the benefits outweigh the risks. Risks of cloud computing include, but are not limited to; possible outages, lack of back-up space, service sharing, legality implications, data ownership, and security. These risks also lead to monetary implications depending on the situation and company. There are many important factors that must be considered before making the leap to cloud computing and deciding where to house the data. The managerial implications are analyzed and discussed.

Keywords: competitive advantage, global strategy

Paper ID. 55

*Multinational Enterprises and Emerging Markets:
Ambidexterity for Competitiveness*

Nazly Katherine Nardi, Nova Southeastern University, USA
Reccia Natasha Charles, St. George's University, Grenada

This paper serves as a conceptual piece of the ambidextrous nature of emerging markets multinationals. Given the importance that ambidexterity has for multinational enterprises (MNEs) the goal of this study is to study the ambidexterity's performance effect in the context of emerging economies. Focusing on the Caribbean and Latin America as a microcosm, we can explore how ambidexterity takes place in emerging economies, and how it can be used as leverage for competitiveness. Thus providing an understanding of how Emerging Markets Multinational Enterprises can be successful in achieving disparate, sometimes competing goals in countries with weak institutions.

Keywords: competitiveness, emerging markets, dynamic capabilities

Paper ID. 62

*The Role of Knowledge in Internationalization of Emerging Market Firms:
The Integrative Model of Chinese MNEs Absorptive Capacity for Russian Market*

Andrei Panibratov, Saint Petersburg State University, Russia

This paper investigates how companies from emerging markets absorb and explore the knowledge to adjust their strategy in other emerging markets. The paper focuses on the absorptive capacity as a foundation of Chinese multinational enterprises (MNEs) strategy in Russian automotive and high-tech industries. Based on the series of cases study analysis of Chinese automotive high-tech companies, the paper reveals the constraints in their absorptive capacity approaches and suggests integrative strategy model that compensates for these deficiencies. The three pillars – developing absorptive capacity, relying on governmental involvement and following the Uppsala model – keep enhancing competitive advantages for Chinese MNEs in the Russian market.

Keywords: international strategy, knowledge, emerging markets

Paper ID. 71

The Effect of Multinationality and Strategic Choice on Subsidiary and Home-Country Firm Performance: The Moderating Role of Cultural Distance

Ramazan Arikan, Saint Louis University, USA
Chuandi Jiang, Saint Louis University, USA
Hadi Alhorr, Saint Louis University, USA

Previous studies have demonstrated the relation between performance and multinationality of the firm either at the home country level or subsidiary level. Drawing from resource-based view and institutional theory, this study aims to find performance implications of international diversification at both domestic and international levels. In attaining the performance, the study explores different strategies that MNCs use and the moderating effect of cultural distance.

Keywords: multidomestic, global strategy, parent-subsidy relations

Paper ID. 73

Bounded Rationality Effect on International M&A Performance of MNEs

Xiaoruo Xu, Illinois Institute of Technology, USA

Xing Zhao, Shanghai International Studies University, China

From a transaction cost economics perspective, this study builds a model to explain how the bounded rationality suggested by transaction cost economics affects the cross-cultural management capability, which in turn influences multinational enterprises' (MNEs) performance of international Mergers and Acquisitions (M&A). We explain the moderating effects of cultural distance, cultural intelligence and global mindset in the relationship between bounded rationality and MNEs' performance, and argue that cultural distance has a negative impact on MNEs' post M&A performance and cultural intelligence and global mindset are positively associated with the cognitive capability of managers to deal with cross-cultural issues.

Keywords: bounded rationality, mergers & acquisitions

Paper ID. 78

Changing Impact Of Aspirations On Risk Taking Before And After Crisis

Elzotbek Rustambekov, Bryant University, USA

This study examines the relationship between two types of corporate aspirations and corporate risk taking before and after financial crisis, on a sample of global investment banks. Corporate aspirations can be based on past performance and performance of reference group and those two types of aspirations have different effects on risk taking. Aspirations by their very nature have strong impact on the behavior. In the face of the last financial crisis, the importance of corporate risk-taking cannot be overstated. Findings of this study surprising and show that aspirations based on past performance are irrelevant to corporate risk taking while aspirations based on reference group are relevant, and the relationship between them and risk-taking changes before and after the crisis.

Keywords: competitiveness, deregulation, risk taking

Paper ID. 159

Paradigmatic Themes in Strategic Management Research

Douglas Allen Roy, Saint Louis University, USA

This study is motivated by two research questions: (1) which paradigmatic themes have been driving the research agenda in strategic management? (2) Which paradigmatic themes in the literature are likely to set the stage for future work? To examine these questions, the study examined scholarly work in strategic management over the time period 2005-2015 in the leading strategic management business journals (Journal of Strategic Management and Academy of Strategic Management Journal) through content analysis. The result is a network schema of the current paradigmatic. Finally, trend analyses are also conducted to delineate potential future research agendas in strategic management. Addressing these two research questions provides us with a more complete understanding of the progress made to date in strategic management, and provides a glimpse of the future.

Keywords: global strategy, global networks

**Global Value Chains, International Trade,
and Markets**

Accepted Panels

Paper ID. 172

A Call to Everyone for Research in Global Supply Chain Management

Panelists:

Chad Autry, University of Tennessee, USA
Matthias Eggertsson, Keiser University, USA
Glenn Richey, Auburn University, USA

This panel was developed for AIB-SE members to learn about publishing opportunities for research in Global and Multinational Supply Chain Management. Leading SCM scholars will discuss gaps in research that may not be obvious to IB Scholars. Very much need discover of concepts, contexts, methods, theory, and implications contributions will all be revealed in this open discussion panel forum.

Keywords: global supply chains

**Governments, NGO's, Global Institutions,
and State-Owned Enterprises
Accepted Competitive Papers**

Paper ID. 5

*Moving Beyond E-government to I-government:
A Study on the Emerging Market of Lebanon*

Bilal Chebaro, Lebanese University, Beirut Lebanon
Rania Fakhoury, UNDP, Lebanon
David S. Baker, University of Louisiana at Lafayette, USA

The adoption of e-government has remained below expectations and the efforts of many countries have remained vain. The low adoption of e-services has left marginalized citizens out of the system and not using e-services. The aim of Intelligent government (i-government) is to serve intelligently all citizens including the marginalized one with services adapted to their characteristics needs and wants and educate them on the public value of e-government. Among the critical tools for an effective i-government, public segmentation is a priority one. We conducted a survey among 262 citizens in Lebanon. A cluster analysis using key attributes (trust of government, trust of internet, behavioural intentions to use e-services and demographics criteria) uncovered three distinct citizen segments that can unlock the key characteristics of citizens to improve access to e-services. This analysis confirmed the appropriateness of the market segmentation in understanding citizens' needs and wants toward e-government services.

Keywords: developing economies, government policies, institutional environments

Paper ID. 64

Government Support Effect on Export Performance in Emerging Economies

Yong Ju Shim, Fundação Getúlio Vargas/EAESP, Brazil
Paulo Arvate, Fundação Getúlio Vargas/EAESP, Brazil
Wlamir Xavier, Eastern New Mexico University/ UNISUL, Brazil

This study proposes a model to explain the export performance of manufacturing companies from emerging economies. We posit that government support and R&D capability may mitigate market inefficiencies (voids) in emerging economies that inhibit export initiatives. Our model also included technological innovation and willingness to export as mediators. The econometric analysis that encompassed path analysis used a sample of 140 manufacturing firms from four major emerging economies (Brazil, Russia, India, and China). Results confirm hypotheses of positive association between government support and R&D capability with export performance.

Keywords: government policy, competitiveness

Paper ID. 75

Sovereign Wealth Funds: Case Study of the Brazilian Sovereign Wealth Fund

Andrea Paltrinieri, Università di Udine, Italy

Wlamir Xavier, Eastern New Mexico University/ UNISUL, USA/Brazil

The subprime financial crisis led to the price collapse of stock markets and financial institutions around the world, inducing the risk aversion of the traditional institutional investors and bringing out the liquidity of Sovereign Wealth Funds. The aim of the paper is to analyze the case study of the Brazilian sovereign Wealth Fund, focusing especially on the institutional framework, performance and 'political bias'. Our results indicate that the accumulated gross performance of the Brazilian Sovereign Wealth Fund was low (7%) over four years, with decisions focused on risky assets. In the last years, there was a change in the investment strategy, with small portfolio diversification in comparison with other SFs. Comparisons between the FSB and the returns from other assets indicated a negative performance, including falling short of the Brazilian long term interest rate (TJLP) and stock market index (Ibovespa) targets.

Keywords: political economy, developing economies, government policy, sovereign wealth

Paper ID. 142

*Analysis of Internationalization Challenges for Spanish Wines to Canada:
A Combined CAGE and Uppsala Model Approach*

Maydelin Nunez Noguez, University of Burgos, Spain

Mikael Soendergaard, Aarhus University, Denmark

Halia M. Valladares Montemayor, Capilano University, Canada

This paper reviews entry market challenges for Spanish wine exporters to Canada. Spanish wines are currently underrepresented in the Canadian market as compared to other Old World wine producing countries such as France and Italy. The CAGE approach is used to evaluate distance considerations between Spain and Canada, as well as to determine knowledge gaps, which in turn affect internationalization according to Uppsala's model. Market entry barriers from an Administrative Distance point of view are evaluated, which include the significant regulatory constraints that both federal and provincial authorities enforce on wine imports and sales. The effect of the application of the two models to the evaluation of factors affecting internationalization leads to the conclusion that additional analysis is required across the remaining dimensions of the CAGE model in order to address knowledge gaps that may be affecting Spain's performance in Canada's wine market.

Keywords: regulation, regulatory risk, multi-stakeholder partnership, competitiveness

**Governments, NGO's, Global Institutions,
and State-Owned Enterprises**

Accepted Interactive Papers

Paper ID. 12

*Cultural Intelligence and the Multinational's
Cross-Border Corporate Political Activities*

Clark D Johnson, Saint Louis University, USA
Tareq Bafaqeeh, Saint Louis University, USA

We examine the effect of top management's cultural intelligence (CQ) on firms' cross-border corporate political activities (CPAs). CPAs, such as lobbying, have been shown to result in impressive returns for firms. However, few firms actually participate in CPAs. Therefore, we seek to examine why certain firms participate and how they can become more effective. We posit that CQ will be positively associated with the probability that a firm engages in CPA, and will influence the firm's CPA approach and strategy. Further, we propose that the managers' international political awareness mediates these relationships. This study has significant implications for international business managers, and directions for future research are discussed.

Keywords: political risk, government policy, international relations

Paper ID. 65

*Government's Impact on the Performance of Utility Companies,
both as a Regulator and as a Shareholder*

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André Leonardo Pruner da Silva, Fundação Getúlio Vargas/EAESP, Brazil
Rosilene Marcon, Universidade do Vale do Itajaí, Brazil
Wlamir Xavier, Eastern New Mexico University/ UNISUL, USA/Brazil

This study tested how the government affects the performance of Brazilian electricity providers, both as a regulator and as a shareholder. We used in this study the Brazilian empirical scenario because a series of conjuncture-related conditions rendered Brazil a natural laboratory for a natural experiment. The first condition was a legal change in the electricity sector. Second, although there has been a 'de-estatization' movement, State interventionism remains frequent in the country. Thus, the Brazilian electricity sector enables us to investigate the dual role of the State as grantor power (regulator) and as owner (shareholder) on the performance of industry firms. Sample was comprised of listed Brazilian electricity firms between 2004 and 2014, which summed 300 observations. Hence, using the dif-in-dif technique as a regression model for fixed effects for panel data, we obtained negative results in regards to the government's impact, as both shareholder and regulator, on the performance (ROA and EBIT) of providers in the Brazilian Power Sector, in relation to the impact of other shareholders.

Keywords: regulation, regulatory risk, government policy, government as shareholder

International Accounting, Economics, and

Finance

Accepted Competitive Papers

Paper ID. 40

*The International Transfer of Solar Technology:
National-Level Keys to Attracting High-Quality Investment*

Amanda Phalin, University of Florida, USA

This paper investigates the relationship between patent quality and the international transfer of solar technology. Using data from 84 countries, it also explores whether strengthening a country's intellectual property rights (IPR) laws increases patent filings in this sector. The results show a generally positive and statistically significant relationship between patent quality and the international transfer of solar technology. The analysis also shows that—contrary to other research—IPR laws alone generally have no effect or a negative effect on technology transfer in this sector when a quality measure is included. Finally, results demonstrate that climate affecting the intensity of sunlight alone does not determine solar technology inflows. Rather, infrastructure, IPR laws, and human capital combined with this indicator are important. Taken together, the results provide a framework for understanding how countries can design intellectual property laws and general systems of governance and economic development to most effectively attract investment in green technology, specifically solar technology.

Keywords: international economics, international development, technology transfer

Paper ID. 59

The Local Economic Environment Conducive to turning Banking Failures into Banking Starts

Sean Severe, Drake University, USA

Hannah Shell, Federal Reserve Bank of Saint Louis, USA

Although commercial banks have undergone several regulatory changes since the 1980s that have eliminated some barriers to entry and exit, several regulatory barriers still exist to this day. The FDIC, the Federal Reserve, and state authorities can issue and eliminate charters. These authorities may skew the relationship of banking starts and failures as the local economy either grows or shrinks. This paper addresses how bank births and deaths are interrelated when the economy is expanding or contracting. We use a state-level panel of banking starts and fails from the FDIC covering 2001-2012, and we find that bank exit is much more responsive to economic changes than bank entry; they are not mirror images of each other. This may be due to the regulatory barriers to entry or exit.

Keywords: economics, econometrics, banking

Paper ID. 66

The Impact of Inflation Targeting on Attracting Foreign Direct Investment

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Veselina Vracheva, North Central College, USA

Foreign Direct Investment (FDI) is critical for national economic growth and international trade competitiveness. Previous research has explored the impact of the inflation targeting monetary policy on controlling inflation levels, but no study has examined its influence on FDI directly. In response, this study investigates if nations adopting the inflation targeting monetary policy are more successful in attracting FDI than nations utilizing alternative monetary policies. Inflation targeting is a relatively new policy first put into action in 1990 and is an extension of the floating exchange rate regime. We test for significance in regards to FDI inflows and outflows as a percentage of GDP, and the growth of imports and exports. Subsequently, we expand the original regression to inquire if the up and coming monetary policy is more successful for developing or developed nations. Our results provide three contributions to the inflation targeting literature: (i) inflation targeting has a positive impact on FDI; (ii) when isolating developing nations, that impact loses some significance; (iii) the relationship between FDI and imports/exports is that of a substitute, not of a compliment.

Keywords: international trade, economic development, monetary policy, inflation

Paper ID. 87

*Economic Crisis's Influence over the Quantification of Puerto Rico's
Shadow Economy: A Parsimonious Econometric Proposal*

Segundo J. Castro-González, Universidad del Este, USA
Julio Medina Leon, Universidad del Este, USA

This work proposes a model for the quantification of Puerto Rico's shadow economy based on the use of Partial Least Squares-Structural Equation Modeling (PLS-SEM). The hidden economy has been subject to a lot of interest worldwide, however, in Puerto Rico it hasn't been subject to enough academic studies; being as that in the past it has been estimated using univariate models and only two other works using more variables. The Shadow economy is defined as a set of legal and illegal goods and services producing economic activities, that are intentionally no registered in a country's private or public sectors, so that they operate parallel to the formal economy and affect, positively and negatively, said economic activity. This work gains value given the fact that Puerto Rico has been going through almost a decade of recession, and the quantification of this type of economy becomes of much importance for the political, economic, and academic class as they can count with a parsimonious model based on multivariate technics and with academic strength that can be useful in the public policy decision making process of this Caribbean country. This study has found that for 2014, the informal economy in Puerto Rico is of the order of 36.47% of the GDP, as the fact that it has been rising since 2000 up until this study's date.

Keywords: Finance, international economics, shadow economy

Paper ID. 160

Does Microfinance Affect Poverty and Income Inequality?

Kevin Lee, Texas A&M University Central Texas, USA

Adrian Tippit, Washington State University, USA

Although a large portion of the world's population is able to live comfortably, roughly 1 billion people were living on less than a dollar a day at the turn of the century. These people often have a low quality of life and are unable to rise out of poverty on their own. However, in the 1970's a man named Muhammad Yunus developed a new type of financial service that has aimed to help the impoverished do just that. This new type of financial service has come to be known as microfinance, and the banks that practice it are known as microfinance institutions (MFIs). These financial institutions focus on alleviating poverty by providing small amounts of credit to those who normally don't have access to traditional banking services. Two other factors that are tied to the reduction of poverty and income inequality are economic growth and financial development. Previous studies have found mixed results on this relationship. In our study, we show that MFIs decrease poverty while not exasperating income inequality.

Keywords: economics, economic development, microfinance

IB Theory, FDI, and Entry Mode Strategies

Accepted Competitive Papers

Paper ID: 24

China's Outward Foreign Direct Investment (OFDI) – A Four-Cluster Perspective

Rui Torres de Oliveira, College of Saint Benedict / St. John's University, USA
Daniel Borgia, Canisius College, USA

Recent patterns in outward foreigner direct investment (OFDI) by China and other developing countries is challenging some of the preeminent theories on the topic. In this empirical paper, we argue that no single existing theory of OFDI adequately explains China's pattern for investing overseas. Instead, our research suggests through the integration of a multi-level unit of analysis that Chinese firms can be categorized into four different investment clusters based on different rationalities, objectives, and motivations. Our findings also suggested that while existing theories apply to Chinese OFDI, this holds only for specific clusters for firms, not overall.

Keywords: foreign direct investment, international business theories, entry mode, China

Paper ID: 41

Learning from Rivals: The Memory-Inconsistent Strategy of New Ventures

Chuandi Jiang, Saint Louis University, USA
Ramazan Arikan, Saint Louis University, USA
Hadi Alhorr, Saint Louis University, USA

This study explains the role of competitive memory in the process of new venture strategic adaptation. Drawing on an organizational learning perspective and resource-based view, we argue that competitive memory is a critical strategic resource and dynamic capability that can generate competitive advantages if used properly. Then, we introduce a memory-inconsistent strategy, which refers to a strategy that firms take competitive actions that are inconsistent with rivals' historical competitive behaviors; the inconsistency surprises the rivals and decelerates their responsive speed, and results in the creation of competitive advantages. As a differentiation and strategic adaptation strategy, the memory-inconsistency strategy can help new ventures to survival and succeed in the dynamic competitive context because their strategies have higher level of unpredictability and flexibility than the strategies of their rivals. In addition, we suggest that the framing ability enhances the efficiency of the memory-inconsistent strategy, and new ventures' legitimate corporate social responsibility practice helps them to build a healthy reputation.

Keywords: global strategy, competitive advantage, knowledge

Paper ID: 57

*Determinants of Export Performance in Brazilian Agribusiness:
Competitive Resources and Institutional Environment*

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Erica Kovacs, Georgia State University, USA

Walter Fernando Arajo de Moraes, Universidade Federal Rural de Pernambuco, Brazil

Marcio Pimentel, Universidade Federal Rural de Pernambuco, Brazil

This paper aims to analyze the impact of the institutional environment and the competitive resources on the export performance of Brazilian agribusiness firms, specifically in the soy complex and meat industries. From the empirical validation of the constructs, we seek to understand the nature of their relationships and present explanatory performance models. The research is quantitative, descriptive, explanatory and retrospective in nature. A survey resulted in a sample of 194 valid respondents. The institutional environment is observed through three latent variables: political and legal environment, economic environment, and industry environment. The construct resource variables are grouped into tangible, intangible, and complementary. The export performance had a single variable extracted, and was modeled using profit margin, profitability, growth, and revenue. We present several integrated measurements and structural models that display the predictive relationship between the institutional environment and resources on export performance, and these make evident the political and legal environment as an independent variable and the tangible resources as a mediator, thus confirming the hypotheses

Keywords: institutional environments, export/import activities, global economics

Paper ID: 81

*Association of Demographic Characteristics of the Board of Directors
with Various Levels of Risk-Taking*

Elzotbek Rustambekov, Bryant University, USA

This study analyzes the antecedents of corporate risk-taking, in particular addressing how boards of directors contribute to corporate risk-taking? (Please see Appendix A). This study analyzes the antecedents of corporate risk-taking, in particular addressing how boards of directors contribute to corporate risk-taking? (Please see Appendix A). In particular, the characteristics of boards of directors, including board size, number of interlocks, voting power of board members, ownership of stock by board members, and the number of insiders on the board were all tested. Results of this study indicate that size of the board was negatively related to the corporate risk-taking, which is a finding that goes against the conventional wisdom that large boards have weaker communication, worse participation of the members, longer decision-making speeds, worse board involvement levels, decrease levels of monitoring and advising, and provide weaker growth opportunities. Data suggests that large boards lead to lower corporate risk-taking. Ratio of insiders on the board was negatively correlated throughout the model. The relationship was significant and negative for years 2008, 2009 and 2010. This finding suggests that larger number of insiders actually reduces corporate risk-taking.

Keywords: competitiveness, global networks, knowledge

Paper ID: 84

Foreign Direct Investment in the G-20: To What Extent Do Institutions Matter?

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Mohamed Amal, Universidade Regional de Blumenau, Brazil

Andréia Carpes Dani, Universidade Regional de Blumenau, Brazil

Foreign direct investment (FDI) is an important element on economic integration, providing means of long-lasting links between economies. It represents an important vehicle for local enterprise development, encouraging the transfer of technology and know-how between economies. As a mean to understand the MNE's strategies on FDI, Dunning (1993), proposed four main classic motives that has recently been revised on the extant IB literature. Responsible for receiving 52% of global FDI inflows, and representing 90% of global GDP, the G-20 aims to promote an open and constructive discussion between industrial and emerging countries on key issues related to global economic stability. So, the general scope of this study is to identify to what extent institutions represent a key role on the FDI G-20 inflows through the application of the TOPSIS method on the World Bank Governance and Development indicators. The TOPSIS - Technique for Order Preference by Similarity to Ideal Solution determines the nearest solution of the ideal and the farther from the no ideal solution. Results showed a contrast between the FDI inflows and the governance indicators leaving a provocative though about the institutions role on FDI determinants.

Keywords: foreign direct investment, institutional environments, international business theories

Paper ID: 93

*Overcoming Formal Institutional Challenges When Entering Cuba:
A US-based Multinational Corporation Perspective*

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Daniel Rottig, Florida Gulf Coast University, USA
William Avila, Florida Atlantic University, USA
Carlos Grijalva, Florida Atlantic University, USA
Larry Mastropieri, Florida Atlantic University, USA

Given the recent efforts by the US government to begin lifting the more than half-century old trade embargo with Cuba as well as new Cuban legislation aimed at attracting foreign direct investments, the window of opportunity to enter the Cuban market has never been so favorable for US-based multinational corporations (MNCs) in recent history. However, due to the antagonistic and contentious US-Cuban history and institutional constraints, US-based MNCs face a number of formal institutional challenges to establish local legitimacy in Cuba, which makes entering this market more difficult. Based on a qualitative research approach comprising semi-structured executive interviews, and grounded in institutional theory, this paper analyzes the formal political, economic and legal institutional legitimacy challenges for US-based MNCs attempting to enter the Cuban market, discusses the key local constituencies in Cuba that are able to grant legitimacy, and sketches out respective strategies to deal with each of these formal institutional challenges. In so doing, this paper attempts to contribute to a better understanding about how to best enter the Cuban market from a US-based MNC perspective.

Keywords: institutional environments, multinational enterprises, entry mode decisions

Paper ID: 130

Connecting International Opportunities to the Internationalization Process of the Firm

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Bruce T. Lamont, Florida State University, USA

This article aims to establish a conversation between the International Entrepreneurship and International Business fields by analyzing if and how international opportunities are related to the internationalization process of the firm. We focus on the relationship between international opportunity source (internal vs. external) and learning (exploratory vs. exploitative) and foreign market servicing mode continuation and shift. To do so, we carried out a backward-looking longitudinal, qualitative case study of a Brazilian firm, covering all the 13 foreign markets where it has operated for 18 years. Our results indicate that external and exploratory opportunities are the most common and are related to mode change. But mode change within markets was extremely rare. Rather, over time, the firm learned how to 1) refine the servicing modes within each market rather than change them, 2) better develop internal and exploitative opportunities, 3) manage a portfolio of servicing modes across markets, and 4) when and how to use more complex mode servicing packages when entering a market.

Keywords: entry modes, international business theory, international business strategies

Paper ID: 190

*A Bibliometric Citation Meta-Analysis on the
Internationalization of Chinese Enterprises*

Alice Nhu-Y Ho, University of Agder, Norway
Ilan Alon, University of Agder, Norway

This paper seeks to shed light on how scholarly research on internationalization of Chinese enterprises (ICE) has evolved and been shaped by conducting bibliometric citation meta-analysis. The bibliography was compiled by using ISI Web of Science. Overall 249 articles are identified by 458 authors in 85 different journals published in the period between 2003-2016. The results reveal four research streams in the context of ICE: 1) applicability of outward FDI and multinational enterprises (MNEs) model, 2) location choice, 3) entry mode choice and 4) drivers and motivations of Chinese investment abroad. International business review (IBR) is the most influential journal publisher in ICE research followed by journal of world business (JWB) and journal of international business studies (JIBS). This research also examines the impact of authors, Universities and key articles.

Keywords: international business theories, meta-analysis

IB Theory, FDI, and Entry Mode Strategies

Accepted Interactive Papers

Paper ID: 33

*The Importance of Corruption, Cultural Similarities, and Geographic Distance
in the Location of Foreign Direct Investment*

Krissa Nakos, University of Georgia, USA

Foreign direct investment (FDI) plays an essential role in the growth of individual economies. Previous research has attempted to explain the wide variance in the amount of FDI that different countries receive by examining such factors as a nation's political stability, the long term economic prospects, ease of doing business, and regulatory environment. This paper examines the impact on inward FDI of three factors that have been largely ignored or only partially studied by previous literature: the level of a country's corruption, its geographic distance from countries that have traditionally been large sources of outward FDI, and a country's sharing of cultural similarities with countries that tend to be large investors abroad. This paper has analyzed data obtained from countries in all areas of the world and over a number of years in order to eliminate potential biases due to exceptionally large investments or divestments that may distort the flow of FDI when a short period of time is studied. Overall, this paper is trying to shed light on the reasons that certain countries receive large amounts of FDI while others do not. Our analysis shows that corruption is the most important variable that determines the flow of inward FDI. These results have important implications for managers and policy makers that want to improve the amount of inward FDI that a country receives.

Keywords: foreign direct investment, international business theory, corruption

Paper ID: 50

Selected Cases from China: Networks, Transfer of Best Practices & The Changing Landscape of Doing Business

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Ihsen Ketata, Georgia State University, USA
Qing Lee, Shanghai Business School, China
Erica Kovacs, Georgia State University, USA
Fernando Doria, Georgia State University, USA
Mateus Ponchio, Georgia State University, USA
Cathy Wang, Shanghai Business School, China
Hayan Kang, Shanghai Business School, China
Lili Zhao, Shanghai Business School, China
He Jiang, Shanghai Business School, China
Jing Cao, Shanghai Business School, China

We research, draft and present a set of short cases that collectively shed light on the changing landscape of doing business in China. While the industry domains of the cases range from retailing to education and from free trade zones to consumer goods, in their entirety, the cases highlight two key phenomena: 1. The centrality of best practice transfers for Chinese organizations in developing and sustaining competitive advantage and competing effectively with more globally-established actors, and the importance of networks in building valuable ties that facilitate the transfer of best practices.

Keywords: foreign direct investment, entry mode, host country firms

Paper ID: 51

Tax Policies and FDI Location Choice: Explaining Differences across Sectors

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This article integrates exchange theory and resource dependency to explore the structural sources of bargaining power in foreign direct investment (FDI) location decisions. We argue that a key source of structural power is the constraints on location choices and suggest that the level of constraints varies depending on the underlying motivations for investment. Specifically, by focusing on industry-level FDI in the manufacturing, hospitality, and natural resource extraction industries, the results suggest that MNEs seeking unique resources controlled by host-countries (HCs) are more likely to have high location constraints; such constraints increase the likelihood of HCs extracting value from MNEs in the form of fewer tax incentives (i.e. higher tax rates).

Keywords: location choice, foreign direct investment, institutional environment

Paper ID: 58

*Effects of Trade Promotion on Brazilian Exports and
Outward Foreign Direct Investment*

Erica Kovacs, Georgia State University, USA

Mohamed Amal, Universidade Regional de Blumenau, Brazil

Ricardo Floriani, Universidade Regional de Blumenau, Brazil

The paper aims to investigate the effects of trade promotion on exports and OFDI. The quantitative assessments of the study were performed using the panel data technique for both OFDI and Export equations. We observe that some variables of trade promotion have similar impact on export and OFDI, while others showed different influences. However, it seems that Trade promotion reflects better and more intensely on export than on OFDI. We propose that while trade promotion has a linear effect on exports, trade promotion affects the dynamic of OFDI. The relationships between OFDI and Export showed significant associations. While the effect of Exports on OFDI has been found relatively low, the impacts of OFDI on exports were significantly relevant. These suggest that the internationalization path of Brazilian firms is a relatively gradual process, but also that OFDI can be seen as an important mechanism to support the export performance of firms abroad.

Keywords: foreign direct investment, export/import, government

Paper ID: 72

Chinese Private Firms Internationalization – a Supportive Partnering Approach

Rui Torres de Oliveira, College of Saint Benedict / St. John's University, USA

Sandra Figueira, Grenoble Business School, France

The past thirty years of growth in China, associated with an institutional push, have created a group of private firms that began to internationalize into developed countries. Such private firms are using M&A as the entry mode in markets that will require a post-acquisition period where integration is to be expected. Having in mind the different business systems in place, where their institutions are a critical dynamic between host and home country, a less than untroubled post-acquisition period is to be expected. By analyzing in-depth a case study of a Chinese firm's internationalization through M&A into Germany, we explain that integration is not a requirement in this type of entry mode and firms can adopt a supportive partnering approach where the revenues and financial results suggest a very positive outcome.

Keywords: international business theory, foreign direct investment, multinational enterprises

Paper ID: 99

How Does Decision-Maker Personality Influence Entry Mode Decisions?

Peter Magnusson, University of Alabama, USA
Doug Dow, Melbourne Business School, Australia
Dan Baack, University of Denver, USA

This conceptual study lays out a framework for how the decision-maker's personality is expected to influence entry mode decision. This study diverts from traditional entry mode studies, which have primarily focused on firm and environmental characteristics as drivers of entry mode. Instead, grounded in the theory of purposeful work behavior, which suggests that the decision-maker's personality is expected to influence strategic decisions. This study responds to recent calls in the literature for a better understand of managerial cognition's role in assessing foreign environments and determining internationalization decisions. Currently, the study is limited to the conceptual framework and associated propositions. At the time of the AIB-SE conference, we are hopeful that we'll be able to add an empirical analysis, which is planned for the coming months.

Keywords: entry mode choice, personality

Paper ID: 105

Successfully Entering the Emerging Market of Brazil: A Legitimacy Perspective

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Daniel Rottig, Florida Gulf Coast University, USA
Nicholas Cid, Florida Gulf Coast University, USA
Russel Maylott, Florida Gulf Coast University, USA
Amanda Niemczyk, Florida Gulf Coast University, USA
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Based on a qualitative research approach comprising semi-structured executive interviews, this paper examines the importance and relevance of local legitimacy in the context of multinational corporations (MNCs) entering the emerging market of Brazil. Due to the country's heavy reliance on informal institutions in daily economic activity, high level of governmental corruption, formal barriers to trade and investment -leading to considerable liabilities of foreignness for MNCs- Brazil it a difficult market to penetrate. Given these institutional challenges and risks, establishing and maintaining local legitimacy becomes paramount to the success of MNCs when entering and operating in Brazil. This paper discusses the formal and informal institutional legitimacy challenges in Brazil and sketches out external and internal strategies MNCs can use to gain and maintain local legitimacy in this emerging market.

Keywords: multinational enterprises, instiutional environments, entry mode choice

Paper ID: 112

*Partners' Characteristics Compatibility and International
Joint Ventures Longevity: What Really Matters?*

Dora Triki, ESCE International Business School, Paris, France

The objective of this article is to study the influence of initial partners' characteristics (age difference between partners, inter-firm rivalry, and industry relatedness) on the longevity of International Joint Ventures (IJVs). Our sample includes 120 IJVs located in Southern and Eastern Mediterranean countries which were formed between 1996 and 2003. The results reveal that only the industry relatedness of the foreign partner with the IJVs has a significant and negative effect on IJVs longevity. Our findings thus suggest that foreign partners in this region would seek to learn about new market knowledge. This research emphasizes the importance of the local context in explaining the variety of results in this field of research.

Keywords: entry mode choice, foreign direct investment

Paper ID: 118

*Internationalization of a Service SME from an Integrated Theoretical Perspective:
Evidence from an Emerging Economy*

Alexander Tabares, Universidad de Medellín, Colombia
Sabrina Tabares, Universidad de Medellín, Colombia
Sin Kit, Ruta N Colombia, Colombia

The objective of this exploratory study is to analyze what resources a service SME employs to enter foreign markets and how it establishes its decision-making, market selection and entry mode choice. In this empirical investigation, a single-case study has been carried out in a high-tech firm (Satrack, Medellín-Colombia) from three theoretical perspectives: the resource-based theory, the intellectual capital view as well as the dynamic capabilities. The main findings of the research show that intangible resources in the form of intellectual capital and organizational dynamic capabilities are crucial for the internationalization of service SMES. Thus, human, structural and relational capital combination creates a set of organizational dynamic capabilities that are recurrent and they correspond to other similar research results. Contributions of the study are both academic (for the advance of the research in the internationalization of service SMES) and practical (for the design of governmental policies to the internationalization of this breed of firms).

Keywords: international business theory, entry mode, export/import

Paper ID: 170

CPP Model for Internationalization beyond Boundaries

Justin Paul, University of Puerto Rico, USA

Rosarito Sanchez, University of Puerto Rico, USA

We develop CPP (Conservative, Predictable and Pacemaker) model for internationalization of firms and to zoom in to the global markets in this article. We examine the path, process, pattern and pace of internationalization with a clustering analysis, based on the data of Information Technology firms from Puerto Rico, an island territory of the United States, and introduce CPP as a tested framework to take up the research stream beyond the established models such as Uppsala, Born Global and CAGE. This paper is based on primary data collected from the senior managers of those firms. The CPP model can be used as a framework for real life industry analysis as well as in academic research dealing with the growth and internationalization of firms.

Keywords: global economic environment, location choice, institutional environment

International Marketing
Accepted Competitive Papers

Paper ID: 16

Vicarious Animosity: Taking Sides on Provocative Issues

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Stanford A. Westjohn, University of Alabama, USA
Srdan Zdravkovic, Bryant University, USA
Dario Miocevic, University of Split, Croatia

In this study, we examine what happens when consumers evaluate a geopolitical conflict in which they are not direct stakeholders. This study introduces and examines a new type of animosity. Vicarious animosity is animosity that consumers can feel against a country involved in a geopolitical conflict, even though the consumer's home country may not be directly affected. Our study is grounded in cognitive-affective theory of emotions and we examine the discrete effects of anger and hope. Further, we present arguments for why Schwartz's values of power, universalism, and openness to change may systematically predict anger and hope. We examine the conceptual framework among Croatian consumers evaluating the Israeli-Palestinian conflict, which largely support the conceptual framework. The introduction of the concept of vicarious animosity has important theoretical implications for our understanding of animosity and managerial implications for managers of brands from countries involved in geopolitical conflict.

Keywords: Consumer animosity, consumer behavior, country-of-origin effects

Paper ID: 28

*The Role of Importer Opportunism in Export Performance
of SMEs: A Longitudinal View*

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Cristina Villar, University of Valencia, Spain
Claude Obadia, ESCE International Business School, Paris, France

This study explores the role of trust on exporters' perception of foreign partner opportunism and the consequences on small and medium-sized enterprises' (SMEs') economic performance. The analysis of longitudinal survey data from SMEs demonstrates that trust reduces perceptions of opportunism and that opportunism mediates the effect of trust on performance. Using structural modeling the authors confirm that the perception of opportunism fully mediates the relationship between interfirm trust and exporter economic performance. These findings offer novel perspective on trust-based relationships because they suggest that the attenuated perception of opportunism explains the positive impact of trust on performance. Next, using a small dyadic data set, the authors examine how interfirm trust works and show its impact on importers' cooperative spirit. In particular, these empirical findings are relevant to exporting SMEs in that they identify trust as an effective alternative to otherwise exorbitant governance mechanisms accessible to MNCs.

Keywords: B2B marketing, marketing channels, cross-cultural marketing

Paper ID: 32

The Strategic Alignment of Brand Behavior with Country Personality

Brian Montavon, University of Alabama, USA

Peter Magnusson, University of Alabama, USA

This study examines how service interactions in which the frontline service employee's behavior is aligned with a firm's home country personality may positively affect brand evaluations. Country-of-origin research has almost exclusively viewed country image as ranging from unfavorable to favorable. Instead, this study considers the concept of country personality. In an experimental study, this study illustrates that a brand from a country with an extroverted country personality (Italy) is perceived more favorably when the service employee is more extroverted. In contrast, a brand from a country with an introverted country personality (Sweden) is perceived more favorably when the service employee is more introverted. This study is the first to demonstrate how international firms can leverage employee behavior-country personality alignment as a brand-building advantage.

Keywords: country-of-origin effects, consumer behavior, brand management

Paper ID: 34

*Antecedents and Dimensions of Consumer Animosity:
An Empirical Test in Russia*

Andy Hao, University of Hartford, USA

Irina Naoumova, University of Hartford, USA

Jun Ma, Indiana University-Purdue University Fort Wayne, USA

Irina O. Volkova, Federal Research University - Higher School of Economics, Russia

Since the seminal piece of Klein et al. (1998), there has been growing interest in research into the impact of consumer animosity on consumers' willingness to purchase foreign products. However, most of this research has been mainly focused on the impact of consumer animosity on purchasing decision and less research has been conducted to explore the different antecedents of consumer animosity construct. To fill this gap, this paper has examined how consumer cosmopolitanism, materialism and uncertainty avoidance relate to consumer animosity. We test our hypotheses, investigating Russian consumers' evaluations of and behaviors toward the products from Poland, Germany, and Ukraine. The results show that consumer cosmopolitanism is negatively related to consumer animosity and consumer materialism is positively related to consumer animosity.

Keywords: consumer animosity, cross-cultural marketing, global branding

Paper ID: 69

Culture Impact on Perceptions of Communication Effectiveness

Sandra Graca, Eckerd College, USA

James Barry, Nova Southeastern University, USA

Early research on relationship marketing highlight the role of communication in shaping trusted and committed business partnerships. Various studies validate communication as one of the strongest determinants of relationship commitment, loyalty, trust and satisfaction. But, few have studied the predictors of communication effectiveness, especially in a global context. This study analyzes the impact of cooperation, quality communication, conflict handling and two-way communication as predictors of communication effectiveness. The perception of their impact on increasing communication effectiveness is tested in the context of buyer-supplier relationship in one high-context/relationship-based country (Brazil) and one low-context/rule-based country (U.S.). Results indicate that cooperation increases perception of communication effectiveness more for U.S. buyers while conflict-handling is the greatest predictor perception of communication effectiveness in Brazil.

Keywords: marketing channels, cross-cultural marketing, marketing strategy

Paper ID: 152

*Exploring the Impact of Product Ethnicity
in Developed versus Emerging Economies*

Jieun Park, Cleveland State University, USA

This paper aims to investigate the role of economic development of foreign countries in the relationship between product ethnicity and evaluations of foreign products. In other words, stereotypical roots of COO may influence consumer perceptions and product evaluation differently depending on the level of economic development. After collecting 200 South Korean sample, ANOVA analysis revealed that congruent (or matched) product ethnicity signals positive product evaluation and purchase intention of foreign products regardless of level of economic development of foreign countries. On the other hand, incongruent (or mismatched) product ethnicity signals positive product evaluation and purchase intention of foreign products from developed countries than those from developing countries.

Keywords: Country-of-origin effects, cross-cultural marketing, consumer behavior

Paper ID: 191

By special invitation

Assessing Performance Outcomes in Marketing

Constantine Katsikeas, Leeds University Business School, United Kingdom

Research in marketing has increasingly focused on building knowledge about how firms' marketing contributes to performance outcomes. A key precursor to accurately diagnosing the value firms' marketing creates is conceptualizing and operationalizing appropriate ways to assess performance outcomes. Yet, to date, there has been little conceptual development and no systematic examination of how researchers in marketing should conceptualize and measure the performance outcomes associated with firms' marketing. The authors develop a theory-based performance evaluation framework and examine the assessment of such performance outcomes in 998 empirical studies published in the top 15 marketing journals from 1981 through 2014. The results reveal a large number of different performance outcome measures used in prior empirical research that may be only weakly related to one another, making it difficult to synthesize findings across studies. In addition, the authors identify significant problems in how performance outcomes in marketing are commonly conceptualized and operationalized. They also reveal several theoretically and managerially important performance areas in which empirical knowledge of marketing's impact is limited or absent. Finally, they examine the implications of the results, provide actionable guidelines for researchers, and suggest a road map for systematically improving research practice in the future.

Keywords: marketing performance, outcome measures, conceptualization, guidelines

International Marketing

Accepted Interactive Papers

Paper ID: 13

Constituency Building: Determining Consumers' Willingness to Participate in Corporate Political Activities

Clark D. Johnson, Saint Louis University, USA

We examine the recent trend of firms appealing to consumers to become political activists on behalf of the firm—or “constituency building”. This non-market strategy has recently been used by several firms in order to achieve various regulatory or political objectives. However, the micro-level factors that play a role in this strategy have yet to be examined in the academic literature. Therefore, we explore several aspects of this firm-consumer interaction in order to provide managers with a better understanding of when this strategy can be used effectively. We develop several propositions regarding consumer responses and potential outcomes of this strategy.

Keywords: consumer behavior

Paper ID: 68

Exploring Millennials Social Media Usage and Green Consumption Behavior

Stephanie Anne Nicole Bedard, Elon University, USA
Carri R. Tolmie, Elon University, USA

Using the lens of social impact theory, we investigate the effects of social media usage and online interpersonal influence on millennials’ green purchase intentions. Based on this well-established theory, we hypothesize that both social media usage and online interpersonal influence will be positively correlated with millennials’ green purchase intentions. We will also explore the role culture has as a moderating force in this relationship using dimensions from Hofstede’s consumer culture theory framework. Hypotheses will be tested using survey data collected from both US American and Mexican millennials. Implications of the results for research, business practice and policymaking will be discussed.

Keywords: sustainability, consumer behavior, corporate social responsibility

Paper ID: 101

Fashion and Luxury: An Analysis of the Brazilian Industry and Market

Aidan Blake, Eckerd College, USA
Sandra Graca, Eckerd College, USA

Brazil's recent economic growth and appeal to international designers and brands have caused the fashion industry to flourish. From its high-profile fashion weeks and designer malls to its citizen's exquisite taste for luxurious items and designer clothing, Brazil has established itself as one of the largest fashion capitals of the world. This on-going research contains a detailed analysis of Brazil's fashion industry and consumer market, including a close examination of the marketing environment in which fashion companies operate.

Keywords: consumer behavior, marketing strategy, global consumption, fashion

Paper ID: 110

Nudity in Advertising: A comparison of American, French and Indian Magazine Advertising Practices

Virginie Khare, Eckerd College, USA

The author examined the visual components in advertisements drawn from three magazines published in France, India and the United States over a year to investigate the use of nudity in advertising on three continents. France, India and the United States have scored very differently on established cultural classifications such as Hofstede's and Trompenaars', while the use of nudity and of what is often referred to as "sex appeal" has been the source of numerous studies in the past three decades. After a thorough literature review to demonstrate the need for further cross-cultural research in this area, the author develops hypotheses establishing that advertisers in these three cultures not only use nudity at different rates, but also in different ways. Additional hypotheses relating to design preferences are also developed. The methodology section reviews the content analysis procedures based on prior research in other countries. Findings support most of the hypotheses and significant differences were found between the magazine advertisements practices in the three countries. They are explained, with examples, and followed by managerial implications.

Keywords: advertising, cross-cultural marketing, consumer behavior

Organization and Human Resources of the MNE

Accepted Competitive Papers

Paper ID: 9

*TQM Effect on Patient Safety Culture Attitude and
the Intermediate Roles of Employees' Values and Job Satisfaction*

Chuan Chiang Chou, Chang Jung Christian University, Taiwan
Kuei Ying Wang, Chang Jung Christian University, Taiwan

This study was to explore TQM effect on patient safety culture attitude and the intermediate roles of employees' values and job satisfaction among clinical nurses. A cross-sectional survey was conducted by applying convenience sampling for nurses with at least half a year work experience at five teaching hospitals in Taiwan from June 25th to July 5th, 2015. There are 492 valid responses were received with retrieved rate 70.3%. The major findings of this study were (1) TQM has a positive impact on patient safety culture attitude (2) TQM has a positive impact on work values. (3) Work values have a positive impact on the employees' patient safety culture attitude. (4) TQM has positive effect on patient safety culture attitude through work values. (5) TQM has a positive impact on employee satisfaction. (6) Employee satisfaction has a positive effect on patient safety culture attitude. (7) TQM has positive effect on patient safety culture attitude through employee satisfaction. (8) Work values have a positive impact on the employee satisfaction.

Keywords: clinical nurses, total quality management, work values, employee satisfaction

Paper ID: 22

*Talent Management Practices, Absorptive Capacity and Firm's Performance
in Emerging Market Contexts: How it works in Russia and Brazil?*

Marina Latukha, Saint Petersburg State University, Russia

This paper aims to discuss the peculiarities of talent management (TM) practices in Russian and Brazilian companies. In our research, we compare TM practices in Russia and Brazil, discussing how they differ in Brazilian and Russian firms. The research also investigates the relationship between TM, absorptive capacity, and a firm's performance using emerging market context, in particular Russian and Brazilian. Analysis of 125 companies provides the understanding about the linkage between TM practices and knowledge acquisition, knowledge assimilation, knowledge transformation, and knowledge exploitation. The results prove the role of TM in absorptive capacity in both contexts and indicate how particular TM practices positively associated with absorptive capacity.

Keywords: human resources, talent management

Paper ID: 30

Management Skills of Russians

Lam Nguyen, Bloomsburg University of Pennsylvania, Russia
Natalia Ermasova, Governors State University, Russia
Dina Clark, Bloomsburg University of Pennsylvania, Russia
Sergey Ermasov, Saratov State University, Russia

Globalization and diverse workplace development has greatly influenced international business. This study focuses on the management skills of respondents from Russia, to see if gender, education, and age can be significant factors in their technical, human and conceptual competencies. The results of 527 Russian adults show that there are significant differences in their management skills.

Keywords: Management skills, human relations, gender, education, Russia

Paper ID: 67

*Social-Exchange Mechanisms Linking
Person-Organization Fit to Work-Related Outcomes*

Jun Yang, Fort Hays State University, USA
Chun-Sheng Yu, University of Houston-Victoria, USA

To create and maintain a fully engaged workforce, establishing person-organization fit (P-O fit) among employees has continued to be a central focus of organizational research. We used a research design that blended interviews, pilot study and survey-based studies to examine the mechanisms linking P-O fit and work outcomes. More specifically, we conducted a pilot test to refine the work-value scale in Chinese setting, and to pretest the established and validated measures for the key variables. We gathered survey data from a sample of 179 employees in China. Our research findings suggest that P-O fit is a significant predictor of three important work outcomes. It is positively related to job satisfaction and organizational commitment, while negatively related to turnover intention after controlling for demographic characteristics. Our study also finds that perceived organizational support (POS) mediates the effect of P-O fit on job satisfaction, organizational support, and turnover intention. Finally, when LMX was incorporated into the conceptual model and statistical analyses, the findings revealed that there was overall moderated mediation for the connections between P-O fit, job satisfaction, and organizational commitment, but no moderated mediation for the connection between P-O fit and turnover intention.

Keywords: human resources, organizational behavior, work attitudes

Paper ID: 144

The Other Sides of Barricades: Interviewing the Free-Riders, Not Their Managers and Co-Workers, on the Reasons of and Ways to Deal with Free-Riding in GVTs

Vasyl Taras, University of North Carolina at Greensboro, USA

Maria Gil del Alcazar, University of North Carolina at Greensboro, USA

William Tulla, University of North Carolina at Greensboro, USA

Based on a unique sample of 86 documented “free-riders” from 750 teams that completed a long-term international business consulting project, this study attempts to understand the reasons for and ways to deal with low performance in GVT context by looking at the problem through the eyes of the guilty ones, as opposed to the accounts of their active team members or project managers. Hundreds of pages of qualitative interview data are coded and analyzed. The findings are discussed with respect to managerial implications and future research directions.

Keywords: virtual teams, organizational behavior, human resources

Organization and Human Resources of the MNE

Accepted Interactive Papers

Paper ID: 13

*Westernization or Localization of Human Resource Management Practices
in CIS countries? Evidence from Kazakhstan Firms*

Marina Latukha, Saint Petersburg State University, Russia
Konstantin Malko, Saint Petersburg State University, Russia

The study investigates the peculiarities of human resource management (HRM) practices in Kazakh firms and identifies the factors that influence them. Attention is paid to analysis of the country-specific environment that shapes the peculiarities of HRM practices and provides discussion about the respective westernization or localization perspectives. The paper argues that HRM practices are influenced by a number of factors, some of which are rather specific to Kazakhstan, and some are common in a CIS context. The results show that despite dynamic economic growth of Kazakhstan's economy, HRM practices are still in transition from those of Soviet heritage to ones that exist in Western MNCs and cannot fully match the country's needs in HRM development.

Keywords: human resources, CIS countries

Paper ID: 29

Intercultural Competence in the Digital Age

Luciara Nardon, Carleton University, Canada
Kathryn Aten, Naval Postgraduate School, USA

Increasingly international business operations depend on interpersonal interactions happening through computer-mediated communication. In this paper, we explore how ICT is influencing intercultural experiences through a discussion of findings of three previous empirical work drawing on blog posts written by expatriates and immigrants in Canada, notes and transcripts of the interactions of a globally distributed team working in a virtual environment, and the output of a global crowdsourcing effort. A comparison across the three studies revealed three important trends influencing intercultural communication: the proliferation of intercultural communication, the diversification of sources of intercultural communication, and the increasing accessibility of intercultural experiences. We argue that these trends result in high communication ambiguity in computer-mediated intercultural experiences as compared to intra-cultural, face-to-face experiences and intra-cultural virtual experiences. We discuss the implications of this highly ambiguous communication environment to intercultural competence and suggest that in the digital age, individuals will need to be skilled in developing common ground through computer-mediated communication, contextualizing one-way communication, and tolerating ambiguity.

Keywords: virtual teams, organizational behavior, intercultural competency

Paper ID: 36

*Profiles of Attitudinal and Instrumental Union Commitment:
A Test of Two National Samples*

Edward Akoto, Henderson State University, USA

One of the approaches that have gained a foothold in the commitment literature is the profiles of commitment. This approach focuses on identifying groups that share similarities on a set of commitment constructs (Somers, 2009). However, profile research is rare in studies of the union. The purpose of this study was therefore to investigate the existence of profiles of attitudinal and instrumental union commitment and the associations with economic indices and union citizenship in two national samples; US and Ghana. This study also seeks to determine if the different national contexts lead to discernible patterns among the union profiles. Data from a field investigation of unionized employees revealed a four-cluster solution in both studies. MANOVA analyses revealed profile differences on psychological collectivism and union citizenship in both samples, but differences in the economic indices were only significant among profiles of the Ghana sample. The outcome has practical implications for MNEs operating in unionized employment contexts.

Keywords: work attitudes, organizational behavior, labor relations, commitment

Paper ID: 42

*Proactive Personality In Culturally Diverse Virtual Teams:
Effects Of Leader/Member Fit And
Cultural Moderators on Performance Outcomes*

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Katja Mueller, Technische Universität Darmstadt, Germany
Susan Forquer Gupta, Monmouth University, USA
Vasyl Taras, University of North Carolina at Greensboro, USA

The current article is examining the concept of proactive personality within a cross-cultural context. We investigate proactive personality characteristics influencing team- and individual performance of a case-study project including real life-challenges. Within X-Culture project over 3,000 participants from 40 universities in 35 countries attended a lecture accompanied by a comprehensive survey in cross-cultural and geographically divided teams. With our analysis, we aim at theoretical implications regarding the research of leader-follower proactive personality fit and introducing cultural context within proactive personality research. Practical implications of this article regard composition and management of cross-cultural teams.

Keywords: virtual teams, comparative management, diverse contexts.

Paper ID: 156

*The Influence of Workplace Attraction on
Organizational Commitment and Retention*

Me’Kia Davis, Savannah State University, USA
Jasmine Pendergraph, Savannah State University, USA
Jun Wu, Savannah State University, USA

Identifying factors that foster organizational commitment and decreases turnover ratios is very important to an organization’s human resource department. This study examines the opinions of employees from nonprofit, private, and public-sector organizations. Seven construct variables (compensation and benefits, work conditions, career advancement, job security, social profile, workplace diversity, and coworker relations) were used to determine their relationship with organizational commitment and employee retention. The results indicated that all the predictors significantly predict organizational commitment. Compensation and benefits, work conditions, career advancement, social profile, workplace diversity, coworker relations, and organizational commitment were statistically significant to employee retention.

Keywords: human resources, organizational behavior

Paper ID: 161

A Comparison of Work Visas Among Australia, Switzerland and the United States

John Jude Moran, Wagner College, USA

Australian workers rebel against the introduction of lower wages and the lessening of restrictions on immigrant workers. The Australian government and many employers insist it is mandates to fill a need. Swiss citizens are divided after a referendum narrowly passed reinstituting quotas on immigrant workers. The conservatives argue they do not want to be overrun with foreigners who can bring their families and remain indefinitely within the country. Democrats acknowledge the contributions made by immigrant workers and their families. American workers primarily in Information Technology claim that employers are discharging them after recruiting foreign workers holding H-1B visas. The American workers were earning respectable incomes. Their foreign counterparts are hired for much less. Employers counter that only a small percentage of their employees are immigrants and that they are needed to fill gaps in their employment requiring special skills. Are foreign workers granted visas to replace citizens for the sole reason of saving on labor costs?

Keywords: comparative management, human resources, labor relations

Religion in International Business

Accepted Competitive Papers

Paper ID: 47

The Determinants of Co-movement Dynamics between Sukuk and Bonds

Andrea Paltrinieri, Università di Udine, Italy

Stefano Miani, Andrea Paltrinieri, Università di Udine, Italy

Alberto Dreassi, Andrea Paltrinieri, Università di Trieste, Italy

Alex Scip, Andrea Paltrinieri, Università di Udine, Italy

This paper adopts a multivariate GARCH framework to examine conditional correlations and volatility linkages between sukuk (Islamic bonds) and conventional bond markets in Europe, United States and Emerging Markets. We find evidence of persistence in volatilities of sukuk and corporate investment grade bonds. We also find a time varying positive conditional correlation between returns of sukuk and leading bond markets, driven by changing macroeconomic and market conditions. Moreover, we unveil structural breakpoints in paths of dynamic correlations corresponding to external shocks, such as the sovereign debt crisis and the FED tapering announcements. Finally, we examine the impact on correlations of market-wide factors: we find significant behavioral shifts in the sukuk-bonds relationship, explained by market liquidity, crude oil prices, US credit information and stock market uncertainty. Liquidity and interest rates, instead, are less relevant drivers. Our results provide useful implications for portfolio and risk managers in both emerging and developed markets.

Keywords: Islamic finance, ethics, sukuk

Paper ID: 56

Sovereign Sukuk Issue: Opportunities for Europe

Federica Miglietta, Università di Bari, Italy

In the course of the Islamic World Forum held in London in October 2013, the British Prime Minister David Cameron announced, before an audience of 1,800 politicians and businessmen from 115 countries around the world, his government's plans for the first sovereign sukuk issued by a non-Islamic country. This announcement was followed by the first major issuance of sovereign sukuk by a European country. This study analyses the traits of sukuk – Islamic equity certificates – and contains reflections on the state of the European market and on the opportunities that sukuk issues may offer for financing large infrastructure projects and for multiplying the number of investors desirous of holding public debt issued by European countries.

Keywords: Islamic finance, international business, religion, sukuk

Paper ID: 74

*Shariah Scholars' Board Composition and its Effects on Performance:
Evidence from Islamic Equity Indices*

Andrea Paltrinieri, Università di Udine, Italy
Josanco Floreani, Università di Udine, Italy
Federica Miglietta, Università di Bari, Italy

Based on a sample of the major 54 Islamic indices over the period 2007–2014, we investigate the effect on Islamic indices' risk and return characteristics of Shariah board members' educational background and the different screening criteria the scholars set for portfolio composition. Using a capital asset pricing model benchmark analysis, we assess the sensitivity of Islamic indices to their conventional peers in terms of beta and also derive a measure of return (Jensen's alpha). First, detailing the board composition of the indices and measuring the number of board members with an economic background the indices share, we observe that the higher the number of members in common among the boards, the higher the risk–return profile of these Islamic indices. Consequently, these indices resemble their conventional peers more than the other indices do. Second, regarding the alpha and beta determinants, our findings show that different betas across providers depend on the screening criteria, while the economic educational background of board members affects performance in terms of Jensen's alpha. Summing up, our results suggest that a scholar's economic background stresses the focus on performance while leading to a greater risk taking propensity; commonalities among board members, however, lead to standardization of the screening criteria among providers. Our study and its results aim to contribute to the governance literature related to board composition and its importance as possible drivers of performances. In addition, given the impressive growth that Islamic finance has experienced through the last decade, this topic is of great interest to the asset management industry, especially for managers applying benchmarking strategies and investing in exchange-traded fund products linked to Islamic investments.

Keywords: Islamic finance, ethics, religion, corporate governance

Paper ID: 192

The Landscape for Islamic Finance in the United States

Matthew Mitchell, Drake University
Jeffrey A. Kappen, Drake University

This paper uses an institutional lens to examine the arrangements that may enable or inhibit the growth of Islamic finance in the United States. After a historical overview, findings show that barriers to entry, current risk and taxation regulations, and prevailing cultural norms are generally negative for the growth of the industry.

Keywords: Islamic finance, regulation, religion and business

Religion in International Business

Accepted Interactive Papers

Paper ID: 94

Is Globalization a fulfillment of Christian Biblical Prophecy?

Toni Williams, Georgia Southern University, USA

Stan Suboleski, Georgia Southern University, USA

This paper will explore the changes in globalization over the past 50-60 years as it relates to the Christian Bible. We will examine the current financial events and how they appear to correlate with Biblical prophecy. In particular, we will look at the move to one world currency and a one world government. We will examine the potential for a unified economy and a unified government to solve the world's economic woes. Given the Christian view that many Old Testament prophecies have already been fulfilled, we will look at these prophecies and others that relate to globalization which those of the Christian faith believe are yet to come. We will identify and explain the financial and political events that appear to substantiate these prophecies.

Keywords: globalization, Christianity

Paper ID: 121

*Religion and Culture in the Global Organizational Context:
How does it influence Sustainable and Socially Responsible Business Practices*

Gayathri Banavara, LIM College, USA

This paper gives insights into the complete relationship between organizational culture, religion and sustainability within the context of business. The purpose of identifying the relationship is to find a connection between religion and sustainability and how it is intertwined in the organizational culture in the global context. The World Business Council for Sustainable Development (WBCSD) definition of CSR talks about improving the quality of life of the society, meaning the businesses taking care of the people and to act in a moral and ethical fashion. Emerson & McKinney (2010) contend that for a "market system to function effectively, a moral and ethical underpinning is necessary". Miller & Timothy (2010) in their paper 'Rethinking the impact of religion on business values: Understanding its reemergence and measuring its manifestations', argues "that religious values continue to have impact on the economy and in the workplace, as was suggested early on by Weber (1905), and is experiencing resurgent practitioner interest and scholarly research in modern times" (Pg. 50). This paper is an attempt to investigate how culture and religion of a region/country influence the way individuals and organizations view sustainability and socially responsible business practices.

Keywords: religion, ethics, International business, CSR

Research Methods, Cross-Cultural Measurement,

Analytics and Metrics

Accepted Competitive Papers

Paper ID: 10

The Specificities of Interviewing in China

Rui Torres de Oliveira, College of Saint Benedict / St. John's University, USA
Sandra Figueira, Grenoble Business School, France

Interviewing as part of a research effort involves much more than just the personal interviewing skills of the researcher. The cultural context surrounding where the interview is being conducted has an important influence over the whole interviewing process and must be seen as critical. In this research we focus on China as a specific cultural context by using an empirical critical reflection analysis to explain the specificities of interviewing in China. We find that, from the request for interviews until the post-interview stage, different specificities exist in a Chinese context.

Keywords: qualitative methods, research design, China

Paper ID: 18

Relationship between Belief in Determinism/Free Will and Mindfulness

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William Collier, University of North Carolina at Pembroke, USA

This purpose of this study was to examine whether mindfulness is related to a belief in determinism or free will. To study that, we designed two experiments. In the first experiment, participants were randomly assigned to read either free will statements, determinism statements, neutral statements. In the second experiment, the procedure is similar to the one in the first experiment except that before reading the statements, participants listen to a 30 minutes guided meditation. Following these procedure in both experiments, participants answer questionnaires (on mindfulness, determinism/free will beliefs and emotion). In the third experiment, the participants are randomly selected to either listen to a 30 minutes guided meditation or not, the rest of the procedures are the same as the ones in experiments 1 and 2. We found that the people with higher mindfulness scores are more likely experiencing positive affect than negative affect, and vice versa for the people with lower mindfulness scores. We also found that reading the statements on free will or determinism tend to make high mindful people take longer time to respond and make low mindful people less time to respond. The result is reversed if people read neutral statement.

Keywords: meta-analyses, mixed methods, research design

Paper ID: 92

Information Quality's Role in the Supply Chain Integration Efforts of the Indian Small Scale Manufacturer: Facilitating Supply Chain Flexibility

Katrina Savitskie, Savannah State University, USA
Sandipan Sen, Southeast Missouri State University, USA
Sampath Ranganathan, University of Wisconsin-Green Bay, USA

Research on Indian small scale manufacturing was conducted in Kolkata, India to evaluate the causal linkages between information quality, supply chain integration, and ultimately on supply chain flexibility. 100 manufacturing executives participated in the study. Using SmartPLS, we evaluated the data and our SEM model provides insights for manufacturers operating in the complex and growing small scale manufacturing sector.

Keywords: global supply chains, international SCM

Paper ID: 188

Multifactor Productivity and Organizational Goals of Efficiency and Profitability

Michael Tannen, University of the District of Columbia, USA

This paper shows that a measure of multifactor productivity (MFP) found in production and operations management texts, the value of output produced divided by total production cost, has clear implications for profitability which may not be widely recognized. The paper considers assessment of the MFP/profitability relationship in the present situation. It emphasizes that the numerical value of multifactor productivity, so defined, indicates whether an organization is producing at a profit, loss, or break-even situation. The higher the value of MFP at the firm's current production, the greater the profit or earnings. It also shows that a common percentage measure of profitability, "markup," can be determined by subtracting the value of one from the value of MFP. Another measure, the profitability percentage, is also linked to MFP. Furthermore, we specifically discuss the implications of MFP for cost-volume analysis, i.e. the quantity of output needed to break-even or achieve a target profit. Lastly, we emphasize that a related specification of multifactor productivity (units of output divided by total production cost) is the mathematical inverse of the economist's specification of average total cost. As such, economic principles which apply to the behavior of average cost in the longer view (the "strategic planning curve") with its economies and diseconomies of scale apply to multifactor productivity. Implications regarding the relationship between MFP and profitability in the longer term are drawn.

Keywords: quantitative methods, measurement issues, statistics

**Research Methods, Cross-Cultural Measurement,
Analytics and Metrics
Accepted Interactive Papers**

Paper ID: 157

*The Development and Validation of The Quasi-Observational
Cultural Intelligence (QO-CQ) Instrument*

Vasyl Taras, University of North Carolina at Greensboro, USA

As cross-cultural interactions are becoming commonplace, cultural intelligence becomes critical to career and organizational success. Accordingly, measuring cultural intelligence is a very important task. Despite a variety of available CQ measures, most of them suffer from a series serious limitations. This interactive session submission presents a new Cultural Intelligence instrument that is drastically different from all earlier CQ measures. While existing instrument almost exclusively rely on subjective self-evaluation and self-reporting, this new instrument relies on observation data. Using an analogy with IQ tests, the existing CQ measures do not directly assess one's cultural intelligence with questions that have correct and wrong answers (e.g., $2+2=?$ in IQ tests), but instead ask the test takers to subjectively assess their own cultural intelligence (e.g., On a scale from 1 (I have no clue) to 5(I know very well), how well do you know the answer to the question " $2+2=?$ "). The QO-CQ instrument uses the quasi-observation approach to resolve the problem.

Keywords: survey research, measurement issues, research design

**Research Methods, Cross-Cultural Measurement,
Analytics and Metrics
Accepted Panels**

Paper ID: 86

*Research Crowdsourcing, Data Sharing, and Large-Scale Collaboration:
Latest Developments and Opportunities in International Business Studies*

Panelists:

Vasyl Taras, University of North Carolina at Greensboro, USA

Maria Gil del Alcazar, University of North Carolina at Greensboro, USA

Alfredo Jimenez, Kedge Business School, France

Ernesto Tavoletti, Università di Macerata, Italy

Jim Blair, University of Rhode Island, USA

Irina Naoumova, University of Hartford, USA

Open data sharing and research crowdsourcing have been shown to spur collaboration and greatly aid scientific discovery in a number of fields of study, including astronomy, biology, medicine, and economics. Unfortunately, International Business research has been largely missing on the trend, even though this field, as no other, is uniquely suited to rely on international large-scale collaboration. However, a growing number of International Business researchers recognize the potential of open-source data and are eager to join the movement. The proposed panel will review experiences and best practices of data sharing and research crowdsourcing in various fields of discovery, discuss how this approach can be promoted in International Business research and what its growing popularity may mean with respect to data ownership, authorship, promotion and tenure.

Keywords: Research design, meta-analysis, mixed methods, crowdsourcing

The World of International Business Education

Accepted Interactive Papers

Paper ID: 7

A Survey of Sustainable Business Education

Nancy Ellen Landrum, Loyola University Chicago, USA

This study seeks to identify consensus among faculty and Colleges of Business around the world on what sustainability-related reading material should be assigned to students. The purpose of the study is to determine if there is a pattern emerging on what constitutes essential reading in introductory sustainable business studies courses. Through a review of the syllabi of 96 introductory courses representing 63 universities globally, the most common reading assignments and authors have been identified. The results guide us in a transition from a buckshot approach to teaching sustainable business to a more focused approach based upon a general consensus of seminal works. The findings of this study serve as a guide to those who teach or will develop an introductory sustainable business course in any part of the world.

Keywords: enhancing IB education and curriculum, sustainability

Paper ID: 15

*Does Academic Pedigree Predict Performance?
On the Predictive Power of University Prestige*

Vasyl Taras, University of North Carolina at Greensboro, USA

Alexander Assouad, Belmont University, USA

Marjaana Gunkel, Free University of Bolzano, Italy

Justin Kramer University of Wisconsin-La Crosse, USA

Weng Si Lei, Institute for Tourism Studies, Macau, China

Grishma Shah, Manhattan College, USA

Anna Svirina, Kazan National Research Technical University, Russia

Alfredo Jimenez, Kedge Business, France

Ernesto Tavoletti, Università di Macerata, Italy

University rankings greatly affect the decisions of school choice and are a major guide in the employee recruitment and selection process. Intuitively, it would be expected that higher ranked universities provide a more nurturing and inspiring academic environment and superior training. Therefore, students from better schools are expected to perform better, justifying a preference for graduates from top schools among prospective employers. Despite much research into the predictive power of academic pedigree with respect to student performance virtually, all this research has been limited to the ability of graduates to find jobs, as well as the compensation of those jobs once found. Unfortunately, these traditional outcomes are only distal proxies for actual on-the-job performance. The present study uses a sample of over 18,000 students from 199 universities of various ranks. The students worked on a business consulting project for an actual firm. Their performance was measured along multiple dimensions. Results suggest that the overall effect of academic pedigree on performance is mixed: students from better schools excel in some areas, but suffer in others. These results depend on the nature of the job. Thus, hiring students from higher ranked universities may be advantageous in some cases but harmful in others.

Keywords: IB teaching, experiential learning, teams

Paper ID: 96

Experience Matters: The Differential Impact of Pedagogy on Students' Cultural Intelligence – An Exploratory Study

Raghu Kurthakoti, Arcadia University, USA
Margaret A. Nolan, Arcadia University, USA

In an attempt to evaluate the effect of different pedagogies on students' cultural intelligence, a study was conducted. This study compared three pedagogical approaches – a lecture-only approach, lecture supplemented by a short-term immersive experiential approach, and a medium-term virtual experience approach. Analysis of the data suggests that experiential approaches result in significantly higher cultural intelligence in students across knowledge, skill and attitude levels. Further analysis indicated that lectures with intensive immersive experience generally resulted in higher cultural intelligence than a virtual experience approach on the knowledge and skills components, whereas a virtual experience approach had a better impact on the attitude component.

Keywords: experiential learning, IB teaching

Paper ID: 113

Global Talent Development at the Institutional Level: Success Stories

Virginie Khare, Eckerd College, USA

This case study analyzes the success story of a small Liberal Arts College that has embraced cross-cultural experiences for its students and faculty. Despite its small size and limited resources the college has managed to remain among the top US colleges and universities for students studying abroad. Additionally, these international experiences are lived by all students, regardless of standing or majors. It is not unusual for students to actually experience multiple learning trips abroad. The institution has the full support of its administration and faculty work together to organize multinational trips linked to the different majors. Discussion of the administrative and faculty support is complemented by actual student experiences.

Keywords: study abroad programs, experiential learning, case-based methodology

Paper ID: 154

*Determinants and Effects of Learning Style Preferences:
A Comprehensive Framework*

Jun Wu, Savannah State University, USA

Hae-Yeon Choi, Savannah State University, USA

Gavin Jiayun Wu, Savannah State University, USA

With an increasingly diverse student body, three research questions have arisen: 1) how much do learning styles differ among students? 2) What factors predict student learning styles? And 3) do certain learning styles correlate with academic success? This study proposed a comprehensive framework in which, cultural factors, family environment including rewards and punishments an individual received during his/her childhood and personality would predict the learning styles preferences and learning styles will be correlated with academic success. In addition, gender will moderate the relationship between determinants and learning styles, while teaching style preferences will moderate the relationship between learning styles and academic performance. This framework will be empirically tested by a sample of 235 responses we collected from a business school located in Southern part of United States.

Keywords: IB education, learning styles

The World of International Business Education

Accepted Panels

Paper ID: 17

*Global Business and the Impact of International Trade:
Innovative Short-Term Faculty Led Programs – Three Models From Asia*

Panelist: Bradley A Feuling, The Asia Institute, China/USA

This session provides a closer look at three innovative models for short-term faculty-led programs in the international business field. The models will show how topics of international trade, supply chain management and strategic sourcing can be integrated into faculty-led programs.

Program Model One

Three Countries in Three Weeks

In three weeks, students visit a developing country, one of the BRICS, and a developed country to contrast and compare different stages of social, economic and supply chain development.

Program Model Two

Follow the Supply Chain

In two weeks, students track an end-to-end supply chain from the customer experience through to the component material production.

Program Model Three

International Consultancy Project

During an international short-term experience, students are assigned to a strategic business project and work with the local company to develop and present a solution. Students will apply their knowledge gained through academic courses towards a real-world example and must adapt to the realities of working with an international team.

This session offers insights for international business faculty into how other universities and faculty are developing their short-term programs in Asia, how they are integrating experiential learning, and also how they are crafting research topics around their faculty-led program models.

Keywords: IB education, experiential learning, study abroad programs

Paper ID: 80

*X-Culture in International Business Courses:
Instructor Exchange of Experiences, Challenges, Best Practices*

Panelists:

Karen Lynden, Rowan-Cabarrus Community College, USA
Vasyl Taras, University of North Carolina at Greensboro, USA
Maria Gil del Alcazar, University of North Carolina at Greensboro, USA
Cristina Robledo-Ardila, Universidad EAFIT, Colombia
Dilene Renee Crockett, Northeastern State University, USA
Tim Muth, Florida Institute of Technology, USA
Justin Paul, University of Puerto Rico, USA
Daniel Rottig, Florida Gulf Coast University, USA
Ernesto Tavoletti, Università di Macerata, Italy
Carri Tolmie, Elon University, USA
Leighton Wilks, University of Calgary, Canada
Secil Bayraktar, Özyegin University, Turkey

X-Culture (www.X-Culture.org), launched in 2010, is gaining popularity: over 100 IB professors from 40 countries take part in this international collaboration project with their 4,000 students every semester. The students from different countries work in GVTs and complete a business project, learning in the process the challenges and best practices of global cross-cultural collaboration. While the concept of X-Culture is very simple, some instructors have difficulties finding optimal ways to integrate the project in their course, devising a grading systems that, and helping students to fully utilize the opportunities offered by the project. The purpose of this session is to bring together academics with X-Culture experience and those who may only be considering adding this IB experiential learning project to their course so that they could share insights, ideas, concerns, and best practices and collectively develop ways to optimize the use of experiential learning projects, including X-Culture, in their IB courses.

Keywords: IB curriculum, experiential learning, teaching

Paper ID: 82

*Integrating Experiential Learning in International Business Curriculum:
Existing Projects and Best Practices*

Panelists:

Ilan Alon, University of Agder, Norway
Luis Camacho, Empire State College, USA
Alfredo Jimenez, Kedge Business School, France
Ru-Shiun Liou, Texas A&M University-Central Texas, USA
Karen Lynden, Rowan-Cabarrus Community College, USA
Irina Naoumova, University of Hartford, USA
Luciara Nardon, Carleton University, Canada
Meg Nolan, Arcadia University School of Global Business, USA
Rui Torres de Oliveira, College of Saint Benedict / St. John's University, USA
Justin Paul, University of Puerto Rico, USA
Deborah J. Pembleton, College of St. Benedict / St. John's University, USA
Amanda Phalin, University of Florida, USA
Mahesh (Michael) Raisinghani, Texas Woman's University, USA
Cristina Robledo-Ardila, Universidad EAFIT, Colombia
Vasyl Taras, University of North Carolina at Greensboro, USA
Ernesto Tavoletti, Università di Macerata, Italy
Jun Wu, Savannah State University, USA
Secil Bayraktar, Özyegin University, Turkey

Experiential learning is a “hot” topic in International Business and Cross-Cultural Management Education (IB-CCM), but the use of this approach is limited due to a lack of information and understanding on what tools are available and how to incorporate them in the curriculum. The proposed panel will bring together a panel of academics who have developed and successfully used various experiential learning projects in IB-CCM education programs. The goals of the panel are to share information about the existing EL projects, share experiences, discuss challenges and best practices of using EL to improve IB-CCM education, provide a networking opportunity for academics interested in the EL approach, and discuss how this panel can contribute to further discussion on the role of EL in IB-CCM education, possibly through special issues on EL in academic journals, targeted conferences and seminars, and better research on the issue. A similar session conducted five years ago led to a publication of a Palgrave book on Experiential Learning in IB. It is our hope that this panel will be the first step towards publishing the second edition of that book.

Keywords: IB education, experiential learning, IB curriculum

Paper ID: 181

Doing Business in Africa: Yesterday, Today and Tomorrow

Panelists:

Natalie Forcier, Forcier Consulting, USA

Ian Sandler, Forcier Consulting, USA

Jayson Sefchick, Forcier Consulting, USA

Forcier Consulting started working in Africa in 2009. It was founded in response to the overwhelming demand for data, research and information in some of the most challenging environments in Africa. The company works with various humanitarian aid funds, charities, and private companies and supplies them with reliable and high-quality data and information collected in these complex settings. The company also has a rich consultant network operating in different regions of Africa. Through this approach, not only do they ensure that today's decision-makers are able to create evidence-based policies and programs, but we also establish a research legacy and sustainable technical services industry within the country. Based on their experience, the speakers will talk about the intricacies of doing business in Africa, provide an analysis of the changes they've been witnessing, and share tips for those who seek to expand their operations into Africa, and their forecasts for the continent.

Keywords: community development, social impact, Africa