

# Proceedings

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*Editor:*

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**TABLE OF CONTENTS**

**Conference Awards.....2**  
**Abstracts.....3**

## CONFERENCE AWARDS

### **Best Conference Paper Award Sponsored by University of the District of Columbia**

Revisiting the Role of Home-country Conditions on Firm Performance: A Longitudinal Analysis of the Moderating Effects of International Geographical Diversification

*Pavlos Symeou, Cyprus University of Technology*

*Hemant Merchant, University of South Florida St. Petersburg*

### **Best Conference Theme Paper on Navigating (Anti) Globalism**

The Lessons from the Caribbean, the Dichotomy & Duality of Anti-Globalism and Globalization

*Reccia Charles, St. George's University*

*Nazly Nardi, Nova Southeastern University*

### **William J. Ziegler Best Ph.D. Student Paper Sponsored by The University of Alabama**

Do Foreign Multinationals Gain from Transparency Regulation? Evidence from Canadian Oil

*Jieun Shin, George Washington University, PhD Student*

*Robert Weiner, George Washington University*

### **Best Undergraduate/Graduate Student Paper Sponsored by Monmouth University**

“Building” on Brazil’s Corruption: Is Utilizing the Brazilian Construction Industry a Smart Decision for Multi-National Corporations?

*Kimberlee Tiernan, Florida Gulf Coast University*

*Daniel Rottig, Florida Gulf Coast University*

*Ryan Barrett, Florida Gulf Coast University*

*Jacob DiDonato, Florida Gulf Coast University*

*Paige Prine, Florida Gulf Coast University*

*Annia Zambrano, Florida Gulf Coast University*

### **Best Conference Reviewer Sponsored by Drake University**

*Hanna Trojanowska, Warsaw University of Technology*

### **Best Conference Student Reviewer Sponsored by the Asia Institute**

*Brittney Bauer, Saint Louis University*

### **Best Paper on Emerging Markets Award Sponsored by International Journal of Emerging Markets**

Global Marketplace Strategy and Choice of Interaction Post International Joint Venture Termination

*Nakul Parameswar, Indian Institute of Technology Delhi, India*

*Sanjay Dhir, Indian Institute of Technology Delhi, India*

**Culture, Culture Theory, and Cultural  
Distance  
Competitive Papers**

## **Are Executives of Multinationals Deceptive? The Role of Linguistics Distance and Firm Performance**

Miller, Stewart Robert; *University of Texas - San Antonio, USA*  
Hyde, Steven; *University of Texas - San Antonio, USA*  
Bachura, Eric; *University of Texas - San Antonio, USA*

This study develops a theoretical framework to explain deception by executives of multinational enterprises in cross-border communications. We explain how linguistics distance and firm performance lead to unintentional and intentional deception by MNE executives. Using conference calls between foreign firms cross-listed on a US stock exchange and US securities analysts as a setting, we examine the linguistics patterns of the firms' chief financial officers. The empirical results support our theoretical framework in that we found a curvilinear relationship between linguistics distance and deception. Moreover, we found that firm performance has a strong interaction effect.

**Keywords:** psychic distance, linguistics distance, deception, firm performance

## **Beyond the 2-Dimension Approach of Individualism-Collectivism: The Moderating Effect of 4-Dimensions of Individualism-Collectivism for Helping Behaviors in the Organization.**

Lee, Sang Bong; *Saint Louis University, USA*  
Liu, Shih-Hao; *Saint Louis University, USA*

In the current study, we tested the moderating effect of cultural values on the altruism and the support from the supervisor and coworkers, adapting four cultural dimensions: horizontal individualism, vertical individualism, horizontal collectivism, and vertical collectivism. In the theoretical development, we incorporated cultural values into the research on the relationship between identity orientation and motivation for citizenship behaviors. The results demonstrated that vertical individualism strengthens the supervisor support-altruism relationship but does not have a significant effect on coworker support-altruism relationship. Meanwhile, horizontal collectivism strengthens the relationship between altruism and support from both supervisor and coworkers. However, it was found that horizontal individualism and vertical collectivism did not have any moderating effect on the focal relationships. In conclusion, adopting the 4-dimension of individualism-collectivism, the current study found that different types of individualism and collectivism have the differential moderating on the exchange relationship between employees and the supervisor and coworkers.

**Keywords:** culture, culture theory, cultural dimensions, Individualism-collectivism

## **The Influence of Culture on International Negotiation Styles: A Comparative Cross-Cultural Analysis of Jamaica and US Negotiators**

Henry, Locksley Glenworth Milverton; *University of Technology Jamaica, Jamaica*

The influence of cultural diversity on international business negotiation continues to increase in importance as a result of globalization, liberalization of worldwide markets, and the growth of cross-border mergers and acquisitions. Negotiating styles' options and choices are key factors in determining successful outcomes in cross-cultural negotiations. While much research has been conducted on the influence of cultural dimensions on international negotiation styles, the samples and comparative studies have focused mainly on developed regions of the world – the USA, Europe, and Asia. This study focuses on the influence of selected cultural dimensions on the negotiating styles of the USA, and Jamaica – a developing Caribbean territory. Previous research in this area was minimal or non-existent. The study engaged tertiary student respondents in both territories and used the GLOBE Leadership Scale and the Glaser and Glaser Negotiating Style instruments to measure cultural dimensions on cultural practices, values, and negotiating style. Key findings revealed that US negotiators demonstrate a higher concern for self than Jamaican negotiators while Jamaican negotiators show a higher concern for others in negotiations; the higher collectivism culture of Jamaicans has a significant positive influence on their compromising style; both US and Jamaican negotiators would embrace participation of an increased number of female negotiators but the US would be more accommodating where gender equity prevails.

**Keywords:** cultural differences, culture theory, cultural dimensions, negotiation, negotiating styles, developing country

## **The Globe Debate: Power Structures Interdependency and Gaps between Individual Values and National Practices**

Aissaoui, Rachida; *Ohio University, USA*  
Fabian, Frances F.; *University of Memphis, USA*

This study adds to explanations about puzzling findings in the GLOBE study, where the values of the respondent were negatively correlated with the values of their society. Little attention has been given as to whether it might be that this gap could be tapping into an actual difference. Arguing that this neglect is mainly due to the yet untested onion assumption, our study departs from this position, and examines whether such gaps exist. We further test and find that the power structures interdependency of a country predicts when gaps will arise, and the extent of these gaps.

**Keywords:** culture, culture theory, cultural dimensions

## **Understanding Relationship Quality in China and the U.S.**

Graca, Sandra S.; *Eckerd College, USA*

Barry, James M.; *Nova Southeastern University, USA*

This paper analyzes two strains of relationship-building process in the West based on Inter-organizational and relationship marketing orientation and in the East based on Interpersonal and guanxi orientation. The study examines a sample of 169 U.S. and 100 Chinese buyers and managers and their communication behavior that shapes relationship quality (trust, satisfaction, commitment and conflict resolution). Study findings shed light on the contextual differences in buyer's focus. In China, participation is found to be more important while quality of communication is more important in the U.S. Frequency of communication is also found to play a role in improving the quality of communication and creating opportunities for greater participation between partners.

**Keywords:** cultural differences, cross-cultural, Relationship Quality, RM, Guanxi

**Culture, Culture Theory, and Cultural  
Distance  
Interactive Papers**

## **Optimism and Pessimism: The Impact of Indulgence and Human Development**

Robertson, Christopher John; *Northeastern University, USA*

Xu, Yian; *Northeastern University, China*

A recent wave of protectionist moves by a number of nations with substantial trading power in the global economy has led to increased complexity and anxiety for many managers. From a cross-cultural perspective the ability to maintain a positive, optimistic, outlook, may be determined, in part, by one's cultural identity. Moreover, the extent to which economic and social development play a role in an expatriate's worldview is relatively unknown. In this study we survey 161 students from 29 countries studying abroad in the United States. Our preliminary results suggest that higher levels of Indulgence associate with more pessimism and higher levels of Human Development with less pessimism. Future research directions and managerial implications are also discussed.

**Keywords:** cultural dimensions, culture, culture theory, Optimism, Human Development

## **Growing Social Capital in High School: Six-Country Comparative Study of Organizational Culture**

Naoumova, Irina; *University of Hartford, USA*

Egri, Carolyn; *Simon Fraser University, Canada*

Volkova, Irina; *Russian Federal Research University – Higher School of Economics, Russia*

Treviño, Len; *Florida Atlantic University, USA*

Li, Yongjuan; *Chinese Academy of Sciences, China*

de la Garza Carranza, María Teresa; *Instituto Tecnológico de Celaya, Mexico*

Darder, Fidel León; *University of Valencia, Spain*

Olivier Furrer, Olivier; *University of Fribourg, Switzerland*

Ralston, David; *University Fellows International Research Consortium, USA*

Schools provide first lessons on organizational work environments and relationships for their students while teaching them various disciplines. In this cross-national study, we investigate the relationship between societal values and organizational cultures in high schools based on a sample of 1109 teachers from six countries: China, Mexico, Netherlands, Russia, Spain, and USA.

**Keywords:** cultural dimensions, cross-cultural, cultural differences, school culture, teachers perceptions, social capital

## Culture and R&D Search Intensity

Lim, Eunah; *ISCTE-IUL, Portugal*

This research assesses macro-level culture as a factor in the behavioral explanations for research and development (R&D) investments. The behavioral view offers that both shortfalls between actual organizational performance and aspirational performance, and organizational slack, are positively associated with R&D investments. Using an unbalanced panel of data on 85 firms in the global automotive industry between 2003 and 2015, with 613 firm-year observations, this study tests these relationships while controlling for a firm being from an Asian culture. Social psychologists have identified meaningful differences between socialized patterns of thought and attention in Asian and western individuals, and even when controlling for culture, results in this analysis indicate positive relationships between shortfalls in aspirational performances, as well as absorbed organizational slack, and R&D investments in the subsequent year. Additionally, a firm's status as being from an Asian culture negatively moderates both these positive relationships. These moderating roles may occur because Asian managers are more attentive to the context in which their organizations are embedded, and are therefore less sensitive to changes in the focal organization, relative to western managers.

**Keywords:** culture, R&D investment

# **Entrepreneurship, SMEs, and Born Globals Competitive Papers**

## **Family Embeddedness and New Venture Performance in a Man-Know-Man Economy: The Role of Founders' Education**

Uzuegbunam, Ikenna; *Ohio University, USA*

Aissaoui, Rachida; *Ohio University, USA*

Taylor-Bianco, Amy; *Ohio University, USA*

Entrepreneurs in emerging markets tend to leverage their extended family ties. However, little research has investigated to what extent founders' educational background can mitigate institutional voids that nudge them to rely on family support. To address this key question, we investigate the family embeddedness hypothesis in the context of new ventures in Sub-Saharan Africa. We start with the premise that family support has an impact on new venture performance. We then theorize that formal education leads to disintegration of extended family values by reducing the likelihood that founders will rely on family support in their new ventures. Further, given the centrality of gender roles in traditionalist societies in emerging economies, we also test this argument against gender differences. Our analyses of survey data from 867 new ventures in Nigeria provide support for the proposed theory. The evidence is consistent with the notion that formal education relieves the general tendency toward reliance on family support, though there are gender differences in these effects.

**Keywords:** entrepreneurship, emerging economies, ownership, entrepreneurial networks, family embeddedness

## **The Contingent Effect of Family Involvement on Technology Innovation under Environmental Turbulence**

Yang, Jie; *The University of Texas at Tyler, USA*

Ma, Jieqiong; *Hofstra University, USA*

Drawing on the environmental contingency perspective, this study investigated how market and technological turbulence influence technology innovation in family firms. Using a dataset of 577 manufacturing firms listed on the SME board of the Shenzhen Stock Exchange in China, we conducted a hierarchical regression analysis to test the moderation roles of market turbulence and technology turbulence. The results show that family involvement is negatively related to firm's R&D intensity. In addition, we found that technological turbulence enhances the negative relationship between family involvement and a firms' R&D intensity. However, market turbulence does not have the same effect.

**Keywords:** entrepreneurship, family-owned, emerging economies ownership,

## **An Institutional Arrangements and Language Approaches to Market Inclusivity for Women Entrepreneurship: The Case of Microfinance**

Shoham, Amir; *Temple University, USA*

Drori, Israel; *Free University, Amsterdam, Netherlands*

Manos, Ronny; *College of Management Academic Studies, Israel*

Santacreu-Vasut, Estefania; *ESSEC Business School, France*

Shenkar, Oded; *The Ohio State University, USA*

We use the case of microfinance to study the effect of institutional arrangements on market inclusivity for women at the organizational, national, and multinational levels. We examine how this relationship is influenced by attitudes towards women's role in society, as reflected by gender language marking which constitutes a stable anchor of such attitudes. We analyze three institutional arrangements – non-profit orientation, state fragility and internationalization – and explore how linguistic gender distinctions moderate their impact on market inclusivity for women. Findings show that superior institutional arrangements and weaker gender distinctions are complementary in improving women's market inclusivity, a precondition for female entrepreneurship

**Keywords:** entrepreneurship, Gender, Gender role, Microfinance

## **The Financial Impact of Government investment on Entrepreneurial Exit**

Knill, April; *Florida State University, USA*  
Cumming, Douglas; *York University, Canada*  
Syvrud, Kelsey; *Cornerstone Research, USA*

We examine the financial impact of government investment on venture-backed private firm exits spanning 50 countries over the years 1990-2010. Data on the dollar value of over 8,500 entrepreneurial exits indicate that, relative to deals in which the investor base is purely nongovernment, private firms that have government investment have higher dollar exit values. Subsample analysis on initial public offerings (IPOs) and mergers/acquisitions (M&A) shows that IPOs drive these results with an associated increase in IPO proceeds of on average \$2.51 million. The evidence is consistent with the view that while government may be inefficient, there is potential value for an IPO firm. The results suggest that the most important source of this benefit for IPOs appears to be access to capital when/where markets are experiencing constraints. Results remain after various checks for endogeneity and robustness are undertaken.

**Keywords:** entrepreneurship, emerging economies ownership, government ownership

# **Entrepreneurship, SMEs, and Born Global Interactive Papers**

## **The Role of Innovation in the Internationalisation of Australian SMEs to the Chinese Market**

Maddumage, Sajeewa; *Deakin University, Australia*  
Menzies, Jane; *Deakin University, Australia*

This paper explores the role that innovation plays in the internationalisation process of Australian SMEs to China. Previous research indicated that there is a positive relationship between innovation, international and performance. In this paper, we take a qualitative view and examine how 35 Australian SMEs use innovation in their internationalisation to China. In particular, we examine how product, process, market, organisation, incremental versus radical innovation are used by Australian SMEs in their internationalisation to China, and how that assists them with success. We also examine whether these innovations were accepted by the Chinese market. The findings demonstrate that Australian SMEs have taken various innovative approaches to make their business successful in the Chinese market. It is clear that innovation and internationalisation are closely linked and that SMEs internationalisation to China significantly relied on innovation they offered to the Chinese market, but that the implementation of innovation in the Chinese market largely depends on the acceptance of Chinese towards new ideas and products. The findings indicate that it is important for firms to conduct appropriate market research on the foreign country's cultural and institutional conditions to ensure success of their innovations, especially around the role of market readiness for foreign firms products and services.

**Keywords:** internationalization, SMEs, entrepreneurship, innovation

## **Entrepreneurial Education Without Borders: MBA Consulting Project**

Naoumova, Irina; *University of Hartford, USA*

Entrepreneurial education is still primarily focused on local and domestic market needs. International markets are usually seen as strategic goals of multinational corporations. Main stream of international business education and student projects leave entrepreneurial courses behind rarely focusing on small businesses. This paper will present an entrepreneurial project designed and conducted at the University of Hartford where graduate students consult international small business firms as well as local entrepreneurs. A unique design of the course combines cross-cultural communication, deep analysis of company needs and problems, and consulting practice. As a background theory justifying consulting project we use experiential learning and student engagement framework. Project preparation requires cooperation with foreign partners, local Polish, Hungarian, Bulgarian and Romanian communities and involvement of other local and international business connections. Student teams work with companies, communicating with their representatives through face-to face meetings and online communication tools and, as a result, provide a market assessment report for a client company. While working on a project, students reflect on entrepreneurial theory and international business concepts. The project focuses on helping local economy to grow and prosper through supporting its innovative local businesses and also advising foreign companies interested in American market.

**Keywords:** entrepreneurship, internationalization, SMEs, entrepreneurship education; consulting project

## **Consumers as International Entrepreneurs Enabled by Internet: Empirical Evidence from Exploratory Study**

Kuang, Yunmei; *Saint Louis University, USA*  
Ascencio, Christine Alice; *Saint Louis University, USA*

The analysis of International Entrepreneurship (IE) actors and international opportunities in current literature is much too limited. The proliferation of the internet requires us to rethink the phenomenon that individual consumers of certain websites may discover and pursue international entrepreneurial opportunities in an informal manner, and become born-globals (Brouthers, Geisser and Rothlauf, 2016). Drawing from Chandra and Coviello (2010), we aim to examine and extend the explanatory power of current theories and paradigms by investigating the “consumers as international entrepreneurs” phenomena conceptually and empirically. We first clarify several concepts that might not be fully discussed in previous studies. Next, we use the resource-based view and the concept of coopetition to evaluate the differences between individual and firm consumers as international entrepreneurs enabled by internet. Finally, we investigate the differences between selling goods and selling services through the lens of construal level theory. This paper also helps rethink the phenomena and research of born-globals, given the evidence that next-generation international entrepreneurs are influenced by early experience as international entrepreneurs enabled by internet, and the perspective that next-generation international entrepreneurs may pay little attention to the geographic locations of their sales and value chain activities.

**Keywords:** entrepreneurship, born global, internationalization, International Entrepreneurship; Internet-Enabled Internationalization; Resource-Based View; Coopetition; Construal Level Theory

## **Sustaining Family Owned Businesses through Human Resources Management in ASEAN Network**

Dechsakda, Earl; *Rollins College, Thailand*  
Pett, Tim; *Rollins College, USA*

Family owned and operated businesses account for more than 60% in South-East Asia (Family business management in Southeast Asia, 2010). However, a lot of family owned businesses are still operating with the traditional management style and fail to recognize the value of developing its human capital. Family businesses which don't innovate or modernize its management style will have a difficult time sustaining its competitive advantage (Yabushita & Suehiro, 2014). This research paper focuses on cross cultural family owned business groups and how HR plays a critical in shaping the success of the business. The research is based on family owned business groups in South East Asia network, or commonly known as ASEAN. Hofstede dimension theory suggested that cultural norms plays a role in shaping business success. Each country has its own unique characteristics and values which significantly shape the business outcomes. Researchers and scholars recommended that for family businesses must make a clear distinction between ownership and corporate governance in order to survive. Positioning non-family employees in key roles will allow family businesses to better structure its organization and shape the culture. With the help of HRM, family owned businesses will be able to attract highly skilled professionals, retain top employees, reduce any nepotism among the business, and modernize the human capital management.

**Keywords:** family-owned, internationalization, emerging economies ownership,

## **Risk Preference Changes in the Kuwait Banking Industry Impact on Profitability**

Trendowski, Joseph; *Valparaiso University, USA*

Rustambekov, Elzotbek; *Bryant University, USA*

AlShamaa, Jassem; *Burgan Bank, Kuwait*

Alonazi, Abdullah; *Valparaiso University, USA*

Over the past decade, the Middle Eastern banking sector has undergone immense change. During that span, Kuwaiti banks specifically have moved toward a more westernized approach to banking. The Banking system of every region is always under its specific prevalent and regulatory laws of monetary policies. The banking systems of the United States and Middle East are also subject to state and government laws. Both the systems are different from each other because the Middle Eastern banking system is run according to Sharia Laws of Islam while the banking system of The United States follows Federal Reserve System. The Islamic Finance and Banking laws prohibit any type of interest on loans etc. As far as the banking system of Saudi Arabia and Kuwait is concerned both the systems are more or less similar because both the systems mainly follow Sharia laws. Kuwait is heading towards privatization and shares can be bought by electronic trading system. In near future, it is pretty much sure that American and Middle Eastern banking will keep evolving and developing. Globalization and internet technology will make banking safer and faster. Islamic banking will try to create more flexible trading and financial policies to keep pace with the bank of the world. The American banking will make sure that money is coming from and going to the right directions. Hopefully a universal banking will emerge in future.

**Keywords:** internationalization, internationalization process

## **Comparative Analysis of Research Directions in Development of Small and Medium Business: Russian and World Experience**

Filimonova, Natalia; *Vladimir State University, Russia*  
Clark, Dina; *Bloomsburg University of Pennsylvania, USA*  
Basharina, Svetlana; *Vladimir State University, Russia*

Even though entrepreneurship plays an important role in social and economic development of the countries, it meets considerable difficulties in the development. These circumstances cause growth interest in various aspects of development of small and medium businesses from scientific community. The purpose of this article is to set out perspective directions in reviewing development of small and medium business based on bibliometric analysis.

The study used the following methods and tools: a) CiteSpaseV program, which allowed to define the perspective directions of researches on the basis of a method of a co-citation and to visualize research fronts; b) the methods of the semantic analysis, which allowed to define the directions of researches on the frequency of used terms.

The scientific publications presented on Web of science and Russian Science Citation Index from 2010 to 2016 formed information base of a research. The study revealed the main directions in the area of entrepreneurship of small and medium businesses. The results show that there are considerable differences between the directions of researches of the Russian scientists and the world scientific community. The study investigates the causes of the gaps in the field of entrepreneurship of small and medium businesses.

**Keywords:** entrepreneurship, SMEs, networks, bibliometric analysis

**Global Strategy and Competitiveness of the  
Multinational Enterprise  
Competitive Papers**

## **Assessing the Efficacy of the Epic Framework: The Special Case of Venezuela**

Rutti, Raina M.; *Dalton State College, USA*  
Helms, Marilyn M.; *Dalton State College, USA*  
Hammontree, Maria Carolina; *Dalton State College, USA*

The EPIC framework, developed by Srinivasan, Stank, Dornier, and Peterson (2014), was created to assess supply chain readiness from Economic, Political, Infrastructural and Competence perspectives and was then applied to 55 countries to test the framework. The framework relies on published data from a variety of sources to make a country-specific assessment. However, there is some question as to the usability of the EPIC for analyzing the potential for Foreign Direct Investment (FDI) long-term. For this paper, the 2017 crisis Venezuela is used to demonstrate this concern. As part of the analysis for South America, Srinivasan, et. al. (2014) provided EPIC ratings for Venezuela based on 2012 conditions rating it the lowest of South America, but evidence indicated there was potential for FDI in Venezuela. Current political and economic conditions depict a vastly different situation three years later, making Venezuela an excellent case to update and analyze. The findings highlight limitations with of the EPIC model and its reliance on historical data. Areas for future research are included to augment the model as well as to consider supply chain challenges in such situations.

**Keywords:** economic crisis, economic changes, global networks, EPIC Framework, supply chain readiness, politics, infrastructure, competence

## **Access to Resources and Exports by MNE Subsidiaries in Emerging Markets**

Sewak, Mayank; *University of Massachusetts Amherst, USA*

Sharma, Anurag; *University of Massachusetts Amherst, USA*

Katragadda, Manasi; *University of Massachusetts Amherst,*

In this paper, we draw upon extant research on multinational enterprise (MNE) subsidiary and institutional voids to identify factors associated with exports by MNE subsidiaries located in emerging markets. We propose that in order for MNE subsidiaries to generate sales from export, they must overcome challenges both from being foreign and from institutional voids in the host country. We investigate this proposition in light of current research and theoretically develop a set of testable hypothesis pertaining to factors that may be associated with export sales by MNE subsidiaries—focusing primarily on multiple entity structure of subsidiaries in the host country and their access to local resources. We test our hypotheses on a sample of MNE subsidiaries operating in India during the 2000-2013 period. We find strong support for our assertions and conclude with implications and avenues for further investigations.

**Keywords:** global strategy, parent-subsidiary relationship, institutional void

## **Determinants of the Establishment of Joint Venture Board of Directors**

Velez-Calle, Andres; *Universidad EAFIT / Rutgers University, Colombia*

A joint venture (JV) board or management committee is often used to help partner firms monitor and manage the relationship, align their interests and address possible conflicts. However, little is known about what determines whether a board is actually established. By analyzing the contracts and by drawing from agency theory, preliminary results show that JV boards are more likely to be created for more complex JVs, as for international JVs and for JVs hosted in countries with lower quality of intellectual property rights protection.

**Keywords:** Alliances, joint ventures, international joint ventures, governance, boards of directors

## **Foreignness as a Janus: Impacts on the Relationship between Disruptive Innovation and MNEs' Return on Investment**

Jiang, Chuandi; *Saint Louis University, USA*

Dong, Yan; *Northwestern University, USA*

Zhao, Xing; *Adelphi University, USA*

The innovation-performance literature has failed to make a distinction between the effects of incremental and disruptive innovation on MNEs' performance. The role of foreignness has also been ignored. From the institutional anomie theory perspective, this study investigate how foreignness, which consists of national culture, industrial competition, and national innovative capacity, affects the relationship between disruptive innovation and the market performance of MNEs measured by return on investment. We begin by illustrating the distinctiveness between traditional (incremental) and disruptive innovation, and then analyzing how different aspects of foreignness influence the innovation-performance link. We conclude that foreignness provides contextual conditions under which the relationship between disruptive innovation and MNEs' performance is either strengthened or impeded. In addition, firm-level cultural intelligence (CQ) can help MNEs to overcome the negative effects of foreignness. We develop a theoretical model with testable propositions.

**Keywords:** Competitiveness, knowledge, cultural changes, Innovation, Performance, Foreignness, MNE

## **The Effect of Strategy Elements and Learning Networks to Performance of Global Firms**

Dornas, Guilherme; *Fundação Dom Cabral, Brazil*  
Parente, Ronaldo; *Florida International University, USA*  
Xavier, Wlamir; *ENMU & UNISUL, USA*

This study examined the relationship between the development of strategic management elements in small/medium enterprises (SME) and the global performance of these organizations by comparing these constructs with learning network. We tested if the fact of being part of an alliance that generates and shares knowledge helps the development of strategic management elements and the global performance. This research used a structured questionnaire as an instrument for data collection of the constructs related to the Strategic Management Elements, the Learning Networks Elements and the Elements that affect the Global Performance of Companies. A random sample of SME answered the questionnaire (300 valid answers), which was divided into two different groups: companies involved and not involved in a Learning Network Program (LNC). Structural equation modelling was used to test a model that predicted 62% of the variance in the global performance in the LNC Group and 5.6% in the Non-LNC Group. Results showed that both constructs (Strategic Management Elements and Learning Network Elements) have a predictive power relative to the Global Performance (62.1%). Results also indicated that both the development of strategic management concepts and being part of a learning network results in a higher global performance of the company.

**Keywords:** global strategy, knowledge, Learning Networks

## **Revisiting the Role of Home-country Conditions on Firm Performance: A Longitudinal Analysis of the Moderating Effects of International Geographical Diversification**

Merchant, Hemant; *University of South Florida St. Petersburg, USA*  
Symeou, Pavlos; *Cyprus University of Technology, Cyprus*

Previous work in International Business largely disregards the interplay between home-country conditions and firms' geographical diversification—implying that, regardless of indigenous conditions, firms can modify their performance by diversifying into international markets. We revisit this view and argue that diversification does not substitute for home-country conditions. Rather, it moderates the baseline impact of domestic conditions on indigenous firms' performance. Our longitudinal analysis involving telecommunication incumbents from 65 countries (600 observations) indicates that diversification has a pervasive moderating influence vis-à-vis the primary impact of home-country conditions on firms' performance, which is contingent upon—and related to—the specific home-country condition with which diversification interacts.

**Keywords:** Competitiveness, global strategy, diversification strategies

**Global Strategy and Competitiveness of the  
Multinational Enterprise  
Interactive Papers**

## **Internationalization Strategies of EMNCs: A Case study of Indian IT sector**

Singh, Nitya Prasad; *Eastern Michigan University, USA*

Hong, Paul; *The University of Toledo, USA*

In view of changing global economy, building resilient business models for domestic advantage and global competitiveness is crucial challenge for business firms in emerging economies. This paper aims to examine how Indian firms in the IT sector have been able to develop competitive capabilities, and then translate it into global advantage. This paper initially identifies some of the strategies that emerging market firms have adopted to develop global competitiveness. Using this literature base, we use case illustrations of two Indian firms to identify what factors enabled them to develop global competitiveness, and the strategies adopted by them to achieve domestic and global advantage. The case studies will enable us to identify common factors that enabled these Indian firms to build resilient business models that had a global impact.

**Keywords:** global strategy, emerging markets, Competitive Advantage

## **Essential Paradigm for Standards: Successful Governance of Organizations**

Ivanov, Sergey; *University of the District of Columbia, USA*

Gorman, Michael; *Whitemarsh Corporation, USA*

The effect of standards and conformance tests on competition and innovation in the digital age is significant. During the United States Senate Judiciary Committee Hearing, “Competition and Innovation in the Digital Age: Beyond the Browser Wars” held on July 23, 1998, testimony and responses to questions centered on three power points.

This paper addresses the third of these points, that is, standards. While the United States Senate hearing was focused on one American company, Microsoft, and even though this paper employs Microsoft as the “case study” for explaining the paradigm of successful information technology standards, this paper is not intended to be an anti-Microsoft document. For example, if this paper were written in the mid 1980s, the case study would have been IBM.

**Keywords:** Competitiveness, knowledge, resources, Technology

## **When the Defiance of Business Ethics Laws Becomes the New Normal: The Case for Volkswagen**

Brown Gaston, Racquel; *The University of the District of Columbia, USA*  
Sepehri, Mohamad; *The University of the District of Columbia, USA*

Over the years, corporations have pushed the boundaries of growth and making profit by shaping an organizational culture that is conducive to diminishing of the business ethics laws and letting it to become the new normal. This paper addresses the issues of concerns regarding the corporate ethics and the conscious practices by many corporations to turn a blind eye to corporate social responsibility and corporate citizenship. In recent years, there has been an alarming trend among the major corporations in various business industries to violate the public trust and willfully abate the rules of law. The paper highlights the Volkswagen's corporate citizenship by examining the triple bottom line – its profits, impact on individuals and on our planet.

**Keywords:** Corporate Social Responsibility, Business Ethics, Business Law, Volkswagen, International Law and Jurisdiction

## **Central and Eastern European Firms' Internationalization: An Exploratory Analysis of Geographic Patterns and Motivations**

Moghaddam, Kaveh; *University of Houston – Victoria, USA*  
Vracheva, Veselina; *North Central College, USA*  
Mason, Ryan; *Dominican University, USA*  
Duobiene, Jurga; *Kaunas University of Technology, Lithuania*  
Weber, Thomas; *University of Southern Indiana, USA*

This exploratory study investigates the industry and geographic patterns, as well as the motives of Central and Eastern European (CEE) firm international expansions. Data analysis of 1,441 international M&As in the 2000-2014 period suggests: (1) while the manufacturing sector's share of CEE firm international expansions is declining, the service sector's share (led by capital investment groups and banks) is increasing; (2) the top target region for CEE firm internationalization is Central and Eastern Europe, followed by Western and Southern Europe; (3) beyond market seeking, as the top internationalization motive, CEE firms pursue international expansion for global-value-consolidation seeking and knowledge seeking, rather than resource seeking or efficiency seeking. The findings provide support for the importance of geographic proximity suggested by the Uppsala model in the context of CEE firms' internationalization. On the other hand, the findings suggest that developed and developing economies' firms exhibit different internationalization motivations.

**Keywords:** emerging markets, international strategy, Internationalization Motive; Central and Eastern European Firms

## **Geopolitical Strategies for the Multinationals.**

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Nakos, George; *Clayton State University, USA*

Abu Rahma, Ali; *Abu Dhabi University, United Arab Emirates*

In today's world, it is apparent business has become more global, but the debate still remains to the extent we have become globalized across production and markets. Arguably, a company may need a foreign policy considering events such as the takeover of Crimea, Russian threat to Ukraine, British exit from the European Union, continuous financial crisis in Greece, the rising barriers to trade, prolonged stagnation, rise of populism, the European socio-political and economic crisis or the expansion of China in South East China. This paper attempts to research different issues of the geopolitical environment a multinational corporation (MNC) should be concerned with. It is in the interest of a MNC and its managers to understand the complexity of the international geopolitical arena and to have the foresight to comprehend the implications of events and how they can impact their business continuum. A conceptual model is guiding the development of key elements but also future research. Moreover, the research is attempting to coalesce the strategic posture of the global business as they relate to geopolitical issues.

**Keywords:** global strategy, international strategy, transnational strategy, Geopolitics and Strategy

## **The Automobile Market in India: Shifting into High Gear while some Carmakers Stall**

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Ziemnowicz, Christopher; *University of North Carolina at Pembroke, USA*

India has a relatively low profile among global automobile markets, but major transformations are taking place. Attention is on developed European and U.S. markets as well as on the growth within China, but India is predicted to overtake Germany in 2017 to become the fourth largest for domestic car sales. The Indian market is dominated by local manufactures and average car prices are very low. Economies of scale are a critical aspect for profitability as well as integrating India within an automaker's supply chain and using it as a global export hub. Global automakers break into the Indian marketplace with their lowest-cost platforms. However, Jeep is successfully rolling out its iconic models at very high prices. Yet, General Motors announced that it was halting sales in India because managers did not see a path to profitability. GM made mistakes in analyzing the marketplace as well as making vehicles that did not fit the desires and needs of Indian consumers. This paper examines strategies of carmakers that fired up in the Indian market as well as those that stalled out in the face of the stiff competition. It also provides suggestions to deal with the unique factors of this huge marketplace.

**Keywords:** global strategy, Competitive Advantage, growth strategies, India, Automobiles

## **History Matters: Examining Firm Age, Economic Distance, and Colonial Tie in Emerging Market Firms' Cross-Border M&A Performance**

Liou, Ru-Shiun; *University of Tampa, USA*  
Nicholson, Rekha; *Newcastle University London, USA*

While early studies suggest emerging market firms' (EMFs) accelerated internationalization, we do not have a clear understanding of how these newly emergent acquirers benefit from their cross-border mergers and acquisitions. Using a sample of South African firms' acquisitions between 1994 and 2012, we find support for the benefit of internationalizing at a young age as well as the contingency effects of economic distance and colonial tie. The historical connection based on the home-market colonial tie does not necessarily improve acquirer's position in leveraging the economic distance. Facing a large economic distance, older firms are better at utilizing the colonial tie and enjoy better performance, while younger firms tend to perform better when acquiring a target in an economically similar country.

**Keywords:** emerging markets, dynamic capabilities, Institutional distance

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

## **Operationalizing Porter's Diamond: An Investigation of the Macroeconomic Factors that Affect a Nation's Trade Competitiveness**

Napier, Elizabeth Amanda; *Georgia State University, USA*  
Rau, Pradeep; *George Washington University, USA*

The success or failure of a nation's exports is somewhat of a puzzle. Extant literature has mostly focused on how firm size and age influence export growth under varying levels of free-market institutional development. Quantitative analyses have evidenced that there is a significant relationship between economic institutions and firm characteristics with export growth. Specifically, exporter competitiveness is determined by the motivation of distributors to sell the firm's product as well as introduce new products to a foreign market. At a national level, exporting enables countries to increase their market sales as well as facilitate the macroeconomic growth of transition countries. Thus far, little research has examined economies that have rigorous tariffs and protectionist measures and their effect on national export growth and trade flows. Strict policies imposed by governments inhibit firms from participating in the world market and they thus are forced to forego opportunities to tap into new customer bases and expand their market share. Our research examines the antecedents that account for a nation's trade competitiveness and how changes in economic and political climate relate to the macroeconomic facets of institutions.

**Keywords:** International marketplace, international trade; competitiveness; export performance

## **The Potential for the Participation of Nigeria in Global Horticulture Value Chains**

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Hubbard, Nick; *University of Huddersfield, United Kingdom*

Bamford, Colin; *University of Huddersfield, United Kingdom*

**Purpose** – This paper explores the barriers inhibiting horticulture product export from Nigeria, particularly to the United Kingdom, and identifies those requiring resolution if Global Horticulture Value Chains are to contribute to economic growth in Nigeria.

**Design/methodology/approach** – A single-case (embedded) research design was adopted. Twenty-six participants from five stakeholder groups (namely, farmers, exporters, air freight forwarders, aviation operators and government institutions) were selected for investigation to examine the research problem.

**Findings** – The empirical investigation showed that: the existing institutional framework, infrastructure and logistics issues, market penetration issues, stakeholder incompetence, food safety and quality issues, high transaction costs, operational challenges of exporting, neglect of agriculture and the existing airline market structure are prominent barriers that require resolution if horticultural product exports are to increase.

**Research limitations/implications** – The study focuses on the analysis of five key stakeholder groups upstream in the supply chain. Further investigation should include stakeholders downstream (importers, wholesalers and retailers).

**Originality/value** – The specific case study of horticultural product export from Nigeria offers empirically-rich insights into the barriers hindering the participation of Nigeria in global horticulture value chains.

**Keywords** Nigeria, Emerging markets, Developing countries, Horticulture product export, Global horticulture value chains

Paper type: Research Paper

**Keywords:** global value chains, International business and SCM, Nigeria, Emerging markets

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

## **A Comparison of MedTech Supply Chain Strategies in Switzerland and the Czech Republic using Firm-Level Data**

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Duemmler, Patrick; *HealthTech Cluster Switzerland, Switzerland*  
Vlckova, Jana; *VSE Prague, Czech Republic*

**Purpose:** This paper compares the Supply Chains of Medical Technology (MedTech) firms in two open European economies: highly-developed Switzerland, and the emerging Czech Republic. The focus is on MedTech because it is fast-growing and important to the economies of both locations, and like other manufacturing sectors, has undergone fragmentation of production across Global Value Chains (GVCs).

**Design/methodology/approach:** Firm-level data and on-site interviews are analysed to describe MedTech supply chains in the two contrasting European locations. Both GVC methodology and Supply Chain Mapping are applied to case studies to identify factors which influence competitiveness.

**Findings:** Supply Chain patterns and GVC positioning differ between locations because Switzerland focuses on high value-added activities such as R&D and branding. Specialized manufacturing (especially of therapeutic products), is also located there, in spite of high costs. By contrast, the Czech Republic focuses mostly on low value-added activities, such as manufacturing of disposables, although several domestic innovative companies are notable. We generalize four types of firms, and describe strategies of their supply chains within their macroeconomic conditions and business cultures.

**Practical implications:** To compete in Global Value Chains, firms build on given factors in their economic, geographic, and cultural contexts. An understanding of the success factors in supply chain strategies can support policymakers, cluster managers and individual managers alike.

**Originality/value:** To date, research on GVCs in the MedTech sector has been limited.

There is no comparison of MedTech firms in these European countries, studying supply chain and GVC position based on firm-level data.

**Keywords:** global value chains, supply chain management (SCM), International business and SCM

## Can Cultural Values Predict Innovation Levels?

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Johnson, Clark D; *Saint Louis University, USA*

Jiang, Chuandi; *Saint Louis University, USA*

**PURPOSE:** This paper examines issues that multinational corporations (MNCs) face that cause them to seek to relocate their innovation related activities.

**APPROACH:** This conceptual paper explores how innovation and location advantages have been previously studied, and reveals several factors that help to explain why MNCs seek to internationalize their research and development (R&D) and innovation processes.

**FINDINGS:** The literature suggests that four key incentives motivate MNC's to relocate this upstream portion of their GVC: a positive economic and regulatory climate; access to institutions; the collocation of industry-related firms; and, a supportive strategic orientation. This discourse, however, 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.

**PRACTICAL IMPLICATIONS:** Demonstration of a tangible link between cultural values and location advantages will allow managers to make more informed decisions about where to internationalize their innovation activities so as to strengthen their competitive advantage.

**ORIGINALITY/VALUE:** Kluckhohn and Strodtbeck's Man-Nature Orientation provides unique insight into why certain nations demonstrate a greater propensity to innovate than others. The 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:** global value chains, International marketplace, innovation, location advantage

## Overcoming Service Innovation Challenges in the Hotel Industry

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Kodzi, Emmanuel; *Rollins College, USA*

Innovation is a key success factor for service businesses in a competitive environment. As service industries begin to dominate the economy, we examine how services are designed and implemented specifically within the hotel industry. By focusing on selected high-value hotels in Central Florida, this study explores pathways for overcoming identified challenges of implementing service innovation. The study draws on customer feedback and experiences of hotel employees and managers, to examine change management issues at the customer-provider interface. The study finds that technology-mediated innovation benefits substantially from a disciplined approach, such as service blueprinting, which identifies and minimizes potential pain points before customers experience them. Such a process approach also uncovers opportunities for creating sustained value through supply chain partnerships in the roll out of the specific innovation. The study contributes to the service innovation literature by clarifying how a process approach in combination with a service framework can minimize service innovation challenges.

**Keywords:** global value chains, Ritz Carlton, Service Innovation, Implementation Challenges, Service Blueprinting

## **Crisis Preparation Among Managers in Ghana: An Uncertain Situation**

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Ziemnowicz, Christopher; *University of North Carolina at Pembroke, USA*

The literature is replete with research on organizations that may face crisis events that disrupt their normal operations and strain their resources. These call for universal crisis management plans and methods to minimize the potential effects of possible disasters. Most of the crisis management literature focuses on large businesses. There are fewer studies about crisis management among organizations in emerging nations. This study was conducted to investigate the crisis perceptions and experiences among managers in Ghana. The initial findings of the survey suggest that indigenous Ghanaian companies recognize the need for crisis preparation, but at the same time may not invest the time, energy, and resources that are needed to be prepared. On the other hand, Ghanaian firms with foreign ownership or control typically have crisis management policies that are practiced by the large international organizations. This paper outlines the crisis management background and literature, presents the situation in Ghana, and then analyzes the survey that was conducted in Ghana. This paper serves to provide some insights and, in particular, suggest possible alternatives that may assist managers of indigenous firms in Ghana.

**Keywords:** International marketplace, Ghana, Crisis Management

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

## **Multinational Corporations and Nation-States: Managing Shared- and Conflicts of Interest**

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Satisfactory and mutually beneficial relationships between multinational corporations and individual nation-states are sustainable as long as their perceived shared interests exceed any conflicts of interest. However, when events, or actions intentionally taken by either side or dictated by circumstances, alter an acceptable balance between the shared- and conflicts of interest, a good business relationship can deteriorate fast to the detriment of one or both sides. Thus, shared-interests cannot be assumed to continue over the long-range without consistent efforts by both sides to maintain them and, in the meantime, keep conflicts of interest within a tolerable level. This paper explores the factors that contribute to sustaining shared interests and containing conflicts of interest between multinational corporations and nation-states in order to avoid a deterioration or possible disruption of an otherwise mutually beneficial relationship. Of the questions to be addressed are: what strategies and actions can help in strengthening the shared interests, and what actions and policy changes contribute to an increase in the conflicts of interest between nation-states and multinational corporations?

**Keywords:** Multi-Stakeholder Partnerships, Public-Private Partnerships, Multilateral Institutions, conflict of interest

## **Does Anti-Corruption Transparency Regulation Raise Firm Value? Evidence from the Global Petroleum Industry**

Cannizzaro, Anthony; *Catholic University, USA*  
Weiner, Robert; *George Washington University, USA*

Drawing from the corporate transparency literatures in accounting and finance, and the international business and political economy literatures on transparency and corruption, we develop theory and hypotheses regarding whether and how anti-corruption regulations mandating transparency in multinational enterprise (MNE) investments abroad affect firm value. Using a sample of 1,582 equity securities representing 639 MNEs, we use an event-study approach to estimate the impact of Section 1504 of the Dodd-Frank Act (which requires project-level disclosure of payments to host governments by extractive-industry MNEs) on firm value. Our findings indicate that the increased transparency resulting from disclosures required under Section 1504 would create value by lowering the cost of capital for US-listed firms by \$6.3 billion to \$12.6 billion.

**Keywords:** Formal Institutions, Regulation and Regulatory Risk, Corruption, Event Study Analysis

## **CETA: The Last of the Free Trade Pacts or a Blueprint for Future Deals?**

Paramonov, Igor M.; *Southern Alberta Institute of Technology, Canada*

Following the ratification of the Comprehensive Economic and Trade Agreement (CETA) by the European Parliament, Canadian Prime Minister Justin Trudeau made a statement about the exceptional role of this deal. The substance of Trudeau's statement prompted an inquiry which has culminated in this paper. Is CETA really the world's last major trade pact? Conversely, can this Canada-European Union agreement serve as a global standard for future pacts? Addressing these two questions, the author proposes a comprehensive approach to examine the inflated expectations surrounding CETA. In addition to examining CETA's potential impact on trade relations as well as the regulatory and political environment for businesses in Canada and Europe, this paper supports the necessity of additional assessments including an evaluation of the agreement's sustainability and social effects. A balanced approach would allow for demystification of this so-called "new generation" trade deal, and would warn primary stakeholders with respect to overestimating the potential gains and underestimating the costs of CETA. The paper is based on a variety of governmental and independent multidisciplinary sources and suggests that CETA is unlikely the last and the best form of trade liberalization, but rather a strategic political agreement with benefits for some and costs for others.

**Keywords:** Bilateral Trade agreements, Political Economy, Government Policy, CETA, Trade Liberalization

## **Can CETA deliver on its promise to set a new standard for global trade? - An analysis of CETA's impact on the wine industry**

Nunez Noguez, Maydelin; *Mount Royal University, Canada*  
Valladares Montemayor, Halia Mayela; *Capilano University, Canada*

With the coming into force of the Canada-European Union Comprehensive Economic and Trade Agreement (CETA), questions have risen regarding the benefits of trade integration at a time when anti-globalism seems to be gaining force. The wine industry constitutes an important and somewhat inimitable aspect of the European economy and as such, this study has undertaken a review of the literature on trade liberalization effect measurement as it applies to the wine sector. In light of protective measures already in place within the agreement, a review of the impact that non tariff barriers will have on estimations of bilateral trade growth is also provided. In this regard, and given the complexity of the factors at play in estimating the net effect of tariff removals on wine imports to Canada from the EU, the authors conclude that future research needs to be conducted once CETA enters into force in order to further the body of knowledge on integration effectiveness and sector specific effects.

**Keywords:** Bilateral Trade agreements, Government Policy, Competitiveness, Bilateral Trade agreements

# **IB Theory, FDI, and Entry Mode Strategies Competitive Papers**

## **FDI Productivity Premium and Foreign Affiliates Heterogeneity: The Case of Emerging Market Overseas Investments in the EU**

Pittiglio, Rosanna; *Università della Campania "Luigi Vanvitelli", Italy*  
Reganati, Filippo; *Sapienza, University of Rome, Italy*

Using a sample of foreign affiliates (FAs) investing in the European Union (EU), this paper aims to answer the following research questions: Do emerging market multinationals (EMNEs) have a different productivity level than advanced market multinationals (AMNEs)? To what extent is this productivity gap related to the type of investment? We found that AMNEs are more productive than EMNEs. However, when we consider the type of FDI, we find that, while AMNEs are always more productive than EMNEs in manufacturing sectors; in the services, EMNEs are more productive than AMNEs only when their activity is in the same industry as their parent.

**Keywords:** multinational enterprises (MNEs), host-country firms, Global economic and institutional environment

## **Global Marketplace Strategy and Choice of Interaction Post International Joint Venture Termination**

Parameswar, Nakul; *Indian Institute of Technology Delhi, India, India*  
Dhir, Sanjay; *Indian Institute of Technology Delhi, India, India*

International Joint Ventures (IJV) have been extensively studied from different dimensions in the extant literature. Number of studies have pointed out the important role of domestic partner in supporting the foreign firm in the host country. However, literature is scant on studies examining dynamics post IJV termination between foreign partner and domestic partner of a terminated IJV. This study empirically examines the effect of global marketplace strategy adopted by foreign firm on the choice of interaction post IJV termination as supplier-buyer, complement or competitor with the domestic partner amongst terminated two partner IJV headquartered in India. Results denote that foreign firm's global marketplace strategy significantly influences choice of interaction post IJV termination.

**Keywords:** host-country firms, multinational enterprises (MNEs), IB theory strategies, International joint ventures, termination, international joint venture termination, interaction post international joint venture termination, global marketplace strategies, transnational strategy, global strategy, multidomestic strategy

## **Opportunity-Seeking, Entrepreneurial Orientation and Subsidiary Strategy in Key Foreign Locations for Emerging Market MNEs**

Maksimov, Vladislav; *University of North Carolina at Greensboro, USA*  
Luo, Yadong; *University of Miami, USA*

We present a view that harnessing international entrepreneurial opportunities necessitates appropriate strategic actions performed by key foreign subsidiaries, and that such actions are shaped by parent-level entrepreneurial behavior. We argue that the motivation to seek diverse international opportunities (a core entrepreneurial act) requires the establishment of a flagship subsidiary with a mandate to capture these opportunities through greater customer responsiveness, market scope, and local cooperativeness. However, a necessary requirement for the pursuit of these international opportunities is the parent company's international entrepreneurial orientation (IEO), which not only facilitates foreign market entry, but also has post-entry implications by engendering a behavioral context that is conducive to the flagship subsidiary's strategic actions. Our analysis of privately-owned emerging market MNEs strongly supports this mediating role of IEO, but also indicates that the individual effects of opportunity-seeking diversity and IEO diverge at high levels, with the former having a positive and the latter a negative curvilinear effect on subsidiary strategies. These results are important to international entrepreneurship and international strategy because they illustrate the connection between parent-level entrepreneurial behavior and subsidiary-level strategic actions through which cross-national entrepreneurial opportunities are captured.

**Keywords:** multinational enterprises (MNEs), IB theory strategies, Global economic and institutional environment

# **IB Theory, FDI, and Entry Mode Strategies**

## **Interactive Papers**

**Does Symbolic or Substantive Practice Contribute to the Bottom Line? A Longitudinal Study on the Influence of Chinese Firms' Sustainability Practices on Financial performance**

Yang, Kun; *Central Michigan University, USA*

The project probes the relationship between firm sustainability performance (CSP) and financial performance (CFP) from a dynamic perspective, which may explain why the current CSP-CFP results are mixed, inconsistent and contradictory. Applying stakeholder theory, signaling theory coupled with prospect theory, the project tries to answer the research questions including, if investors on the major stock exchange in the world's largest economy (China) make buy-sell decisions based on the announced symbolic vs. substantive sustainability practices of Chinese corporations; and whether different CSP patterns (e.g. consistent or inconsistent) contributes to positive performance. The sample is 587 Chinese firms listed in the Shanghai Stock Exchange. Among them, some are reporting or used to report to GRI, GW, and/or Bloomberg ESG from 2009-2013. The unbalanced panel data will enable us to investigate the impact of firms' activities on the market-based and accounting-based performances with multivariate regressions.

**Keywords:** multinational enterprises (MNEs), sustainability

## **Overcoming and Recurring Liabilities of Foreignness of EU Environmental Companies in China**

Ng, Lee Keng; *University of Arkansas Fort Smith, USA*  
Curran, Louise; *Toulouse Business School, France*

Empirical research supports the idea that LOF experienced by multinational enterprises (MNEs) reduces over time as a result of learning (Pedersen and Petersen, 2002) and local market experience (Zaheer and Mosakowski, 1997). This paper explores the evolution of Liability of Foreignness (LOF) (Zaheer, 1995) over time, in the context of European Union (EU) Environmental Protection (EP) companies in the Chinese market. We find limited evidence of a reduction of LOF, which seems to actually increase over time. The technological capacity of EU EP companies would be expected to be an Asset of Foreignness (AOF) (Sethi and Judge, 2009) in China. Partly as a result of a very supportive domestic policy environment, EU companies have been pioneers in a wide variety of technologies designed to avoid, mitigate and reverse environmental damage. In addition, growing environmental awareness in China in recent years has made it a promising market for such firms and prospects for growth had seemed good (Liu, 2013; Tuo, 2013; Huang, 2014; Xinhua, 2014). Using multiple case studies, this paper details how the balance between assets of foreignness (AOF) (branding, technology, reputation) and LOF (discrimination in tenders, failure to provide required licenses, unfair treatment) has shifted for EU MNEs in the EP sector in China. Our key finding is that, in a context of rapid local industry upgrading, LOF did not reduce over time, but in fact increased, as the value of the foreign firms' firm specific advantages (FSAs) reduces.

**Keywords:** International Business theories, IB theory strategies, location choices

## **Parent Firm's Specific Advantages and Management Control Effects on Subsidiary Performance: A Study of FDI in Thailand**

Mao, Yunshi; *Sun Yat-Sen Business School, Sun Yat-Sen University, China*  
Norkaew, Ornicha; *Sun Yat-Sen Business School, Sun Yat-Sen University, China*

This study establishes a conceptual model and empirically tests a theory of parent-level firm specific advantages, management control and subsidiary performance. The hypotheses are empirically tested on a sample of 900 foreign FDI firms located in Thailand. The results show that parent-level firm specific advantages have positive effects on management control and subsidiary performance. Management control has a positive effect on subsidiary performance. Management control plays a partial mediating role between parent-level firm specific advantages and subsidiary performance. The results also show that firms tend to have a higher performance profile when the parent firm possesses relatively high firm specific advantages than when it lacks specific advantages. The implications of these findings for theoretical development and future research are discussed.

**Keywords:** foreign direct investment (FDI), International Business theories, IB theory strategies, Parent firm's specific advantages

## **Inconvenient Truth: Bridging the GAP between Practitioners and Academics**

Rustambekov, Elzotbek; *Bryant University, USA*

Trendowski, Joseph; *Valparaiso University, USA*

This research note examines practical usefulness of the research and suggests new measure to assess practicality of research papers.

The practical usefulness of various organizational sciences have been questioned by researchers, but few empirical examinations of the issue have followed (Gergen & Thatchenkery, 1996; Shrivastava, 2006). A number of researchers argue that the relevance and practical utility of organizational science for companies should be increased (Aldag, 1997; Mohrman, Mohrman, & Gibson, 2001; Mowday, 1997), while others suggests the opposite (Hulin, 2001), and yet another group argues that practical utility has already been emphasized (Shrivastava, 2006). However, for those whose passion is to conduct truly meaningful research, comments such as that from a renowned CEO who referred to business research as a “vast wasteland” because of its detachment from the real business world (Bennis & O’Toole, 2005) serve as both a call to action and the purpose of this research note.

**Keywords:** International Business theories, International Business theories, IB theory strategies, Practical Utility

**International Accounting, Economics, and  
Finance  
Competitive Papers**

## **Diversification Benefits of Investing in Frontier Equity Market Nations of the Middle East and Africa**

Dania, Akash; *Alcorn State University, USA*

The frontier markets or often referred as the "pre-emerging emerging" markets represent a diverse group of small and developing nations which typically exhibit a higher macroeconomic risk profile, lower levels of liquidity and market capitalizations in comparison to the equity markets of emerging or developed economies. These differences in market characteristics create diversification opportunities for investment and portfolio management purposes. To better understand the diversification benefits of investing in frontier equity markets of the Middle East and Africa, we model the dynamics of volatility transmission from mature global equity markets of France, Germany, UK and the US to the equity markets of Frontier market nations of Africa and the Middle East. VAR and GARCH models of returns are estimated to determine evidence of interdependence and volatility spillover from global mature stock markets to frontier stock markets Africa and the Middle East. Evidence reported is mixed, suggesting a varying level of volatility spillover and leverage effect. This varying response to global stock market shocks reveals that Frontier nation stock markets are not yet fully integrated with the global economy.

**Keywords:** International finance, econometric analyses, Frontier markets

## **Dynamic Linkages among Counterparty Risk and Global Banking Stock Returns**

Dania, Akash; *Alcorn State University, USA*  
Dutta, Sandip; *Southern Illinois University, USA*

Years following mid-2007 are characterized by emergence of 'worst' global financial crisis since the Great Depression. During the same time, financial institutions witnessed unusually high activity in their returns and volatility as did investor sentiment-centered counterparty risk indices. By use of VAR and GARCH methodology, this paper investigates dynamic linkages among well-known proxies of investor sentiment-based counterparty risk measures - TED spread and the volatility index (USVIX) - and global banking stock returns. The empirical results and rest of the paper to follow.

**Keywords:** International finance, Finance

## **Do Foreign Multinationals Gain from Transparency Regulation? Evidence from Canadian Oil**

Shin, Jieun; *George Washington University, USA*  
Weiner, Robert; *George Washington University, USA*

What is the role of information for firms in cross-border investments? Based on the theories on foreign direct investment and mandatory disclosure, this paper explores the informational aspect of liability of foreignness. The new regulations in Canada have mandated domestic companies to include the estimated size and value of their gas and oil reserves in their financial reporting since 2004, which changed the information environment for firms investing in the country. Using gas and oil field acquisition data in North America, we examine whether foreign firms face information disadvantages compared to domestic firms and whether the change in the information environment affects the valuation of the reserves differently among them. The analysis of 2,299 oil reserve deals shows that the transparent information environment has a positive effect on valuation on average, but the effect was higher for the gas and oil fields acquired by domestic firms than for those purchased by foreign firms, which indicates that a change in the information environment affects firm behavior differently by their country of origin.

**Keywords:** Mergers and Acquisitions, Accounting, Valuations, Capital Flows, Information; Oil; FDI

## **Effect of IFRS Adoption on the Value Relevance of Accounting Information in Nigeria: An Empirical Review**

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Okafor, Tochukwu Gloria; *Nnamdi Azikiwe University, Nigeria*

This study seeks to determine the effect of International Financial Reporting Standard (IFRS) adoption on value-relevance of accounting information in Nigeria. The study empirically analyzed the effect of IFRS adoption on value-relevance of book value, earnings per share, and cash flow from operations in Nigerian firms using evidence from consumer goods firms. Three hypotheses guided the study. The ex-post facto research design was used. The population consisted of twenty-five consumer firm listed in Nigeria stock exchange. A sample of twelve firms was selected on the bases of availability of data, among other considerations. Multiple regression analysis was used in analyzing the data. The findings revealed that IFRS adoption has an incremental effect on the value-relevance of book value, earnings per share and Cash flow from operations, with earnings per share showing the highest increment. The findings suggest that investors should consider the values of earnings, book values of equity and cash flow from operations in the annual reports of firms prepared in accordance with IFRS before making any investment decision. However, it appears investment decisions should place more emphasis placed on earnings.

**Keywords:** Accounting, International accounting, Valuations, Capital Flows, International Accounting

## **Layering of IFRS and Dual Institutional of Accounting Standards in Belarus**

Alon, Anna; *University of Agder, Norway*

Alexander, David; *University of Birmingham, United Kingdom*

There is an ongoing debate about the applicability and efficacy of IFRS adoption in countries with diverse institutional infrastructures. The article examines financial reporting in Belarus and factors that are shaping its development. In Belarus IFRS has been adopted through layering where it is an additional requirement to the existing reporting specified by the national accounting regulations. By examining financial reporting practices in Belarus, we provide insights for practitioners, regulators and standard-setters on implementation of IFRS in countries with heavy state involvement, and still using local regulations and traditions in parallel with IFRS. Our paper makes several important contributions related to IFRS adoption and institutionalization. We explore how global standards were transposed and function in a unique institutional context. Based on an examination of reporting in a banking sector, we conclude that different objectives of IFRS and local reporting contribute to dual institutionalization of standards where differing formats target the needs of diverse users. Thus, adoption through layering is unlikely to contribute to convergence between different reporting standards and parallel reporting is expected to persist.

**Keywords:** International accounting, Accounting, Belarus, IFRS, Layering of Regulation

## **The use of Tax Havens by British Multinationals after the Financial Crisis: “Business as Usual”**

Jones, Chris; *Aston U., United Kingdom*

Temouri, Yama; *University of Wollongong (Dubai), United Arab Emirates*

We investigate the use of tax havens by British multinational enterprises (MNEs) before and after the global financial crisis of 2008. We find that in the post crisis period, British MNEs increased their subsidiaries in tax haven locations as compared with the pre-crisis period. This suggests that recent media attention on the tax affairs of British based MNEs has had little impact on their activities. It seems to be “business as usual” in terms of tax avoidance. Our analysis takes advantage of a large firm-level dataset which allows the estimation of a variety of panel data models. We also find evidence of a causal link between austerity imposed upon Her Majesty’s Revenue and Customs (HMRC) and the use of tax havens by MNEs.

**Keywords:** International economics, Transfer pricing, econometric analyses, Financial Crisis

## Determinants of Globalization

Hurwitz, Catalina; *University of the District of Columbia, USA*

Chou, Wen-Hsiu; *Florida International University, USA*

Chang, Chun-Hao; *Florida International University, USA*

When in a firm's life would it fit for it to become involved in global strategies? What are the important influences on the decisions of young and mature firms to go international? We answer these questions by examining the determinants that affect the choices of born-globals (BGs) and born-again globals (BaGs) to expand worldwide. Our study is based on preexistent theories of diversification, and we place specific emphasis on the conceivable role of peer influence and the motivation or desire for growth. We further study the entrenchment, the idiosyncratic risk, and the innovation caliber hypothesis. Our results document that innovation efficiency strongly enhances BG's propensity to global diversify.

On the other hand, peer pressure, CEO ownership and idiosyncratic risk level significantly influence BGs not to globalize. In contrast, BaGs are positively influenced by their industry peers, showing how competition works in the financial markets for youthful versus mature companies.

**Keywords:** Finance, International finance, International accounting, IPO born-global globalization

## **The Effect of Education on Ethical Behavior among Russian Adults with Government Experience: Examination of Age as Covariates**

Ermasova, Natalia; *Governors State University, USA*  
Clark, Dina; *Bloomsburg University of PA, USA*  
Nguyen, Lam; *Bloomsburg University of PA, USA*  
Ermasov, Sergey; *Saratov State University, Russia*

**Purpose** - The purpose of this paper is to investigate how education and formal training predict personal administrative ethics perception of Russian public sector employees while controlling for age.

**Design/methodology/approach** - Using ANCOVA analyses and adopting the widely used Clark and Clark's Personal Business Ethics Scores measure, this study analyzed the ethical perception of 199 Russian public sector employees.

**Findings** - Significant correlations were observed between personal administrative ethics perception of Russian public sector employees and level of education. The respondents with doctorate degree score significantly higher PBES, followed by respondents with bachelor degree, compared to respondents with two years of college and high school diploma. We did not find significant difference on ethical behavior and formal training.

**Research limitations/implications** - Researchers and scholars in cross cultural management and business ethics fields can benefit from this study as it provides more empirical results in understanding the impact of educational and cultural factors on the ethical maturity of public sector employees in different countries.

**Practical implications** – Leaders, managers and practitioners, can benefit from this study as it provides managerial implications in managing public sector employees in the most effective and efficient manner. The results from this research suggest that academic ethics education play the critical role in creating an ethical workplace climate in Russia.

**Originality/value** – This study fills the gap within the literature and offers a unique analysis of the administrative ethics perception of Russian public sector employees. Determining the types of administrative ethics education and training that are the most effective in Russia would be beneficial to researchers and practitioners.

**Keywords:** Accounting, Finance, Economics, Ethics

# **International Marketing Competitive Papers**

## **Consumer Personality and Core Self-evaluation as Determinants of Consumer Xenocentrism**

Peng, Yi; *University of Alabama, USA*  
Westjohn, Stanford; *University of Alabama, USA*

Consumers, especially in emerging markets, have a blatant preference for foreign products and meanwhile have a corresponding derogation of domestic ones. The international marketing literature explains such behavior as consumer xenocentrism. However, this area of research is still incomplete and calls for further research on the conditions and contexts that influence consumers' biased attitudes and purchase behaviors. In this article, the authors demonstrate how the five personality traits and the four core self-evaluation dimensions affect the degree of consumer xenocentrism. The authors also measure the moderating roles of consumer disidentification and self-deception on consumers' proclivity for foreign products. Finally, the authors conclude with the implications of the findings for managerial practice.

**Keywords:** Cross-cultural Marketing, Consumer Behavior, Brand Management, Consumer Xenocentrism

## **Are all Foreign Products the Same? Variability in Behavioral Outcome of Consumer Ethnocentrism**

Motsi, Terence; *Earlham College, USA*

A Financial Times editorial warned of challenges of economic nationalism. However, a recent Gallup poll found that 72% of Americans see foreign trade as an opportunity, not a threat, to the American economy. Consumer ethnocentrism (CET) is an outcome linked to economic nationalism. Academic literature recognizes the discrepancy between ethnocentric tendencies and behavioral outcomes. This research attempts to explain the discrepancy between ethnocentric attitude and consumer behavior by studying CET under two situational influences; the level of abstractness of the evaluative object i.e. product evaluation, micro image, macro image and willingness to buy and the stage of development of the countries evaluated (two emerging economies, China and India, at different stages of development). The results of the empirical study suggest that ethnocentrism does not work as a uniform derogation of out-group products. For respondents evaluating China, CET has a bigger influence on the more general COO image than specific behavioral outcomes and for India CET has an influence on product related constructs. The study contributes to the literature by studying countries that are not culturally similar nor close to the United States.

**Keywords:** Consumer Behavior, Country-of-Origin Effects, Consumer Animosity, consumer ethnocentrism

## **Competitors & Cooperative Advertising: When Global Rivals Team Up**

Bauer, Brittney C; *Saint Louis University, USA*

Johnson, Clark D; *Saint Louis University, USA*

Despite the longstanding history of advertising and its continued growth, the practice has dramatically changed over the past two decades. For example, we are now seeing cooperative, joint advertisements between global competitors that promote both brands in the same advertisement. This trend highlights the coopetition strategy—the simultaneous competition and cooperation of global rivals—that is finding traction with many multinational firms. Our study highlights how consumer perceptions of the three main motives behind the utilization of a coopetition strategy—market access, goal congruence, and shared vulnerability—positively influence perceptions of fit, which in turn generates more favorable attitudes towards the advertisement and towards the brands. Additionally, we demonstrate how these positive attitudes affect vital outcomes like purchase intentions, brand response, word-of-mouth, and brand legitimacy. Finally, we show how attitude towards the brands mediates the positive relationships between attitude towards the advertisement and our dependent variables. If our propositions are found to be supported, our study can help marketing managers to be more successful in their joint advertising campaigns through better understanding the needs of consumer perception. As such, joint advertisements will prove most effective when they directly highlight the partnership motivations within the advertising messaging.

**Keywords:** Advertising, Marketing Strategy, Consumer Behavior, Coopetition; Joint Advertising; Cooperative Advertising

## Cultural Effects in Internet-based Consumer Opinion Platforms

Messner, Wolfgang; *University of South Carolina, USA*

Internet-based consumer opinion platforms enable customers to share their views and experiences via electronic word-of-mouth (eWoM) communication. Within the context of the airline services industry and online airline rating portals, this cross-cultural study explores the influence of key cultural dimensions on the propensity, sentiment, and length of free-text information provided as online consumer reviews. By testing hypothesized relationships using sentiment mining and regression analysis on a subject pool of 43,397 eWoM postings from 26 countries, it is found that consumers from individualistic cultures engage more often and in longer eWoM communication. Those from collectivistic cultures, on the other hand, are more likely to have a positive recommendation in mind. Even in an international service environment such as the airline industry, marketing managers are advised to recognize that the way customers provide feedback is, in part, culturally determined. By doing so, they can leverage the differences for better business results. The study's results also caution operators of online ranking platforms and market researchers from calculating average rankings across countries. A method for adjusting cultural differences in providing positive and negative feedback via sample-specific design weights based on the GLOBE in-group collectivism index is suggested.

**Keywords:** Cross-cultural Marketing, Country-of-Origin Effects, Consumer Behavior, Airlines; Collectivism; Consumer opinion platform; Culture; Rating portal; Sentiment polarity; Word of mouth

## **The Moderating Role of Brand Logo and Brand Equity in Global Brand Evaluation**

Lee, Sangwon; *Ball State University, USA*

This study explores the effects of brand logo adaptation (vs. standardization) and brand equity on global brand evaluation in social media settings. Employing theoretical underpinnings from processing fluency theory, this study demonstrates that brand logo and brand equity jointly affect global brand evaluations. Consumer individual difference (e.g. involvement) also affects the brand logo effect on global brand evaluation.

Results from the experiments conducted demonstrate that (1) for the higher value global brand, standardization of the brand logo leads to better brand evaluation than the adaptation (2) brand logo effect is more pronounced if the consumers are more involved such that standardization of the brand logo leads to better brand evaluation than the adaptation.

**Keywords:** Global Branding, Brand Management, Standardization and Adaptation, Brand Logo Adaptation

## **Social Ties View of Salesperson Burnout: An Emerging Market Perspective**

Rong, Weidong; *SUNY Brockport, USA*  
Zuckerman, Mary Ellen; *SUNY Brockport, USA*

Salesperson develops and manages a delicate social networks to carry out job responsibilities. Chinese culture emphasizes social harmony and appropriate arrangement of social relationships to do business. Guanxi has strong personal nature and takes roots in Chinese tradition and culture (Hwang 1987; Lee et al. 2001; Luo et al. 2011). The interface of guanxi with burnout, role ambiguity, role conflict, and job satisfaction was rarely touched in sales and marketing literature. The purpose of this paper is to investigate how the salesperson's internal guanxi networks interface with salesperson's burnout, role conflicts and role ambiguity from social ties perspective. Empirical results from the samples of Chinese source data suggest that salesperson's guanxi ties with sales coworkers indirectly reduce the burnout level via the mediator role ambiguity. Salesperson's guanxi with managers indirectly reduce the burnout via the mediator role conflict.

**Keywords:** Personal Selling, Cross-cultural Marketing, B2B Marketing, guanxi burnout job satisfaction

## **Cultural Explanations for Tipping: an Examination of Asian Tipping in the US**

Blewitt, J.C.; *King's College, USA*

In comparing Asian and American consumer behavior, this paper examines cultural implications for tipping in the United States based on acculturation. Prior studies on gratuity by cultural minorities have found that minorities tip less than their American counterparts due to discriminatory service practice, disparity in income, and lack of knowledge of US tipping norms. However, when income and discriminatory practices are held constant, it is proposed that due to the Asian population's cultural dimensions, Asians have a propensity to tip a greater percentage. Specifically, when Asian consumers are unaware of general US tipping norms, their cultural dimensions lead them to be more generous in gratuity. A sample of Asian and American consumers in similar income classes supports the paper's main hypothesis that in the absence of tipping norm knowledge, Asian consumers tip more than American consumers in the US. Further, in the presence of knowledge of tipping norms by Asian consumers in the US, there is no significant difference in tipping percentages compared to American consumers. Ultimately, this paper illustrates that discriminatory practices towards Asian consumers due to the stereotypes is unfounded. Thus, in addition to such stereotyping practices being morally wrong, they also do not make sound business sense.

**Keywords:** Consumer Behavior, Global Consumption Orientation, Services Marketing

## **Does Cell Phone Anxiety Lead to an Increase in National Sentiments?**

Magnusson, Peter; *University of Alabama, USA*

The objective of this study is to examine whether there is a link between consumers' cell-phone induced anxiety and increased nationalism.

**Keywords:** Country-of-Origin Effects, Consumer Behavior

# **International Marketing Interactive Papers**

## **Marketing Moral and Health Vegetarianism through Knowledge Calibration**

Arora, Anshu; *Wilkes University, USA*  
Bradford, Shalonda; *Savannah State University, USA*  
Arora, Amit; *Bloomsburg University, USA*  
Gavino, Rafaella; *Savannah State University, USA*

This research extends the theories of moralization and knowledge calibration to vegetarianism. In two studies involving interviews with vegetarians, and meat-eaters; we investigated consumer attitudes towards vegetarianism. Our text analysis results revealed that emotionally calibrated consumers are ‘moral vegetarians’ who find meat repulsive, and make ethical food choices. In contrast, cognitively calibrated consumers are ‘health vegetarians’ who scan the nutrition information, avoid meat due to health restrictions, and embrace vegetarianism for healthy life. Finally, we provided insights into how faux meat companies can promote their products and transform consumer behavior towards vegetarianism by advertising ethical and environmentally friendly foods, and healthy and anti-obesity foods to moral and health vegetarians respectively.

**KEYWORDS** Vegetarianism, moralization, emotional versus cognitive calibration, meat consumption, faux meat, text-analysis software

**Keywords:** Consumer Behavior, Sustainability, Brand Management

## **Consumer Behavior and Clothing Purchases: First Measure your Waste**

Ziemnowicz, Christopher; *University of North Carolina at Pembroke, USA*  
Crandall, William "Rick"; *University of North Carolina at Pembroke, USA*

The fashion business is an enormous worldwide industry with major impacts on the environment as well as on people. This paper explores opposing tendencies. The dominant trend is the mass-market “fast fashion” phenomenon that is evident across global markets. It contributes to economic growth, employment, and corporate profits. The opposite is the traditional approach to building sustainable personal wardrobes that has now been dubbed “slow fashion” offering consumers environmentally friendly options. Low-cost globalized industrial mass production has contributed to increased purchases as well as to problems with environmental degradation and labor abuses. Marketers have been effective in promoting fast fashion and assist consumers to purchase. Inexpensive clothing tends to contribute toward unsustainable conspicuous consumption behavior. In both the fast and slow fashion movements, consumers achieve individual, symbolic feelings from their purchase decisions. In both cases, their purchases provide them associations to certain lifestyles or help them express personal identity or other social values. This paper discusses opportunities in these fashion trends, linking them to consumer attitudes and wishes. Consumer purchasing decisions in clothing and fashion may depend on available information about the products, changing consumer attitudes as well as purchase and use habits, along with greater environmental responsibility publicity efforts.

**Keywords:** Consumer Behavior, Sustainability, Marketing Strategy

## **The Role of CQ in CSR Localization and Social Performance**

Johnson, Clark D; *Saint Louis University, USA*

Bauer, Brittney C; *Saint Louis University, USA*

We examine the role of top management cultural intelligence on the firm's global corporate social responsibility (CSR) strategy and performance. In this paper, social performance is the firm's ability to maintain a positive reputation among its various stakeholders for being socially responsible. Grounding our conceptual model in the resource based view and dynamic capabilities frameworks, we propose that motivational CQ will positively moderate the relationship between environmental differences and local CSR responsiveness, and that metacognitive CQ will positively moderate the relationship between local CSR responsiveness and social performance. If support is found for our model, we can provide managers with actionable recommendations for improving their global social performance. We also extend theory on global CSR by explicating an important contingency factor for global CSR management.

**Keywords:** Corporate Social Responsibility, Cross-cultural Marketing, Standardization and Adaptation,

## **Marketing Strategies of Fancy Accessory Branding in China**

Ostapenko, Nikolai V.; *University of the District of Columbia, USA*

The luxury retail industry of China is in a rapid development stage, and its real market potential is yet to be determined. For Western labels, it is important to gain a better understanding of how special the concept of “luxury” is, and of what it takes to build lasting brand loyalty and offer continuous customer attention there. This analysis mainly focuses on exploration of a positioning strategy for the Coach brand and suggests marketing approaches likely to enhance it, based upon close examination of recent trends in Chinese consumer markets and distinguishing characteristics of local buying behavior.

**Keywords:** Brand Management, Global Branding, Marketing Channels and Distribution, China

## **The Impact of Warranty on Consumer Choice**

Blewitt, J.C.; *King's College, USA*

This conceptual paper reviews the literature from three distinct areas in consumer behavior: branding, warranty, and choice. In using a mixture of these three areas, propositions are developed which will be tested in future research. The impact of this study is geared towards understanding the behavior of consumers purchasing high cost items and the relative importance and trust that is placed in the warranty that comes with such a purchase. While the study will consider domestic (United States) consumers, international factors such as country of origin and psychic distance will be posed as viable factors in the decision making process. We propose that six factors will impact the role of branding in the decision making process and that a warranty will serve as a moderator to the ultimate choice decision.

**Keywords:** Consumer Behavior, Cross-cultural Marketing, Global Branding

## **Bypassing the “Made in” Concept in a Multi-Country Market: Marketing to French Consumers**

Khare, Virginie; *Eckerd College, USA*  
Popovich, Karen; *Saint Michaels College, USA*

This study adds to the expansive work done on country of origin as it investigates new approaches developed by marketers to emphasize or de-emphasize the country of origin of a product or service by using new labels, such as “designed in”, “created in”, “distributed by”, “imported for”, “assembled in”, etc. These new practices have especially been used in the European Union over the last decade and have faced scrutiny (Solca, 2015). This study specifically focuses on the French consumer market: what are current practices like in chosen industries and how do consumers respond to them?

**Keywords:** Country-of-Origin Effects, Consumer Behavior, Global Branding

**Organization and Human Resources of the  
MNE  
Competitive Papers**

## **Emotional Intelligence, Job Performance, and Job Satisfaction: A Multinational Study**

Engle, Robert L.; *Quinnipiac University, USA*  
Schlaegel, Christopher; *University of Maastricht, Netherlands*  
Lang, Guido; *Quinnipiac University, USA*  
Nehrt, Chad; *Quinnipiac University, USA*

This study examines the relationship between emotional intelligence and in-role and extra-role job performance, as well as job satisfaction in 799 respondents from India, Germany, and the United States. With these three countries representing different levels of the collectivism cultural dimension, the results suggest that while emotional intelligence does have a significant impact on all three work-related outcomes, this cultural dimension may also play a role in these relationships. In addition, the findings suggest the potential importance of supervisory and non-supervisory jobs in determining emotional intelligence relationships with these job outcomes.

**Keywords:** organizational behavior, human resources, Multinational corporations, organizations and enterprises - MNEs, emotional intelligence

## **Corporate Citizenship and Employee's Perception: An Empirical Investigation in the Dominican Republic**

Camacho, Luis Jose; *Empire State College, USA*

Global Corporate Citizenship is one of the topics of greater attention about responsible social behavior that should demonstrate companies that work in international markets where they business. Various research has been conducted on the dimensions and variables related to Corporate Citizenship and the perception of employees regarding the companies where they work. Using the four dimensions of Carroll, and the instrument created by Maignan & Ferrell, this study explores and measures the quality of the employees as good global corporate citizens and their perception of working in two multinational companies. Both companies are located in the Dominican Republic, one in the manufacturing sector and the other in the tourist sector.

**Keywords:** Multinational corporations, organizations and enterprises - MNEs, organizational behavior, MNE complexities, Global Corporate Citizen

## **Generational Differences at Work – An International Human Resource Management Perspective**

Gunkel, Marjaana; *Free University of Bozen-Bolzano, Italy*  
Eberz, Franziska; *Free University of Bozen-Bolzano, Italy*

The existing literature on generational differences in work attitudes has so far relied strongly on generational stereotypes as well as provided mixed empirical results. Instead of examining individual differences, we take an HR management approach and examine generational differences that managers have experienced in two European countries. In addition, we examine the HRM practices the organizations have implemented as a response to these differences. Our results show that especially when it comes to work-life balance, motivation, and careers, generational differences are apparent. However, the preference for teamwork does not seem to be influenced by generational differences. We also find that among other influences, especially national culture may also influence the differing preferences in work attitudes. We find that many companies have started to take measures to adapt to the varying needs of a multi-generational workforce; however, still lack concrete practices.

**Keywords:** human resources, work attitudes/behaviors, organizational behavior, generations

## **Old Minds? – How does Followers’ Job Tenure Moderate Transformational and Trans-actical Leadership Outcomes?**

Neeb, Melanie; *University of Giessen, Germany*

Bacouel-Jentjens, Sabine; *ISC Paris Business School, France*

Yang, Inju; *EDC Paris Business School, France*

Transformational and transactional leadership have a positive effect on employees’ job engagement. We investigated in a German governmental authority how this effect changes with regards to increasing job experience of employees on their current position (job tenure). Our multilevel-regression analysis based on data of an online questionnaire confirms the positive effects of transformational and transactional leadership on job engagement. However, the effectiveness of transformational leadership is moderated by job tenure. This leadership style is more effective with less experienced employees on their current position than with employees exhibiting a higher job tenure.

**Keywords:** work attitudes/behaviors, transactional and transformational leadership, job engagement, tenure

## **Expatriate Trailing Spouses: Still Being Dumped to Sink or Swim**

Vogel, Adolf Johan; *University of Pretoria, South Africa*  
Webber, Emma-Louise; *University of Pretoria, South Africa*

Decades have passed since it was first determined that trailing spouses are the primary cause of expatriate failure. This has led to numerous studies to determine how best to avoid such failures. In particular, it was determined that through the preparation, training and support of trailing spouses we can not only assist with their adjustment to the host country, but also reduce the likelihood of expatriate failure. However, this survey of 218 trailing spouses has found that MNEs are still falling short in terms of the preparation, training and support needs of trailing spouses and though MNEs seem to focus on some operational aspects of spousal adjustment, the social aspects are neglected.

**Keywords:** human resources, HR and Labor relations, Expatriate trailing spouses

## **Expatriate Personality, Cross-Cultural Adjustment, and Assignment Performance: A Study with Expatriates in China and India**

Wu, Jun; *Savannah State University, USA*

Yang, Jun; *Fort Hays State University, USA*

Cannonier, Nicole; *Savannah State University, USA*

While personality traits are regarded as among the most important factors affecting expatriate cross-cultural adjustment, most research focused on the relatively broad scales, such as the Big Five. Furthermore, most research are conducted in developed countries—expatriates are sent from all the world but working in developed countries, while developing countries as host countries may have unique characteristics. This study examines the influence of personality traits in cross-cultural adjustment and assignment performance in two emerging countries-China (sample size=157) and India (sample size=152), by using relatively narrowed Multicultural Personality Questionnaire (MPQ) for personality. The results show positive relationships among four trait with cross-cultural adjustment under different situations. Interestingly, Cultural Empathy has positive impact on cross-cultural adjustment of expatriates in both China and India, while Flexibility and Social Initiatives affect adjustment for expatriates working in India only and Open-mindedness influences expatriates in China only. Cross-cultural adjustment affects assignment and task performance positively.

**Keywords:** human resources, diverse international contexts, organizational behavior, Expatriate; Personality; Cross-Cultural Adjustment; Assignment Performance

## **Do Leader Grit and Humility Matter in an Eastern Culture?**

Cho, Inchul; *Black Hills State University, USA*

Based on the paradoxical leadership paradigm where seemingly competing constructs occur simultaneously, the present study examined the combined effect of leader grit (i.e., controlling leadership) and leader humility (i.e., empowering leadership) on employee outcomes in an Eastern culture. Specifically, the present study investigated whether leader grit and leader humility interact to predict performance. Leader grit was significantly and positively associated with employee and team performance when leaders were high on humility. However, the grit-performance relationship was not significant when leaders were low on humility. This implies that leader grit only results in positive employee outcomes when leaders display humility in their leadership.

**Keywords:** organizational behavior, human resources, work attitudes/behaviors, Leadership

## **The Relationship between Strategic Training, Firm's performance, and vision attainment: A Middle Eastern Context**

Abu-Rahma, Ali; *Abu Dhabi University, United Arab Emirates*  
Jamran, Noor Alsham Moaid; *Abu Dhabi University, United Arab Emirates*

### **Abstract:**

The purpose of this study was to understand the effect of strategic training on the corporate performance and the attainment to the vision of the corporation in a Middle Eastern context (UAE). The research instrument was completed by 232 respondents. The relationship between strategic training and corporate performance was tested through nominal distribution, correlation analysis and through regression; the results suggested that strategic training plays a positive impact on corporate performance yet not a direct and effective influence. The relationship between strategic training and corporate vision attainment though was more positive and direct both in regression and correlation analysis. Given the very limited research conducted, this research will contribute to the literature of management in the Arab World.

**Keywords:** human resources, organizational behavior, strategic training

## **When Push Comes to Shove: Career Concerns and Manager Staffing in Foreign Multinational Subsidiaries**

Gil, Ricard; *Johns Hopkins Carey Business School, USA*  
Galdon-Sanchez, Jose Enrique; *Universidad Publica de Navarra, Spain*

Using detailed information from a survey of 1003 Spanish plants representing all manufacturing industries, we find that foreign multinational plants managed by foreign managers have lower levels of labor productivity and higher propensity to export than other plants. This evidence suggests that the appointment of foreign managers to foreign plants in our sample is part of a strategy by multinationals to turn around those of their plants that are underperforming. Because foreign managers are likely to be temporary and are concerned with their careers within the company, our findings suggest that their strong career incentives drive them to accept jobs which require managing harder than usual scenarios.

**Keywords:** Multinational corporations, organizations and enterprises - MNEs, human resources, HR and Labor relations, career concerns, foreign managers

**Organization and Human Resources of the  
MNE  
Interactive Papers**

## **The Lifeguard Company: Assessment of Its General Health**

Ivanov, Sergey; *University of the District of Columbia, USA*

Lopez, Kevin; *University of the District of Columbia, USA*

This paper is an external health audit of The Lifeguard Company based in the Midwest. The organization has been experiencing reduced revenues and high employee turnover in recent years. Top management sought independent consulting to identify the problem and correct the issues. The text determines the health of The Lifeguard Company using situations/diseases that hinder a company's well-being. These circumstances like Jerry Harvey's Abilene Paradox and Edwards Deming's Constancy of Purpose will be identified, explained, and applied to the organization to determine if the company is plagued by each issue. Observations of the company were made over an extended period of time to determine the results. It is hoped that the text helped identify the causes of the issues plaguing The Lifeguard Company and provided practical solutions to improve the overall well-being of the organization.

**Keywords:** organizational behavior, organizing frameworks, human resources, Deming

## **What Matters More in Multicultural Teams – CQ or EQ? An Empirical Study**

Gunkel, Marjaana; *Free University of Bozen-Bolzano, Italy*  
Taras, Vas; *University of North Carolina - Greensboro, USA*

Given that previous literature has mainly focused on cultural intelligence in multicultural teams, we will examine if the positive effect of cultural intelligence is stronger than the influence of emotional intelligence on the performance of multicultural teams. Utilizing a sample of 7,625 individuals in 1,322 multicultural teams, the study examines the effect at individual as well as at team level. In addition, the relationship between the two intelligences is studied as well as the moderation effect of emotional intelligence between cultural intelligence and performance is examined both at individual and at team level.

**Keywords:** human resources, organizational behavior, virtual teams, team performance

## **Evaluation of an Organization: Report to Management**

Ivanov, Sergey; *University of the District of Columbia, USA*

Wilson, Rukie; *University of the District of Columbia, USA*

This article is intended provide an evaluation of an organization from the Organization Development and Behavior (ODB) lens. Drawing from various readings from an MBA- ODB class, the author aims to use different theories in evaluating an organization and making recommendations for improvement.

**Keywords:** organizational behavior, human resources, organizing frameworks, Deming

## Leadership “Moroccan Style”: A Case Study

Ivanov, Sergey; *University of the District of Columbia, USA*  
Belhassan, Maria; *University of the District of Columbia, USA*  
Mahone, Charlie; *University of the District of Columbia, USA*

Recently good leadership has become increasingly important for the success of business entities. Some of this increased need for good leadership has been brought about since the recent financial crisis that has led to increased competitiveness in the global marketplace. Good leadership seems to be especially critical to small and medium sized business where small teams of employees determine the fate of the firm. Unfortunately, in the case presented in this paper, good leadership was nonexistent. And that void left the team members demoralized which in turn led to the failure of the company.

**Keywords:** Multinational corporations, organizations and enterprises - MNEs, organizational behavior, organizing frameworks, Deming

## **A Diagnosis of Organizational Issues: A Case Study of a Large Non-Profit Organization**

Ivanov, Sergey; *University of the District of Columbia, USA*  
Pradhan, Saumya; *University of the District of Columbia, USA*

Organizations that are sick with organizational diseases must make cutbacks in size and spending which mostly impact the workforce with massive layoffs. Employees in these organizations are unhappy, frustrated and live in constant fear of losing their jobs. Thus, employees are doing “pseudo work” verses “real work” - which pushes the organization into a vicious cycle of more cutbacks and layoffs. This paper discusses some of the organ-izational diseases, namely: double talk, double think, the Abilene Paradox, lack of collab-oration, lack of innovation and focus on performance evaluations; examines whether they exist in ABC company, a nonprofit organization in the US; and suggests recommenda-tions to improve ABC’s organizational health.

**Keywords:** organizational behavior, organizing frameworks, work attitudes/behaviors, Deming

## **Evaluation of the X, INC. Organization: Are Large Multinationals Immune to Leadership Diseases, Viruses, and Other Illnesses?**

Ivanov, Sergey; *University of the District of Columbia, USA*  
Minas, Mekedes; *University of the District of Columbia, USA*

This article mainly intended to evaluate the overall X, Inc. organization behavior from different angles. In this article, I try to focus on how the organization defines cheating by assessing the staff's attitude towards collaboration and support to each other. Additionally, I try to check the existence of Abilene Paradox, Double talk, Real/ Pseudo work, and all Deming diseases. To overcome the problems faced with the X, Inc. should recognize their problems and should work hard to find a solution for their sicknesses. The organization should divert their attention and focus on improvement and innovation in the service they provide.

**Keywords:** Multinational corporations, organizations and enterprises - MNEs, organizational behavior, work attitudes/behaviors, Deming

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

## **Development of a Caring Manager Scale**

Weber, Thomas; *University of Southern Indiana, USA*  
Moghaddam, Kaveh; *University of Houston – Victoria, USA*  
Azarpanah, Sara; *Lone Star College, USA*

Since the early 2000s, there have been a few devastating business scandals that have had major impacts on the world. The study suggests that part of the problem is business does not have a caring orientation and manifesting caring in organizations can improve business. This is an initial step to understand the impact of caring on business and focuses on recognizing caring managers. A definition of caring is created that stresses the balance between the carer's and cared-for's interests, and it was used to organize a focus group to discuss caring in a business context. The results of the focus group were used to develop a questionnaire for a caring manager scale with 57 items. The results of administering the instrument and the initial scale purification are described. After dropping variables based on cross loadings, there were five factors (Attentive, Seeks Counsel, Supportive, Allows Autonomy, Generous/Protective) found in the data. These results were used to create a second questionnaire to be administered in the future.

**Keywords:** Qualitative Methods, Survey Research, Caring

## **Big Questions and Big Trends in IB: Finding Answers in the JIBS Corpus through Big Data Analytics**

Sullivan, Daniel; *University of Delaware, USA*  
Norder, Kurt; *University of Delaware, USA*

A long-running series of reports assess IB's intellectual evolution through the prism of JIBS scholarship. Objectives vary, but each report contributes to making sense of where IB has been and where it is heading in the quest to generate "insightful, innovative, and impactful research" (Cantwell and Brannen, 2011: 8). This paper extends this literature, tapping the perspective and tools of big data analytics to detect hidden patterns and reveal latent linkages in the JIBS corpus. Descriptive analytics assess the 10-million plus words that span the 2,443 articles that comprise the JIBS corpus from 1970 through 2016. Keyword analysis, ontological ordering, and knowledge linkages spotlight intriguing tendencies and trends. Exploratory predictive analytics elaborate these findings. Collectively, big data analytics, by converting a static archive into actionable data, improve our understanding of the opportunities and challenges of the "way forward" for IB research, profiles JIBS's multidisciplinary mission and pluralist practices, speaks to "structural constraints and rational choices" in IB, and elaborates the "two camps" conjecture.

**Keywords:** Quantitative Methods, Statistics, Discourse Analysis, Big data analytics

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

Taras, Vas; *University of North Carolina - 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 of serious limitations. This paper presents a new Cultural Intelligence instrument that uses a drastically different approach from that commonly used in CQ measures. The existing instrument almost exclusively relies on subjective self-evaluation and self-reporting of one's own cultural intelligence. The instrument described here relies on priming and quasi-observational data. Unlike a traditional hypothesis testing or instrument development study, this one is of the sort that could be described as method invention. Although the presented instrument is similar to the earlier work with respect to the dimensionality of the resulting data, the methodology to obtain those data is qualitatively different. The paper describes the logic and development process of the new instrument, as well as provides the results of the instrument validation study.

**Keywords:** Survey Research, Measurement Issues, Quantitative Methods, instrument development, cultural intelligence

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

## **Multifactor Productivity and Profitability: Evidence from the U.S. Airline Industry**

Tannen, Michael; *University of the District of Columbia, USA*

Accurate measurement of productivity can help organizational leaders make better decisions as to where or how the use of resources can be improved. Yet partial measures such as in labor productivity offer neither a complete indicator of efficiency nor necessarily move in sync with business profitability. By contrast, the comprehensive metric of multifactor productivity offers a major conceptual advantage in evaluating effective use of its resources. Indeed, as shown here, multifactor productivity can also be directly linked to several metrics of profitability, with a gain in the former necessarily translating into a gain in the latter.

Widespread adoption of the multifactor measure at the organization level has been hindered by the complexity of formulas used and stringent data requirements. Several Production and Operations texts, however, show that a simplified version preserves the measure's comprehensive nature while expediting application by reducing data requirements to that found in a firm's basic accounting statements.

Examples of how to apply the simplified version are provided in texts and elsewhere using imaginary data. But illustration of comparisons of MFP using actual data for an industry could be especially useful. One industry for which the underlying data components are available is the U.S. Airline industry, which reports information on traffic, revenue and cost to the Federal Aviation Administration (FAA). Industry evidence based upon these data which has been organized and presented by the MIT Airline Data Project (ADP) is now used to evaluate relationships among multifactor productivity, efficiency, and three measures of profitability: the profitability percentage, profitability margin, and unit profit. While the data set applies to domestic carriers (many of which fly international routes) this is for illustration, and the principles expanded upon in the broader analysis could apply (with modification, perhaps) to a more global framework.

## **Science's Reproducibility and Replicability Crisis: International Business Is Not Immune**

Aguinis, Herman; *George Washington University, USA*

Cascio, Wayne F.; *University of Colorado Denver, USA*

Ramani, Ravi S.; *George Washington University, USA*

International business (IB) is not immune to science's reproducibility and replicability crisis. We argue that this crisis is not entirely surprising given methodological practices that enhance systematic capitalization on chance. This occurs when researchers search for a maximally predictive statistical model based on a particular dataset and engage in several trial-and-error steps that are rarely disclosed in published articles. We describe systematic capitalization on chance, distinguish it from unsystematic capitalization on chance, address five common practices that capitalize on chance, and offer actionable strategies to minimize the capitalization on chance and improve the reproducibility and replicability of future IB research.

**Keywords:** Quantitative Methods, Statistics, Modeling

## **Do Educational Policies Need Marketing? An Application of Fuzzy Cognitive Maps to Explore Educational Policy Marketing**

McChamp, Mowshine; *Chang Jung Christian University, Taiwan*

Wang, Cheng-Hua; *Chang Jung Christian University, Taiwan*

In a complicated changing environment, government departments should find suitable marketing strategies for consumer demands to promote and implement policies effectively. What are consumers thinking? How to forecast? These are issues that they should pay attention to.

The study applies fuzzy cognitive maps to explore the causalities of educational policy marketing and provides decisions and key factors to success in improving strategies for educational policy marketing according to the result. Further, the study combines fuzzy cognitive maps to forecast consumer demands that government departments should be aware of when promoting educational policies and conduct evaluation based on opinions from experts in various fields.

The study explores important factors of educational policy marketing and holds the result as the reference for government departments when planning educational policy marketing, making them identify suitable consumer demands according to the influence of different variables.

**Keywords:** Modeling, Network Analysis, fuzzy cognitive maps

**Research Methods, Cross-Cultural  
Measurement, Analytics and Metrics  
Professional Development Workshop Paper**

## **Professional Development Workshop: Necessary Condition Analysis (NCA)**

Dul, Jan; *Rotterdam School of Management, Erasmus University, Netherlands*

Necessary Condition Analysis (NCA) is a novel, user-friendly data analysis method -recently published in *Organizational Research Methods*- that understands cause-effect relations as "necessary but not sufficient". "Necessary" means that an outcome will not occur without the right level of the condition, independently of the rest of the causal structure (thus the condition can be a "bottleneck", "critical factor", "constraint"). In practice, the right level must be put and kept in place to avoid guaranteed failure, and to allow the outcome to exist.

NCA is applicable to any discipline and can provide strong results even when other analyses such as regression analysis show no or weak effects. The method has already been applied in business fields such as strategy, operations, human resource management and finance. Reactions of editors and reviewers are very promising.

This interactive Professional Development Workshop provides a general introduction discussing the importance of necessary conditions, illustrated with examples from International Business, and comparing NCA with regression. The workshop helps participants to become the first users of NCA in their sub-field, with hands-on instructions about using the NCA software, applying NCA to an (own) data set, and publishing the results. For more information on NCA see: [www.irim.nl/nca](http://www.irim.nl/nca).

**Keywords:** Quantitative Methods, Qualitative Methods, Statistics, methodological innovation, causality, data analysis

**Special Issue Track: Islamic Business and  
Finance  
Competitive Papers**

## **A Study on Takaful: The Case of Algeria**

Hassani, Hocine; *Chlef University, Algeria*  
Himrane, Mohammed; *Jijel University, Algeria*

The experience of Takaful insurance in Algeria is relatively recent and is based only on the experience of Salama Insurance Company. Its activity remains legally unframed. It continues to operate under the traditional insurance laws like other traditional companies, especially under the law 06/04.

The purpose of this paper is to provide an analysis of the Islamic insurance in Algeria. It seeks to examine the most important requirements for a successful takaful market in Algeria by diagnosing the status of takaful market in the world and using the comparison between models close to the Algerian market.

The analyses and recommendations presented in this research can be used by policymakers and managers as a guide to developing the existing Islamic (insurance) banking practices in Algeria.

**Keywords:** Islamic Finance, Islam, Values, Takaful, shariah compliant product

## **The Relationship between Liquidity Risk and Credit Risk in Islamic Banks**

Paltrinieri, Andrea; *University of Udine, Italy*  
Hassan, Mohammad Kabir; *University of New Orleans, USA*  
Khan, Ashraf; *University of Udine, Italy*

The aim of the paper is to investigate the relationship between liquidity and credit risk in Islamic banks, comparing it with conventional banks. Theories of banking suggest that structures of asset and liability maturities of banking are closely linked, in terms of borrower default and fund withdrawals. This is comparatively more crucial for Islamic banks to analyze the relationship of liquidity and credit risk as the nature of liaison of depositor/borrower with bank is based on partnership especially on the liability side. Employing simultaneous structural equation approach through generalized least squares method on the comprehensive banking data set of 26 Islamic banks and 26 conventional from selected OIC countries for the period of 2007-2015, we find that credit risk and liquidity risk have negative relationship not only in Islamic banks but also in conventional banks. We also find that Islamic banks outperformed conventional banks in managing liquidity and credit risk.

**Keywords:** Islamic Finance, Islam, Ethics

## **Islamic, Social Responsible and Conventional Markets Co-movements: Evidence from Stock Indexes**

Paltrinieri, Andrea; *University of Udine, Italy*  
Mitchell, Matthew; *Drake University, USA*  
Kappen, Jeffrey; *Drake University, USA*  
Chawla, Kavilash; *Drake University, USA*  
Floreani, Josanco; *University of Udine, Italy*

The aim of the paper is to extend the literature on ethics' investments risks, correlations and co-movements. Through a sample of 18 Islamic, Social Responsible (SR) and conventional stock indexes, we investigate co-integration and dynamic correlation for the period 2005-2015. We also investigate stock indices responses to two major factors such as oil prices and volatility. Our results show that there is co-integration between Islamic, SR and conventional stock indices and co-movements with mutual causalities. If during crises, dynamic correlations tend to spike, quite different pattern emerges during post crisis periods, when there is more variability in conditional covariances. Finally, we provide evidence of positive Islamic, SR and conventional stock indices reaction to oil price changes, while we show a negative reaction to a shock in global equity markets volatility, although with different magnitudes. Overall, our papers show that we can obtain portfolio diversification benefits adding SR and Islamic stock indexes in a diversified portfolio. During financial crises diversification benefits tend to decrease given that all stock indices reacted to a volatility surge and to institutional investors selling, but over the long term dynamic correlations tend to decrease.

**Keywords:** Islamic Finance, Ethics, Islam

**Special Track: Gender in International  
Business Research  
Competitive Papers**

## **A Cross-level Investigation on Critical Mass of Women in Ownership and Firm-level Tax Evasion Activity: Application of the three pillars of Institutional Theory**

Kim, Sahrok; *Washington State University, USA*

This paper seeks to examine the link between critical mass of women in firm ownership and firm level tax evasion activity. I developed the cross-level moderating model integrating status characteristics theory at the firm level, and institutional theory at the societal level. Drawing on status characteristic theory, the central proposition is that female ownership participation firms have a greater propensity (in relative to purely male ownership firms) to engage in tax evasion activity. At the societal level, I based my propositions linked to three pillars of institutional theory, and investigate the role of nation's selected regulative (formal institutional development), normative (educational attainment and religiosity), and cognitive (Individualism) social institutions linked with firm level tax evasion. This overall proposition is rooted in critical mass theory that status characteristics of female owners will vary in strength, and become more salient force influencing degree of firm level tax evasion depending on proportion of women comprising ownership group. Finally, I consider the contributions to extant research, study's limitations and discuss the study's implications, and future research in this area.

**Keywords:** Entrepreneurship, Leadership, Policy and government, Gender Ratio of Firm Ownership, Firm level Tax Evasion

## **Gender and the Exporting Decision: An Empirical Test of Feminist Theories**

Phalin, Amanda; *University of Florida, USA*

Two feminism theories may explain gender differences in business: liberal vs. social feminism. In the former, differences result from varying levels of opportunity, knowledge, and/or training; once women achieve the same options as men, differences should disappear. Social feminism argues that differences are socialized, so difference appear regardless of skill or education.

The gender-IB literature is small, but studies show that women-owned/-managed firms export less than male firms; when they do, it is less intensive. To determine which theory better explains how gender may affect the export decision, approximately 700 university business students were divided into teams to play an IB simulation. Teams were all female, all male, and mixed. Teams were grouped by GPA so students of similar skill worked together and competed against one another. Each team began the experiment with identical firm resources and information, with the choice to export.

Data are being formatted and analyzed. Results indicating that female teams perform the same as male teams of similar skill would support the liberal feminist theoretical perspective. If, on the other hand, differences in performance are found between genders across skill levels and team types, then social feminist theory may provide a better explanation of gender differences.

**Keywords:** Equality, Entrepreneurship, Leadership, Gender, Export Decision, Teams

## **Impact of the Female Board Members and Gaps in Linguistic Gender Marking on Cross-Border M&A**

Shoham, Amir; *Temple University, USA*  
Bazel, Ofra; *Temple University, USA*  
Rivera, Michael; *Temple University, USA*  
Lee, Sangmook; *Penn State Great Valley, USA*

This research focuses on how the gender composition of a multinational company's board and linguistic gender marking gaps between home and host countries impact the extent of cross-border M&A activity. We argue, both theoretically and empirically, that the presence of female directors impact cross-border M&As. Using an instrumental variable approach, we demonstrate that this effect is causal. Innovatively, we measure gaps in linguistic gender marking between home and host countries, and find that larger gaps also reduce cross-border M&As. Finally, we show that linguistic gender marking gap moderates the deterrent effect of female presence in boardroom on cross-border M&As.

**Keywords:** Board or C-Suite issues, Gender, Gender role

## **Gender, Trust, and the Role of Women**

Tolmie, Carri R.; *Elon University, USA*

Lehnert, Kevin; *Grand Valley State University, USA*

Sánchez, Carol M.; *Grand Valley State University, USA*

This paper explores the role of gender and its influence on the relationship between trust and organizational performance as well as on the perception of women as managers. We argue that the more positive the perception of women as managers, the stronger the relationship between trust and organizational performance, and that this relationship is mediated by gender. Utilizing a sample of 321 business managers and executives from Mexico and Peru, results indicate that organizational trust does lead to stronger perceived performance, and this relationship is mediated by the employee's perception of women as managers. Interestingly, this mediation only holds for male employees, with female employees having a direct relationship between trust and performance. The results of this study offer valuable insight for managers in both emerging markets and developed countries, as they work towards increasing and utilizing firm-level trust, expanding on the role of women as leaders, and the overall performance of their firm to create a sound and ethical environment for all employees to contribute and prosper.

**Keywords:** Leadership, Gender, Trust, Women as Managers

**Special Track: Impacts of Trade and  
Tourism  
Interactive Papers**

## **Same-sex Marriages and the Wedding Tourism Industry in New Zealand**

Bisalski, Heather; *Dalton State College, USA*

Rutti, Raina M.; *Dalton State College, USA*

The purpose of this research is to explore the views of the New Zealand wedding industry focusing on the impact the August 19th same-sex marriage law had. The researchers will use the Tourism and Development model. There has been little to no research conducted on the wedding industry in New Zealand. No research has covered the topic of how wedding professionals navigate the wedding tourism industry.

**Keywords:** Tourism, Sustainability, Tourism Management

## **The Lessons from the Caribbean, the Dichotomy & Duality of Anti-Globalism and Globalization.**

Charles, Reccia; *St. George's University, USA*  
Nardi, Nazly; *Nova Southeastern University, USA*

The Caribbean region since the 1980s has pushed back with various levels of resistance to globalization with varying degrees of protectionism while being pulled into the era of globalization. In many countries, the tariffs serve as the main source of revenue for the government's survival. The Caribbean is an example of a region that has been pulled into the era of globalization with Free Trade Zones / Foreign Direct Investment while still being resistant to globalization with higher than average tariff and nontariff barriers. Foreign direct investment (FDI) towards developing countries has been an area of interest to researchers, especially FDI towards developing countries. FDI by developing economies, on the other hand, has been increasing since the 2000s. This paper serves as an exploratory piece to showcase that the anti-globalism movement can hinder the both the inward and outward Foreign Direct Investment in the region which leads to slower economic growth as measured by GDP. The paper also tries to understand the anti-globalism pressure that is always present.

**Keywords:** Development, Sustainability, Social Impact, Globalization, Anti-globalism, Inward FDI, Outward FDI, Latin America, Caribbean, Foreign Direct Investment, Sustainable Development, Development, Sustainability, Social Impact

## **Copreneurs in the Accommodation Tourism Sector**

Bisalski, Heather; *Dalton State College, USA*

Rutti, Raina M.; *Dalton State College, USA*

Staying in a bed and breakfast (B&B) is an option that most American's overlook but it is extremely popular in other countries. Assessing coprenurial couples who operate B&B's will provide insight into the public and private side of operating a home-based business. The researchers will sample the population from the following countries: United States, Canada, New Zealand, South Korea, Japan, Morocco, Scotland, and Norway. These countries will provide insight into the differing cultural ideologies surrounding work-life balance. The purpose of this paper is to focus on women in coprenurial ventures. In order to determine the motivational factors of copreneur couples who own a tourist accommodation establishment a review of the couple (male/female) and what factors are considered when organizing the duties between the home and the business. Assessing coprenurial couples in different countries will provide a unique insight into the cultural differences that copreneurs in the accommodation industry face.

**Keywords:** Tourism, Hotel Management, Social Impact, copreneurship

**The World of International Business  
Education  
Interactive Papers**

## **Crossing Disciplinary Lines to Engage Students through Short-Term Study Abroad**

Helm, Anna Helena; *George Washington University, USA*  
Gonglewski, Margaret Ruth; *George Washington University, USA*

This interactive session features an innovative short-term study abroad program devised by two faculty members: one in International Business and one in German Business Language and Culture. Focused on the theme of “green” (sustainable) business, the program highlighted environmental awareness and responsibility as a critical cultural value in Germany. Focal point of the trip was Frankfurt, which, aside from its prominence as the financial capital of Germany, is also a model of sustainability, having been given top ranking in the “Sustainable Cities Index”. In order to promote development of real-life skills valued in the business context, students engaged in individual work and team-driven tasks. While in Frankfurt, students met with industry participants and stakeholders in sectors ranging from green building and sustainable living to renewable energy and green engineering and design in the auto industry. Through the course we could explore additional interesting elements, such as peer-learning and teaching IB with a Humanities lens. In this session, we focus on cross-cultural and cross-disciplinary learning while providing an overview of the course design. We actively seek input to continue developing best practices for faculty seeking to design their own short-term study abroad course with a business and culture/language focus.

**Keywords:** IB Teaching, experiential learning, study abroad programs, cross-disciplinarity

## **Assessing Learning and Development of Single-Culture versus Multi-Culture Students in Short-term Study Abroad Programs**

Rutti, Raina M.; *Dalton State College, USA*  
Helms, Marilyn M.; *Dalton State College, USA*

The purpose of this study is to analyze and compare the journal entries of study abroad students who participated in four separate 10-day study abroad programs in order to identify patterns of learning and development in a short-term study abroad program. Using content analysis of student journals, the authors found that students did in fact challenge their attitudes and stereotypes around cultural awareness and norms. In addition, multicultural students had the ability to gain additive knowledge and make comparisons that single-culture students did not. Future research suggestions propose pre-travel questions to encourage further critical thinking and learning from study abroad trips.

**Keywords:** experiential learning, study abroad programs, Enhancing IB education and curriculum,

## **The Creation and Evolution of a Social Enterprise**

Fowler, Elizabeth A R; *Appalachian State University, USA*

Coffey, Betty S; *Appalachian State University, USA*

Dixon-Fowler, Heather; *Appalachian State University, USA*

The purpose of this study is to illustrate the process of creating, building, and sustaining a social enterprise with a mission to provide clean water to communities in need. Relying on an existing process model, the study examines an international social enterprise focused on addressing water issues in different countries. Primary data through semi-structured interviews, direct observation of a community water project, and secondary archival sources were utilized. The resulting case study demonstrates the creation, development, operation, and social impact of a social enterprise. The study shows how a social enterprise is envisioned and ideas are carried out. Also, the study extends the original process model to illustrate how an existing social enterprise, once created, continues to innovate, evolve, focus on the mission of social impact, and plans to sustain in the future.

**Keywords:** IB Education, Case-based methodology, experiential learning

## **The Role of Frequent Short Exams in Improving Student Performance in Hybrid Global Business Classes**

Nakos, George; *Clayton State University, USA*  
Whiting, Anita; *Clayton State University, USA*  
Chaney, Heather; *Clayton State University, USA*

This paper investigates whether frequent in class exams can improve the performance of students in hybrid global business courses. An experiment was conducted in three hybrid sections of a global business course exposing students to short in class exams. The expectation of a short exam forces students to watch the online lectures and study the course material. By having more prepared students, the professor can devote class time to discussing international business issues. This results in significantly higher student performance. The performance of 182 students was examined and the results show significant improvements for all groups.

**Keywords:** IB Teaching, IB Courses, Technology in IB education

**The World of International Business  
Education  
Panel Papers**

## **Engaging Students in International Business Education through Formal and Informal Learning**

Malik, Rubina; *Morehouse College, USA*  
Charles, Reccia; *St. George's University, USA*  
Khare, Virginie; *Eckerd College, USA*

This panel offers how-to strategies and faculty integration ideas on effective and innovative teaching and learning in the International Business (IB) classroom. The panel will review and present formal and informal enhanced learning activities that support the learning and integration of essential IB coursework and competencies. Topics will include study abroad programs, hands-on classroom experiences, use of online cultural tools, and working with ELS services on exchange programs.

**Keywords:** Enhancing IB education and curriculum, experiential learning, study abroad programs, Formal and Informal Learning

## **Combining Technology and Experiential Learning with Inspirational Teaching to Engage a New Generation of Students**

Garcia, P. Roberto; *Indiana University, USA*

Dakhli, Mourad; *Georgia State University, USA*

Doria, Evaristo Fernando; *Georgia State University, USA*

Zwerg, Anne Marie; *Universidad de la Sabana, Colombia*

: We are teaching during a period in which globalization has made more information than ever readily available to instructors and their students. While the internet and computerization have ushered in powerful advantages in the collection and dissemination of international business knowledge, these same tools have been cursed by some educators for creating in our students a condition of “extreme distraction.” Most of us have realized that our classroom time with students is facing stiff competition from their texting, surfing the web, connecting on social media, and even making purchases during class. This panel session will feature several distinguished instructors who will share their tools and techniques for reclaiming our students’ attention and motivation in the classroom and beyond. Following a series of engaging and practical presentations, participants will be able to direct their questions at the panel and at other participants.

**Keywords:** IB Teaching, Enhancing IB education and curriculum, Technology in IB education, experiential learning

## **Incorporating the X-Culture Project in International Business Curriculum: Challenges and Best Practices**

Lynden, Karen; *University of North Carolina at Greensboro, USA*  
Baker, David S.; *University of Louisiana at Lafayette, USA*  
Charles, Reccia; *St. George's University, USA*  
Lewa, Peter; *United States International University (USIU), Kenya*  
Muth, Tim; *Florida Institute of Technology, USA*  
Panina, Daria; *Texas A&M University, USA*  
Poór, József; *J. Selye University, Slovak Republic*  
Rottig, Daniel; *Florida Gulf Coast University, USA*  
Robledo-Ardila, Cristina; *Universidad EAFIT, Colombia*  
Taras, Vas; *University of North Carolina - Greensboro, USA*  
Tolmie, Carri R.; *Elon University, USA*  
Zdravkovic, Srdan; *Bryant University, USA*  
Zwerg, Anne Marie; *Universidad de la Sabana, Colombia*

X-Culture ([www.X-Culture.org](http://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 Education, Enhancing IB education and curriculum, experiential learning, Global-Virtual-Teams

## Teaching International Business through Experience

Lynden, Karen; *University of North Carolina at Greensboro, USA*  
Arora, Amit; *Bloomsburg University, USA*  
Arora, Anshu; *Wilkes University, USA*  
Baker, David S.; *University of Louisiana at Lafayette, USA*  
Feng, Jing Betty; *Farmingdale State University (SUNY), USA*  
Gunkel, Marjaana; *Free University of Bozen-Bolzano, Italy*  
Hiller, George L.; *University of Richmond, USA*  
Messner, Wolfgang; *University of South Carolina, USA*  
Mironko, Arkadiusz; *Indiana University East, USA*  
Pesakovic, Gordana; *Herzing University, USA*  
Phalin, Amanda; *University of Florida, USA*  
Reina, Michelle; *University of Mary Hardin-Baylor, USA*  
Taras, Vas; *University of North Carolina - Greensboro, USA*  
Tavoletti, Ernesto; *University of Macerata, Italy*  
Zdravkovic, Srdan; *Bryant University, USA*

Experiential learning (EL) is a “hot” topic in International Business and Cross-Cultural Management Education (IB-CCM). However, the use of experiential learning approach is limited due to a lack of information about existing tools and projects and how they can be incorporated in the curriculum. The proposed panel will bring together academics who have developed and successfully used various experiential learning projects in IC-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 panel at an AIB conference several years ago led to a publication of the Palgrave Handbook of Experiential Learning in IB. We are now thinking about publishing the second volume of the book, so the panel will serve a meeting point for the initial pool of chapter authors.

**Keywords:** IB Education, experiential learning, Enhancing IB education and curriculum

# **Undergraduate/Graduate Students Competitive Papers**

## **“Building” on Brazil’s Corruption: Is Utilizing the Brazilian Construction Industry a Smart Decision for Multi-National Corporations?**

Tiernan, Kimberlee; *Florida Gulf Coast University, USA*

Rottig, Daniel; *Florida Gulf Coast University, USA*

Barrett, Ryan; *Florida Gulf Coast University, USA*

DiDonato, Jacob; *Florida Gulf Coast University, USA*

Prine, Paige; *Florida Gulf Coast University, USA*

Zambrano, Annia; *Florida Gulf Coast University, USA*

This paper examines the role of formal and informal institutions in the significant extent of corruption in the Brazilian construction industry and identifies four main types of construction corruption: Billing fraud, bid/contract rigging, money laundering/tax avoidance, and bribery/payoff practices relate and provide insight to our analysis of the formal and informal institutions within the institution-based view. We systematically examine these types of corruption to understand their determinants based on institutional theory. Using a qualitative research approach based on executive interviews, media analysis and secondary data sources, we have gained insight into the harsh realities of corruption in the Brazilian construction industry, and particularly the institutional norms and cultural behaviors that are considered daily costs of doing business in this industry and country setting. We conclude by offering advice to MNCs in the construction industry intending to explore Brazil’s emerging economy.

**Keywords:** corruption, brazil, emerging markets

## **Entering the Brazilian Market Through E-Commerce: How to Gain Legitimacy**

Jackson, Ian; *Florida Gulf Coast University, USA*  
Bingham, Charlotte; *Florida Gulf Coast University, USA*  
Nicipurenko, Sergio; *Florida Gulf Coast University, USA*  
Sweeney, Michelle; *Florida Gulf Coast University, USA*

The core research question this paper examines is how to gain legitimacy when entering the Brazilian market through e-commerce. Based on institutional theory, this paper analyzes the key constituents global firms in the e-commerce sector must satisfy in order to build legitimacy in Brazil, including local the government and regulatory authorities, the local public, the local media and the local financial community. We base our analysis on a qualitative research approach using executive interviews, media analysis and secondary data sources and conclude with important implications for business practice.

**Keywords:** Brazil, e-commerce, legitimacy

## **The Impact of Green Logistics on the Freight Industry**

Howell, Austin; *Florida Gulf Coast University, USA*

English, John; *Florida Gulf Coast University, USA*

Lugo, Oscar; *Florida Gulf Coast University, USA*

Pisarri, Joshua; *Florida Gulf Coast University, USA*

The purpose of this paper is to identify what and how institutions affect green logistics, as well as the future of green logistics in the freight industry. Based on the institution-based as well as resourced based views, we examine the institutional pressures and legitimacy demands to engage in green logistics in the freight industry and examine firm resources and capabilities in this industry that will facilitate managing these pressures and demands strategy and so create a competitive advantage. We build out analysis on a qualitative research approach using executive interviews, secondary data sources and media analysis and discuss important practical implications.

**Keywords:** green logistics, institutions, resources

## **A Political Risk Analysis of the United Arab Emirates for the Fashion Industry**

Jara, Erika; *Florida Atlantic University, USA*  
George, Elizabeth; *Florida Atlantic University, USA*  
Morales, Wendy; *Florida Atlantic University, USA*  
Sigler Garcia, Jorge; *Florida Atlantic University, USA*

Using institutional theory, this paper provides a political risk analysis of the United Arab Emirates (UAE) in the fashion industry. To better understand the UAE, this industry focus was chosen given that this industry reflects the formal institutional economic and political as well as informal institutional social and cultural aspects engraved within the country's population and government. Furthermore, we focused on this industry because it can continually express and track changes in the macro and micro-environments of the country while being invincible to the practicalities of time. The study is based on a qualitative research approach using executive interviews in the fashion industry ranging from professionals in the textile sector, designers, buyers, entrepreneurs, and consumers, and it helped us define and address how viable the country is to accept multinational companies. The paper addresses political risk issues and the formal questions on how to enter the country, set up a business and obey commercial laws, but most importantly it addresses the informal questions (regarding tacit informal social and cultural institutions) most companies only discover once established within the region. The paper proposes that mitigating informal challenges by building local legitimacy, working with locals, and thinking beyond just revenue in order to establish social responsibility within the country and act proactively can manage and mitigate political risk in the country in this industry.

**Keywords:** Political risk, institutions, UAE

## **Network Collaborations within the Technological Platforms: IESR Experience**

Burda, Yegor; *National Research University Higher School of Economics, Russia*

The paper examines the current state of collaborations within the “Intellectual Energy System of Russia” technological platform. Conducted analysis of interfirm collaborations’ theoretical background revealed the place of network forms within the modern practices. In particular, the paper examines the key forms of such cooperation, as well as the motives for the firms to participate. Extra attention was paid to the innovations creation within the networks, as a basis for sustainable development of economic agents. Within the analysis of networks collaborations main attributes and indicators were revealed, based in which IESR was analyzed. The paper detects the key problems of this technological platform and highlights the key track for the further research.

**Keywords:** network collaborations, innovations, technological platform, power industry

## **The Impact of Guarded Globalization on the International Competitiveness of the U.S Automotive Industry**

Fischer, Todd; *Florida Gulf Coast University, USA*  
Rottig, Daniel; *Florida Gulf Coast University, USA*  
Deonarain, Amrita; *Florida Gulf Coast University, USA*  
Elshot, Sven; *Florida Gulf Coast University, USA*  
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Building on institutional theory and based on a qualitative research approach using executive interviews, secondary data sources and media analysis, this paper examines how the new face of globalization called guarded globalization is affecting the international competitiveness of the U.S. automotive industry. Guarded globalization (Bremmer 2014) describes an increasingly isolationistic and neo-mercantilist mindset toward international trade and investment primarily by emerging markets which, more recently, has been evidenced by developed countries including the United States and several other Western European countries. We examine how these anti-globalization sentiments affect the international competitiveness of the U.S. automotive industry, given the strategic nature of this industry and the considerable reliance of U.S. car manufacturers on free and fair trade and investment agreements with countries that are either part of their international supply chain or markets for selling their products. We conclude by sketching out important practical implications of our analysis.

**Keywords:** globalization, guarded globalization, trade

# **Undergraduate/Graduate Students Interactive Papers**

## **An Analysis of National and Regional Climate Policies: Certainty or Gone With the Wind?**

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Governments and international organizations around the world are addressing global climate change. International, regional, and national climate policies such as the Kyoto Protocol and the German Energiewende have created emission targets that are shaping the future of energy production across the globe. These policies are intended to help drive investment in renewable energy and more efficient technology and equipment, with the aim to reduce overall greenhouse gas emissions globally. More recently, however, with the U.S. withdrawing from the Paris Accord, more uncertainty regarding these national and regional climate policies have surfaced. Furthermore, some climate policies can introduce contradictory strategies that can result in increased emissions, less reliable energy sources, and numerous other challenges associated with large scale changes to a critical infrastructure industry such as power generation. Guided by institutional theory and based on a qualitative research approach using executive interviews, secondary data and media analysis, this paper examines national and regional climate policies and concludes with specific recommendations for current power generation business and new entrants alike that are designed to help insulate operations from some of the inherent risks of the energy market as climate change policies continue to impact the industry.

**Keywords:** climate, policies

## **Leveraging Technology for Refugee Integration**

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As the conflict in Syria continues, a growing amount of refugees are arriving in foreign countries, sometimes very far from their countries of origin. There is a seemingly endless list of challenges that a refugee faces upon entry into a new country. Researchers and policy-makers alike have been studying how refugees overcome these challenges to integrate into society. The main purpose of this study is to identify how female Syrian refugees are using information and communication technologies to achieve better integration in their social and work related spheres. This topic is extremely important because of its timeliness in the current political environment and because it helps address gaps in previous literature. There have been many studies on ICTs in general and refugee integration. However, no studies have specifically addressed how female refugees are using ICT to better integrate socially and economically. Therefore, this novel study is important because it will provide new information that could lead to strategies to improve refugee integration.

**Keywords:** refugees technology integration communication business international

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