

# Proceedings

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*Editor:*

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# **Internationalization of SMEs and Migrant Interactive Papers**

## **Does Family Involvement Help Small Migrant Entrepreneurships Continue?**

Zonghui (Zoey) Li, Jacksonville University, USA

Doug Johansen, Jacksonville University, USA

Drawing on the resource-based view, this study is to understand whether family involvement in the migrant founded small businesses gives rise to distinctive resources that help these businesses continue. Using microdata from the U.S. Survey of Business Owners (SBO) released in 2012, this study employs logit regression modeling to test the hypothesized relationships. Results show that small businesses founded by migrant entrepreneurs are more prone to discontinue and that family involvement weakens the negative relationship between the founder's migrant status and business continuity. This study contributes to the literature on both migrant entrepreneurship and family business.

**Keywords:** entrepreneurship, SMEs, family-owned

## **Entrepreneurial Orientation, Network Competence and Human Capital -The Internationalization of SMEs In Oman**

Shouvik Sanyal, Dhofar University, Oman

Internationalization of SMEs has gathered pace in recent times with falling trade barriers and rising world trade encouraging small firms to seek profits and growth in foreign markets. This has attracted the attention of researchers and several studies have been conducted in Western nations on the factors influencing the process of SME internationalization. However, hardly any studies have been done on SME internationalization in the Gulf Cooperative Council (GCC) region. This study addresses this gap by analyzing the influence of four factors namely, human capital, network competency, entrepreneurial orientation and market volatility on the degree of internationalization of SMEs in Oman. Data has been collected from 150 SME owners and managers and has been analysed using logistic regression. The results show that network competency has highest impact on degree of internationalization of Omani SMEs , followed by human capital and entrepreneurial orientation while market volatility though insignificant , moderated the relationship between entrepreneurial orientation and degree of internationalization of Omani SMEs.

**Keywords:** internationalization, networks, SMEs

## **Fame or Effort? The Determinants of Celebrity Entrepreneurs' Success**

Chin-Wen Chang, Fu Jen Catholic University/Bachelor's Program in Business Management & Social Enterprise Research Center, Taiwan

Sheng-Hsiung Chang, Department of International Business, Tamkang University, Taiwan

Nowadays, celebrity owns and even manages a firm, rather than simply endorse a product. The difference between a celebrity entrepreneur and entrepreneur is the power of fame and previous researchers regard it as a fortune-accumulating ability. The financial influence of the celebrity entrepreneur is no longer to be neglected. Thus, the performance of entrepreneurial firm founded by a celebrity should be examined.

In the marketing perspective, celebrity entrepreneurs are more effective communicators than celebrity endorsers. However, not every entrepreneurial firm founded by celebrities is successful. Accordingly, this study bases on the fact that celebrity entrepreneurs possess fame to examine whether the fame matters. Also, following the entrepreneurial-related literature, the involvement of the celebrity entrepreneur is also examined. Based on the data of 301 celebrity entrepreneurs in the Greater China area, the results suggested that the popularity has an insignificant moderating effect on the relationship between business scope/ scale and the performance of the entrepreneurial firm. Though the moderating effect of the involvement of the celebrity entrepreneur is significant, the sign of the direction is negative. The results imply a necessity of a professional manager to help the celebrity entrepreneur to run their business.

**Keywords:** entrepreneurship

## **Motivating Entrepreneurial Activity: The Impact of Human Capital and Corruption – A Regional Approach**

Charles Edward Bryant, Florida Tech, USA

Rajshekhar (Raj) G. Javalgi, Walsh University, USA

Since the time of Schumpeter, entrepreneurship has been strongly associated with positive economic development. His primary contribution stems from his core theory that “entrepreneurship is the engine of national economic growth.” But not all entrepreneurship creates a positive impact on the economy. Thus, it is important to develop a deep understanding the business climate that leads entrepreneurial activity to foster economic growth. This paper delves into the role of human capital (HC) and corruption (CPI) in developing the type of entrepreneurial climate that leads to economic growth. Using data gathered from the Global Entrepreneurship Monitor (GEM), the World Bank, and various NGO data sites, this paper conducts an empirical investigation of the impact of human capital (HC) and corruption (CPI) on the overall level of entrepreneurial activity (TEA), and follows this by further studying the impact of these antecedent factors on the disaggregated levels of total entrepreneurial activity; opportunity-motivated entrepreneurial activity (OME), and necessity-motivated entrepreneurial activity (NME).

**Keywords:** entrepreneurship

## **Shared Work Spaces and its potential Impact on Fueling Entrepreneurial Motivation, Opportunities, and Success in Developing Economies.**

Reccia Charles, St. George's University, Grenada

Nazly Katherine Nardi, Purdue Global University, USA

This paper explores the nature of entrepreneurship in the Caribbean nations of the Dominican Republic and Grenada. We will examine the entrepreneurial drive in the Caribbean, and establish the relationship between entrepreneurship, socio-economic class, educational level and gender. How can shared work spaces help entrepreneurs develop? Will the shared work space concept be acceptable in the Caribbean? We find that women in the Caribbean are more likely to engage in entrepreneurial activities in the informal sector, often while holding jobs in the formal sector, which in itself presents challenges of where the business is located. Caribbean women are more likely than men to engage in opportunity-based entrepreneurship rather than necessity-based entrepreneurship within the middle- and upper-class socioeconomic strata, while Caribbean women are more likely than men to engage in necessity-based entrepreneurship rather than opportunity-based entrepreneurship within the lower-classes. Can shared work spaces provide the support entrepreneurs, especially female entrepreneurs, need to develop and grow their business ideas? Do these shared work spaces have a positive impact on the entrepreneur's motivation, opportunities and success?

The impact of entrepreneurship has on economies, in the form of micro and small enterprises, is important through its role to alleviate poverty and foster economic development. This is the reason why it is important to study this sector.

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

**Entrepreneurial Characteristics, Entry Mode Choice and International Performance: An Analysis of high-technology Firms in Spain**

Meysam Manesh, Fayetteville State University, USA

Assad Tavakoli, Fayetteville State University, USA

Choosing the right foreign market entry mode is critically important for internationalizing firms. However, there is a lack of empirical studies about the effect of entrepreneurial factors on modes of entry selection in SMEs and born global firms. This study aims to examine and explain the effect of entrepreneurs' traits on the international performance of firms and the mode of entry choice. We collected data from 317 renewable energy companies in Spain, and PLS-SEM has been used to analyze our data. The results of our study show a significant difference between different modes of entry choice and the international performance of firms. Moreover, we found a significant and direct effect of entrepreneurs' traits on the scale, scope, and speed of internationalization. The results of the moderating effect analysis also show choosing multiple modes of foreign market entry affects the international performance of firms negatively. Implications for entrepreneurs and policymakers are also discussed.

**Keywords:** internationalization, entrepreneurship, born global

# **Technovation: Emergence of Global Innovations and Online Learning Interactive Papers**

## **From Robots to Humanoids: Ethical View of a New Breed of Robots, Chatbots, Digital Avatars, Sixth Sense, And AI Social Agents**

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Barbara Ann Payne, University of the District of Columbia, USA

Dr. Anshu Arora, University of the District of Columbia, USA

Human lives are forever changed due to the development of artificial intelligence (AI). People possess the ability to think and perceive. Technology is ubiquitous in our social spheres but has numerous limitations. Technology enables robots to have a voice, interact with clients, and execute a series of commands through artificial intelligence (AI) and human-robot interaction (HRI). The notion that robots can overcome humans implies that they can become conscious through the human five senses and making ethics the sixth sense. To surpass humans, robots and robotic systems will have to demonstrate abilities beyond human possession and control. For example, robots will have to demonstrate a high level of cognition comparable to humans. Such robotic machines will rise to the level of consciousness in their interaction with humans. The sixth sense in robotics can produce an efficient and versatile humanoid. If we proposed the sixth sense as the next level where robots can interact, this could create the most significant revolution with humans and robot's collaboration. The key issue that emerges is the ethical dilemma of artificial intelligence (ED-AI) and its research progress. Artificial intelligence, with different types of smart applications such as traffic, medical, financial, business, and security tools, comes with some limitations and deficiencies. Therefore, it is crucial to consider liability when robots and robotic systems fail to perform, and human lives become endangered. Our research focuses on AI, HRI consciousness (or not) in robots, ethical dilemmas, and HRI ethics. This paper addresses the following questions:

- Does a framework exist that would allow conscious machines to meet and surpass human intelligence and capabilities?
- In addition to consciousness, what kinds of AI interactions feel more natural, and lead us in our journey of quest and progression from chatbots to avatars to humanoid robots with voice, gaze, and other anthropomorphic qualities?
- How can the law and a set of HRI ethics protect humans; and impute liability for the limitations and failure of artificial intelligence?
- Can the sixth senses play a role in the robotic paradigms; and perform relationship-building behaviors with a positive interaction?

## **Exploring Relationships between Cognitive Load and Student Performance in Online Learning Environments**

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Brea Ellis, University of the District of Columbia, USA

### Abstract

The goal of this study is to explore the relationship between cognitive load and student performance in online learning environments. The research helps in distinguishing academic performance through its influences on cognition (from cognitive load) and motivation (from student satisfaction). A survey of one hundred students in different online business courses was conducted to examine how student performance and student satisfaction with online learning were related to cognitive load. The study helps in providing suggestions for potential (future) improvements to guide instructional design in online learning environments by utilizing varying student perspectives. Through my research, I strive to provide new strategies and opportunities to improve online instruction.

## **Navigating the Fintech-Cleantech Landscape in Developing Countries**

Dr. Anshu Arora, University of the District of Columbia, USA

Ivanna Kovalchuk, University of the District of Columbia, USA

Dr. Amit Arora, University of the District of Columbia, USA

Financial technology (Fintech) and Clean technology (Cleantech) have a potential to positively influence sustainable development. While Fintech demonstrates how technology democratized financial services, Cleantech introduces ways in which technology can contribute to environmental sustainability. The interaction of these two phenomena results in a myriad of sustainability applications with blockchain being one of them. A blockchain-based ecosystem records data in a digital form and protects it from being modified achieving unprecedented transparency and efficiency. This research examines the impact and implementation of blockchain technology (with a focus on Fintech and Cleantech) on energy sector. The article offers an overview of useful blockchain-based Fintech and Cleantech applications in energy sector; and illustrates how small-scale renewables, distributed generation, consumer participation, and the integration of these can provide innovative energy platforms that result in the achievement of climate-resilient investment and sustainable development goals.

## **How Social Robotics Impact Humans? Exploring Artificial Intelligence and Social Robotics**

Dr. Anshu Arora, University of the District of Columbia, USA

Jada Foy, University of the District of Columbia, USA

Lizeth Castro, University of the District of Columbia, USA

DustinScott, University of the District of Columbia, USA

Technology has become an integral part of our society in a way that we cannot avoid or live without anymore. Everyday interactions on our phones, computers, and personal assistant devices are society's reality today. Businesses are taking advantage of technology in order to advance their growth globally. The next step in doing so is Artificial Intelligence (AI). Marketers, accountants, doctors and other business professionals are using AI to facilitate their daily lives. This technology gathers everyday information and processes solutions for the problems. Ethically, many red flags emerge in our mind because of negative media reports about robots and the destruction they can cause. Artificial intelligence has a broad meaning today as robots are becoming conscious of their environment around them. The current research addresses the following questions:

1. How does AI help customers throughout their customer journey?
2. What defines a robot / machine as 'conscious'? If so, can the robot outsmart humans?
3. Is the rate of AI job replacement within mechanical/analytical intelligence proportional to the number of human workers replaced?
4. How can the relationship between personality and anthropomorphization of robots influence the acceptance of robots?

Our research focuses on AI influence in the world of business. The research presents managerial and theoretical implications for marketers while dealing with AI and robots.

## **Why LASSI? Impact of Learning Styles on Student Performance**

Dr. Anshu Arora, University of the District of Columbia, USA

Katherine Garrison, University of the District of Columbia, USA

The research examines and evaluates the students' individual study preferences, learning styles and their overall performances in three different business courses using the Learning and Study Strategies Inventory (LASSI). Through LASSI, each student is evaluated independently on ten scales; and for this purpose, the student's exam grades, projects and overall assignments were positively associated with the student's LASSI's scores. The study found that that some of the LASSI scales were strongly associated and correlated with the overall student evaluation.

**Keywords:** study preferences, learning styles, student performance, overall student evaluation

## **Examining University Students' Multitasking Behavior with Online Learning**

Dr. Anshu Arora, University of the District of Columbia, USA

Terssa Kassahun, University of the District of Columbia, USA

This research examines university students' multitasking behavior in online courses and investigates the significant indicators of multitasking in online learning environments. In this research, I conduct student surveys about multitasking in different online business courses related to self-efficacy for self-regulated learning (SE:SRL), Internet addiction, and multitasking tendency/behavior in addition to student demographics (gender, age, classification, etc.). The study shows significant results and meaningful insights into multitasking tendency for students in online learning environments; and explores interrelationships amongst multitasking behavior, SE:SRL and internet addiction along with the correlations between multitasking and student demographics. In the current COVID-19 situation, a lot of impetus is given on online learning and online instruction design. Through my research, I strive to examine different pedagogical strategies in order to reduce multitasking behavior in online learning environments and strengthen overall learning and academic performance.

**Keywords:** multitasking behavior/tendency; self-efficacy for self-regulated learning (SE:SRL); Internet addiction; student demographics; online learning environments; pedagogical strategies; academic performance

**Internet of Things (IoT) and the Global Shipping & Freight Industry: A Qualitative Analysis in the Emerging Market Context of China**

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Meghan Fricke, Florida Gulf Coast University, USA

Austin Radin, Florida Gulf Coast University, USA

Joseph Visone, Florida Gulf Coast University, USA

Based on a qualitative research approach using executive interviews and the analysis of company documents, the academic literature, and media accounts, this paper explores the impact of Internet of Things (IoT) on the global shipping and freight industry. We found that the integration of IoT increased firms' connectivity and remote capabilities as well as enabled firms to leverage predictive maintenance and fleet management which, in turn, improved real-time visibility. Our results further indicate that through the collection of real-time data, IoT enables firms to make better data-driven decisions and improve their customer experience through more transparency within the supply chain and the ability to mitigate common logistical challenges. The paper also discusses the implications for U.S. firms operating in this industry when expanding to China. Based on institutional theory, we explore the opportunities and challenges MNCs in the global shipping and freight industry face in China. Based on the resource-based view, we discuss strategies managers of MNCs can use to navigate the local institutional environment and so better leverage the benefits of IoT in this emerging market.

# **Institutions, Internationalization and New Product Value**

## **Interactive Papers**

**Institutional schisms: The impact of intergovernmental organizations on formal and informal entrepreneurship**

Jonathan Doh, Northeastern University, USA

Luis Alfonso Dau, Northeastern University, USA

Kristin Brandl, University of Victoria, Canada

We contribute to institutional theory and political science by studying the impact of membership in intergovernmental organizations (IGOs) on entrepreneurship. We introduce the concept of institutional schisms as the misalignment of national institutions and the IGOs' supranational institutions. We examine how schisms and institutional environments impact formal and informal entrepreneurship in least-, emerging/medium- and highly-developed countries. Through a panel analysis of 68 countries over 12 years we find that IGO involvement has surprisingly mixed effects on entrepreneurial activities. In countries with identified lower institutional schisms, informal entrepreneurship is reduced and formal entrepreneurship is supported. In countries with higher institutional schisms, formal entrepreneurship is negatively impacted, due to increasing uncertainties. Interestingly no and negative effects are found on informal entrepreneurship in these environments.

**Keywords:** entrepreneurship

## **Entrepreneurship in new and existing businesses during the pandemic and after**

Arkadiusz Mironko, Indiana University East, USA

Even under the best of circumstances high percentage of new startups fail within first five years. One of the many lessons that COVID-19 pandemic provides is that no business can think of returning to the old ways. Every business large and small need to develop better habits to survive this type of downturn and succeed in the future. Every business must have a bootstrapping plan not only for the start-up stage but also for the economic downturn and the recovery stages as well. The question, how to operate the business sustainably, so it can function in every economic climate, should be on the minds of each entrepreneur. This pandemic will cause many businesses to fold. On the other hand, as things will improve there will be many more rising opportunities ahead. Those that manage to cease this challenging time and make something new of it will succeed. Current thinking, however, will not help the business as usual to persevere. The new thinking, ability to spot new opportunities, and pursuing these opportunities will enable the success of many. Bootstrapping is important here for most companies large and small the restart will be slow. No one should think of returning to business as usual, people should put their thinking hats on and think as if each and every day is a new opportunity and how not to become complacent. In this paper, I recommend a few steps on how entrepreneurs should view the new post-COVID-19 business world.

**Keywords:** entrepreneurship, SMEs, entrepreneurial networks

## **Does R&D Internationalization Cultivate Enterprises' National/Industry Standard-Setting?**

Xun Zhang, Hohai University, China

Biao Xu, Nanjing University, China

Although external involvement has been proved to be an important strategy to enhance firms' technology innovation performance, whether R&D internationalization stimulates enterprises' national/industry standard- (N/IS-) innovation is still unclear. Moreover, the extant literature also highlights that this attitude is strongly influenced by firm's knowledge ability. To address this research gap, we investigate the relationship between R&D Internationalization and N/IS on panel data of 36,518 Chinese enterprises from 2011 to 2013 to test our hypotheses. Results reveal that R&D internationalization has a positive effect on N/IS-setting, and the marginal positive effect increase as the degree of R&D internationalization increase, which suggest R&D internationalization stimulates enterprise's N/IS setting. Additionally, we also identified a positive moderating effect of industry leaders and internationalization experience on the relationship between R&D internationalization and N/IS-setting, which suggests that the effect is contingent on enterprise's position in industry and capability in dealing with the complexities and uncertainties inherent in international business. Endogeneity issues are addressed by utilizing two-stage estimations with instrumental variables (IVs).

## **Structural Complexity of Customer Base and Firm Performance: The Role of International Marketing Capability**

Kyuyeong Choi, Florida State University, Korea, South

Daekwan Kim, Florida State University, Korea, South

Accompanying firms' globalization and market expansion worldwide is a dramatic increase in firm structural intricacy and interorganizational relationship complexity. The firm's relational complexity in the value chain has been recognized in the literature as one of the key factors driving firm performance. However, the literature discusses this role almost exclusively from the supplier side and overlooks relational complexity of the firm's customer side. This study addresses a significant gap in the IB and marketing literature. It develops a pioneering study of the structural complexity of a firm's distribution channels, including customers in the B-to-B context, and analyzes the moderating role of international marketing capability (IMC).

The study bases its research framework on a multidimensional complexity approach with four key variables. These include: 1) horizontal; 2) vertical; 3) spatial; and 4) covert complexity from the supply base literature. In addition to these 4 existing variables, market foreignness complexity is added to the study. To test the theoretical framework, the study used merged secondary data sets and analytical approaches such as Stochastic Frontier Analysis to measure a firm's IMC and Koyck Transformation to reflect potential spill-over effects from the past establishment to provide more unique, objective ways of understanding the complex relationship structures of MNCs. By merging commercial data sources from compustat and mergent, the current study obtained a sample of 567 firms and scrutinized the role of the five types of a firm's customer base complexity and the moderating role of IMC on their impact.

As this study had predicted, we found high IMC leads a focal firm to high performance. However, our findings also highlighted marketing capability interplays with the structural complexity of a firm's customers in quite interesting ways. When horizontal complexity is high, IMC shows a negative interaction with horizontal complexity, which can be explained by redundancy, diseconomies of scale, or the substitution view. However, when covert complexity is high, IMC discloses a remedial interaction with covert complexity, alleviating its negative effects on firm performance. In other words, the negative effect of covert complexity is mitigated by a high level of marketing capability. Associated implications of these findings are offered to guide practitioners and researchers alike.

**Keywords:** international strategy, global networks, global strategy

## **TORROOTS: FINDING CUSTOMER VALUE PROPOSITION USING TECHNOLOGY**

Prof Prashant Salwan, Indian Institute of Management Indore, India

Prof Shailesh Pandey, University of Pune, India

Learning about customer's requirements (latent /explicit needs) were the first step for a firm in creating high willingness to pay for its products/services. Customer knowledge was helping the firm in developing better services /products which in turn help in creation of value to the firm and the customer. Internet was playing an essential role in delivering service to the customers as well as capture the knowledge in the process of service delivery ToRoots Explorer limited a travel and tourism firm was using big data and analytics to develop special value preposition for its target customers. The analytics reports have provided a direction to Mr. Naveen, Founder ToRoots Explorer to adopt few strategies to attract and engage more customers in the process of value creation. ToRoots Explorer was first generation funded start-up dealing in experiential tourism in India. Naveen and his teammates have to decide on; how experiential tourism would be marketed through internet, how a blend of internet and experiential tourism proven to be a value proposition for ToRoots in competitive market and how content marketing model can provide some direction to use internet efficiently.

**Keywords:** IB Education, Case-based methodology, IB Teaching

**New Product Market Entry Scale, Foreign Ownership, Copycats and Firm Performance:  
Evidence from China**

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Jing Liu, Northern Kentucky University, USA

Bi-Juan Zhong, Baruch College, CUNY, USA

Whereas new product development is well-studied, market entry decisions regarding scale of new product market entry or new product scale (NPS) and their performance effects remain under-researched. Accelerating pace of innovation and hyper-competition in product markets have compressed product life-cycles increasing NPS importance. We develop theory with an analytical model examining new product demand under market uncertainty. We contend that high NPS firms perform better (worse) than low NPS firms when market uncertainty is resolved (not resolved) in favor of high NPS firms. Our model demonstrates the condition when probability of market demand exceeds minimum demand required for high NPS firm profitability. Low probability of market demand exceeding minimum demand required for profitability suggests high NPS firms perform worse than low NPS firms. We theorize that foreign ownership advantages in product innovation help increase product demand reducing negative effect of NPS on performance. Copycats siphon demand away from innovating firms, increasing the negative effect of NPS on performance. Foreign ownership advantages may deter copycats reducing the moderation effect of copycats. Empirical tests on a sample of 206,429 firms in China from 2005 to 2009 support our theory. We contribute to the product innovation and international business literatures.

# **Globalization & Diversity: Exploring Cultural Intelligence and Cultural Differences**

## **Competitive Papers**

**The intersection of Cultural Intelligence, Psychological Safety, and Global Virtual Teamwork in Generation Z Individuals**

Tyler Christopher Batiste, University of Louisiana at Lafayette, USA

David S. Baker, University of Louisiana at Lafayette, USA

This paper links two important theories related to multi-cultural group and team dynamics with a sample of Generation Z individuals, an important group of individuals with unique characteristics currently entering the workforce in growing numbers. It presents an exploratory research model theorizing antecedent links between the sub-dimensions of cultural intelligence (CQ) and individual perceived group Psychological Safety (PS). Results are hypothesized to show that all CQ sub-dimensions will directly contribute at various levels to higher perceived PS in global virtual team settings. Initial correlations imply that Meta-Cognitive and Motivational CQ are more important than Cognitive CQ and Behavioral CQ in creating perceived Team PS.

## **Managing Public Attitudes through CSR Marketing**

Trish Kalis, University of Florida, USA

Emerging market firms face the liability of foreignness when operating internationally. In addition, changes in the global political climate require emerging market firms to adopt non-market strategies to navigate their activities in developed market where issues related to firm reputation and corporate social behavior has significant impact of the implementation of their international strategies. This paper examines how Gazprom, major Russian firm state owned firm, has utilized CSR, support of social activities, and marketing to moderate public perception of Gazprom to facilitate its strategy implementation in Western Europe. The study utilizes national level studies of the populations attitudes towards Russia as an indicator of the country level population views regarding Russia and Russian firms.

**Do Cultural Differences within a Country Matter? The Influence of Contextual Factors on the Initial Phases of the COVID-19 Outbreak in the United States**

Wolfgang Messner, University of South Carolina, USA

Sarah Payson, University of South Carolina, USA

**Background.** This study examines the influence of contextual factors on the initial phases of the COVID-19 outbreak across U.S. counties.

**Methods.** Contextual factors are simultaneously tested at the county- and state-level with a multilevel linear model using full maximum likelihood.

**Results.** The variation between states is substantial and significant ( $ICC = 0.243$ ,  $u_0 = 4.50E-04$ ,  $p < 0.001$ ). At the state-level, the cultural value of collectivism is positively associated with the outbreak rate. At the county-level, the racial and ethnic composition contributes to outbreak differences, affecting Black/African and Asian Americans most. Counties with a higher median age have a stronger outbreak, as do counties with more people below the age of 18. Higher income, education, and personal health are generally associated with a lower outbreak. Obesity is negatively related to the outbreak, in agreement with the value expectancy concepts of the health belief model. Smoking is also negatively related, but only directionally informative. Air pollution is another significant contributor to the outbreak, but population density does not give statistical significance.

**Conclusions.** Because of a high variation in contextual factors, policy makers need to target pandemic responses to the smallest subdivision possible, so that countermeasures can be implemented effectively.

## **The Antecedents of Economic Complexity**

Olympia Maria Nakos, University of Georgia, USA

Economic complexity (EC), which measures how advanced an economy's production capabilities are, is essential in understanding why certain economies are successful and others stagnate. While previous research has mainly focused on the effects of EC, this paper explores the possible causes of EC by examining seven variables that we expect to have an impact: ease of doing business, rule of law, economic freedom, press freedom, foreign direct investment, corruption levels, and human development. This paper analyzes data from multiple sources and a multitude of countries around the world in order to gain a broad view of economic complexity and values of our variables. The results show that the Human Development Index is the most significant variable that determines how high a country's EC will be. These results have very important implications for governments around the world that want to increase the EC of their economies and thus encourage economic growth.

# **The World of International Business Education**

## **Competitive Papers**

## **MARKET EXPANSION AND GLOBAL STRATEGIC MOVES AT IRELAND'S TIMBER CROC**

CHRISTOPHER ROBERTSON, NORTHEASTERN UNIVERSITY, USA

Sanjay Lote, NORTHEASTERN UNIVERSITY, USA

The purpose of this case study is to highlight the strategic moves of Ireland's Timber Croc, a leader in the timber equipment safety category. While Timber Croc has established a presence in other European nations the potential to enter the vast North American market is one of the key issues addressed in this case study. Timber Croc was growing and expanding its market quickly in Ireland, UK, and Europe. Des Geraghty, founder and CEO of the organization attended exhibitions at Agricultural/Forestry/Trade shows in various countries to advertise his products and assess the scope of market in those countries. During his visit to an exhibition at Boston, he realized the potential of US market for his log holder products. He was seriously thinking about expanding into the United States market. Yet there were many unsaid challenges that Des would have to overcome before expanding the operation in this country.

**Keywords:** Case-based methodology, IB Education, IB Teaching

## **Unpacking Cultural Intelligence: Cultivating Ethnorelativism in International Business Education**

Ru-Shiun Liou, The University of Tampa, USA

Shaista Nisar, The University of Tampa, USA

Kevin Lee, The University of Tampa, USA

Deirdre Dixon, University of Tampa, USA

Julie Pennington, The University of Tampa, USA

Despite the popularity of international business education, we have limited knowledge about the underlying mechanism of how the international business curriculum influences students' development of intercultural competence. In the current study, we study how the international business curriculum enhances students' cultural intelligence as well as differentiates the effect of students' study abroad experience above and beyond various functional international business courses. By conducting both focus groups and a survey on a sample of college students in a private university in the United States, we find that as students progress through their academic studies with an international business major, they have higher ethnorelativism and that ethnorelativism mediates the relationship between their education experience and their cultural intelligence. Finally, although the study abroad experience does not increase ethnorelativism, it increases the student's cultural intelligence, suggesting a different mediating mechanism. Recommendation for international business curriculum and discussion for future research are provided.

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

## **TORROOTS: DIGITAL STRATEGY**

Prof Prashant Salwan, Indian Institute of Management Indore, India

Prof Shailesh Pandey, University of Pune, India

ToRoots Explorer Limited was a first generation, web-based, funded start-up dealing in experiential tourism in India. ToRoots business model has a social and economic aspect and was driven by the unique contribution by its shareholders. As being included in iStart ToRoots has received funding and investor connect from Government of Rajasthan (State of India). In 24 months of its inception ToRoots has raised ₹ 2 million and looking to generate more revenue in next 18 months. ToRoots was offering experiential tourism targeting the niche market. The firm was using digital and content strategy to reach to its target market.

In recent years with the rapid digitalization and evolving consumer digital habits has created a cut throat competition in travel and tourism industry. This digital disruption has made ToRoots management to rethink its digital strategy as the sales have started declining and Web analytics report was not in the favor of the company. Naveen and his team has to take a crucial call to sustain and grow in exponentially growing market. Naveen could take any or all of the following routes: to function like other online travel agents (OTA) and be happy with least margin, hone the digital strategy and invest in digital technologies or to accept the challenges occurred through digital disruption, develop digital business model and increase the competitiveness' of the firm

**Keywords:** IB Education, IB Teaching, Case-based methodology

Paper ID: 22

## **Aligning Sustainability and Competitiveness in International Supply Chains: A Consumer Driven Approach**

Wolfgang Veit, TH Koeln, Germany

Susann Kowalski, TH-Koeln., Germany

Indirectly, consumer choice has been a driving force of industrialization in the Global South, and with it of environmental degradation. Social disruptions have been a burden on social sustainability, too. This paper investigates opportunities for a reversal of this trend: can consumers drive greening of production processes in the Global South? The answer provided in this paper is a qualified yes. Present literature and our survey results point in this direction. In order for consumers to make educated, sustainably responsible buying choices, they need information on the sustainability embodied in products. This paper contributes to solving the information problem of both consumers and firms by designing a tool to measure the sustainability of international supply chains.

**Keywords:** cultural changes, Competitive Advantage, Competitiveness

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

## **Competitive Papers**

## **The Gender Gap Paradox in Entrepreneurship: A Cross-Country Investigation**

Veselina Vracheva, Chapman University, USA

Irina Stoyneva, Thomas Jefferson University, USA

The role of institutional-level gender equality in female entrepreneurship is still poorly understood. Presumably, gender-equality levels opportunities available for men and women, thereby empowering women to start up a business. It reduces the start-up resource constraints women often face, normalizes the societal view of women as “bread winners,” and perpetuates women’s interest in entrepreneurship. Yet, as employment opportunities for women open up, women increasingly prefer formal employment over self-employment. Family-friendly policies, paid maternity leave, and public child care, which gender-equalize the division of work negate the pressure women often experience to restore work-life balance by starting up a business. Drawing on panel data from 89 countries, we explore this seeming contradiction as it relates to institutional-level gender equality with respect to economic participation and political empowerment and in the context of business regulation efficiency. We found that equality in economic participation is positively and in political empowerment negatively associated with female entrepreneurship. Additionally, the country’s business regulation efficiency negatively moderates both relationships. We suggest new directions for research that can help resolve contradictory findings regarding the impact of the gender gap on female entrepreneurship.

**Keywords:** entrepreneurship

**Youth Perceived Entrepreneurship Feasibility/Desirability: A Cross-Level and Cross-National Study of Family Support**

Kaveh Moghaddam, University of Houston-Victoria, USA

Amirhossein Maleki, University of Wisconsin Oshkosh, USA

Peggy Cloninger, University of Houston-Victoria, USA

Drawing on the Entrepreneurial Event Model (EEM), this multilevel, cross-national study examines the influence of perceived family support on young individuals' perceptions about the desirability and feasibility of starting a business, and how cultural dimensions may moderate these relationships. Building upon institutional and social systems theories, this research shows how young people with more family support are more likely to have higher levels of perceived desirability and feasibility to start a business, depending upon national cultural dimensions. In countries with higher levels of power distance or with lower individualism, where social norms and culture may be less favorable for startup activities, this study finds that the impact of family support on perceived desirability of starting a business is stronger. In other words, the results suggest that family support acts as a substitution mechanism in countries where the context is less favorable for startup activity.

**Keywords:** entrepreneurship

**THE EFFECTS OF TRADE INTEGRATION ON FORMAL AND INFORMAL  
ENTREPRENEURSHIP: THE MODERATING ROLE OF ECONOMIC  
DEVELOPMENT**

Jonathan Doh, Northeastern University, USA

Luis Alfonso Dau, Northeastern University, USA

Santiago Mingo, Universidad Adolfo Ibáñez, Chile

We analyze the effects of trade integration on total, formal, and informal entrepreneurship in countries with divergent levels of economic development. Building on economic development theory and new institutional economics, we first propose that trade integration does not have an effect on total entrepreneurship. We explain the presence of this null effect by arguing that trade integration increases formal entrepreneurship, while decreasing informal entrepreneurship. A key mechanism helps to explain this relationship: trade agreements provide supranational institutional structures that encourage formal and discourage informal venture creation. However, we argue that these effects are stronger in the least developed countries than in middle or highly developed countries. Analyses using a panel of 68 countries spanning 11 years (2001-2011) provide robust support for these assertions.

**Keywords:** entrepreneurship

**DOES ENTREPRENEURIAL ACTIVITY HELP EVERYONE WIN? THE EFFECTS OF FORMAL AND INFORMAL ENTREPRENEURSHIP ON ECONOMIC GROWTH AND INEQUALITY**

Jonathan Doh, Villanova University, USA

Luis Alfonso Dau, Northeastern University, USA

Elizabeth Moore, Northeastern University, USA

In this paper, we examine the effects of formal and informal entrepreneurship on economic growth and inequality. Building on institutional theory and concepts of economic development, we argue that increased formal and informal entrepreneurship promotes macro-level economic growth, resulting from increased production and capital availability within a country. However, we propose that whereas formal entrepreneurship reduces inequality, informal entrepreneurship exacerbates inequality because of the inability of institutions and governments to regulate and tax these informal activities, thus aggravating unequal distribution of resources across a population. We test these arguments using a panel of 63 countries from 2000-2011.

**Keywords:** entrepreneurship

# **Emerging Markets and Emerging Market MNEs**

## **Interactive Papers**

**Who benefits from international tourism?: Value capture in the lodging industry on small Pacific islands**

Tolga Ulusemre, Hawaii Pacific University, USA

Wendy Lam, Hawaii Pacific University, USA

There is a general consensus among small Pacific islands that the extent to which they benefit from international tourism largely depends on how much of the value created by tourism remains in the local economy. This study examines how the value created in the lodging industry is distributed among the key stakeholders in a small Pacific island context. We find that labor and owners capture most the value created, whereas hotel management companies and franchisors capture a small share of the value. We draw on the stakeholder bargaining power concept in the value capture literature to explain our findings. The study has several implications for the tourism-based growth policies in small Pacific islands.

## **Corporate Governance Conflicts: Educational Case Studies on Russian Firms**

Irina Naoumova, University of Hartford, USA

Irina Berezinets, Graduate School of Management, St. Petersburg State University, Russia

Yulia Ilina, Graduate School of Management, St. Petersburg State University, Russia

DilyaraBespiatova, Gazprom Neft PJSC, Russia

Corporate governance agency conflicts is a valuable and very important topic in international business courses. Collecting and logically compiling the information on corporate governance conflicts is rather time consuming and thus, the quality cases are rare in the textbooks and other material. Especially given that in many cases the conflicts are hidden and not appropriately covered by media. Also, in many cases, the media is basing its coverage on rumors and not the data. The retrospective analysis of the conflicts gives the opportunity to separate the unnecessary information and build the valuable case study for business students to learn on corporate governance mechanism and its strengths and weaknesses. This paper is one of the series of case studies we are collecting from different regions, - this one from Russia. We provide three cases on large corporate world companies from Russia that are all significant players on international business arena. Thus, the cases could be useful not just in teaching corporate governance issues but also for company investors, who are looking at corporate conflicts as significant signals for investment strategy, as well as firm performance.

Specifically, three major corporate conflicts are being discussed: 1) between small and large shareholders, 2) shareholders and company managers, and 3) between large shareholders. The case studies are structured so the information could be easily absorbed and discussed by students. The discussion questions are also provided after each case.

**Emerging Market Multinationals and Regional Industry Consolidation Worldwide:  
Insights from the World's Largest Bakery Business Group.**

Eduardo Jarque, Japan Center for Latin American Studies, Japan

This paper describes the internationalization (and growth) process of the world's largest bakery firm, Grupo Bimbo, (a 35-year period from 1984 to 2019), mostly done by combining organic growth with a series of acquisitions worldwide. The stages of Grupo Bimbo's internationalization process goes as follows: 1) exporting to the nearest, largest market, in this case the south part of the USA, a region with a high rate of Hispanic population (short-cultural distance); 2) the establishment of representation offices in the first host country; 3) developing its own production facilities (organic growth) in the USA and Central America (Guatemala); 4) a series of acquisitions worldwide as entry mode, first in short-cultural distance countries, namely some countries in Latin America, and then simultaneously in Asia (China, India and South Korea), the rest of Latin America, Europe and Africa. It is important to notice that the 32 countries in which Grupo Bimbo has presence account for 57.33 and 68.74 percent of the world's total population and Gross Domestic Product, respectively. Implications for the field of International Business regarding contemporary theory on EMNEs, focusing on first choices of location in the internationalization process and the impact on worldwide industry consolidation are discussed.

## **The Janus Face of China's Engagement in Africa: A Case Study**

Marta White, Georgia State University, USA

Mourad Dakhli, Georgia State University, USA

Hailemariam Desalegn the Ethiopian prime minister, was all smiles as he stood shoulder to shoulder next to his Djiboutian counterpart, Ismael Omar Guelleh, flanked by a crew of uniformed Chinese operators who will manage the 750 km (460 miles)-long rail link to the Red Sea that opens a new export gateway to the world. The 10-hour train ride is a far cry from the multi-day harrowing drive through pot-holed roads. This, and many other examples of high-profile projects, mostly in the infrastructure domain have attracted the attention of many, and generated heated debates. On one hand, some argue that China, with its vast resources, ability to offer generous financing terms, and well-established reputation in successfully designing and developing mega projects at competitive terms, make it an ideal partner for many developing African nations. By contrast, others claim that China's engagement in Africa amounts to colonialism and control disguised as investment ventures. In this case, we review China's burgeoning involvement in Africa and offer a balanced treatment underscoring the multifaceted consequences using a stakeholder model.

Paper ID: 65

## **ICT Innovation Hubs in Nigeria: Recent Advances, New Prospects and Applications**

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Timothy Oyebisi, African Institute for Science Policy and Innovation, Obafemi Awolowo University, Nigeria

Johnson Okorhi, National Center for Technology Management, Nigeria

AbiodunEgbetokun, National Center for Technology Management, Nigeria

This research proposal seeks to present an inclusive survey of ICT innovativeness and ICT infrastructure management in Nigeria. The paper appraised a nation in Africa with the highest number of ICT Innovation-hubs (ICTI-hubs) with entrepreneurial productivity and performance, learning outcomes, as well as the technological infrastructure in place. It suggested innovative prospects and competitiveness toward determining the prevalent of ICTI-hubs across the country. It also presented the intellectual property right management of the startups that emerges thereby examining the existing business models as well as developing an evaluation and monitoring survey framework for some selected ICTI-hubs in Nigeria.

**Keywords:** entrepreneurship, SMEs, networks

**INTRA-FIRM AND INTER-FIRM KNOWLEDGE MANAGEMENT: AN  
EXPLORATORY CASE STUDY OF INDIAN POWER SECTOR'S KEY PLAYERS  
NTPC, BHEL AND POWER GRID CORPORATION OF INDIA**

Prof Prashant Salwan, Indian Institute of Management Indore, India

Mr Siddharth Mittal, Indian Institute of Management Indore, India

Public sector organisations in emerging economy have challenges in developing efficiency and productivity , as they work in an ecosystem of constraints . Knowledge management (KM) helps an organisation in developing enterprise value . Indian Central Public Service Enterprises CPSEs, namely BHEL, NTPC and PGCIL worked collectively in developing efficiency in power generation and distribution. KM helped CPSEs in terms of output per employee and efficiency of firm and innovations. More importantly, this study provides a framework linking KM, corporate strategy and how it can be used to achieve competitive advantage. Also, from the evidences, efficient functioning of CPSEs and collaborations among major players can lead to effective execution of government schemes; thereby revolutionising and transforming the complete sector as seen with Indian Power sector.

**Keywords:** Formal Institutions, Competitiveness, Emerging Economies

# **Social Interactions Across Cultures**

## **Interactive Papers**

**EXPLAINING SPEED OF INTERNATIONALIZATION VIA AFFECTIVE CONFLICT  
AND UNCERTAINTY**

O. Volkan Ozbek, Trinity University, USA

Internationalization is a complicated phenomenon due a variety of antecedents affecting its success. One of the most important “success parameters” for internationalization is speed. Depending on decision making processes within the top management team of a multinational corporation, the speed of internationalization may vary. In particular, executives’ behavioral and cognitive characteristics may influence their decisions and in turn this process. Here, we argue that top management team affective conflict will negatively affect the speed of this process. In addition, we argue that the environmental uncertainty, as a moderator, will make this relationship more negative. Grounded in the internationalization and upper echelons theories, our paper contributes to the literature by explaining two critical antecedents of internationalization speed.

## **The Impact of Risk Management Experience on Expansion Decisions in Conflict Zones and the Effect on Firm Performance**

Dina Abdelzaher, University of Houston Clear Lake, USA

Nora Ramadan, Faculty of Commerce, Cairo University, Egypt

Can conflict zones be attractive destinations for FDI? The classic work of Dunning (1980) explains that firms can expand behind resource, market, efficiency, as well as strategic asset seeking, in addition to being motivated by the pursuit of strategic competitive motives. The logic still holds for conflict zones, but our research indicates that this may not be fitting to all firms. We draw from a sample of Fortune 500 firms (2019) and examine their FDI destinations. Our empirical analysis of 118 US firms reveals that those with (a) greater internationalization experience as depicted by their geographic spread and those with (b) greater maturity in having their stocks traded in the stock market, are more likely to launch subsidiaries in high ongoing conflict zones. Given that these two constructs capture different angles to managing and leveraging uncertainty, we argue that these firms have developed unique risk management competencies that are needed to facilitate their decisions to expand in contexts of uncertainty and conflict. Furthermore, we find that while it may be unprofitable for firms to seek FDI in high conflict zones, firms who operate in strategic industries (manufacturing, infrastructure, natural resource extraction) that are likely to be involved in the reconstruction of those markets actually experience positive performance. Implications and limitations of the study are discussed.

**Keywords:** foreign direct investment (FDI), location choices, Global economic and institutional environment

## **The Expansion of Russian Electricity and Aluminium Firms in Emerging Markets: The South Caucasus**

Samir Balakishi, University of Bristol, United Kingdom

This paper investigates the internationalisation of Russian electricity and aluminium firms in the South Caucasus emerging markets. To explain their expansion in these markets, I adopt an ‘interdisciplinary paradigm’, drawing on Dunning’s eclectic theory and integrating economic, institutional and non-economic determinants. Other important influences on the firms’ internationalisation strategies include state-business and state-state relations. This study considers how all these factors have affected these firms and their internationalisation strategies in the host countries. The results enable a better understanding of the development of the firms’ internationalisation processes and can serve as a reference and guideline for researchers and policymakers.

**Keywords:** foreign direct investment (FDI), entry mode decisions, location choices

## **SOVEREIGN WEALTH FUNDS: CONFLICTING GOALS AND AN EXISTENTIAL CRISIS**

Alex Sharland, University of South Alabama, USA

For Sovereign Wealth Funds (SWFs), the ongoing global health crisis has created a moment that potentially challenges their very reason to exist. This issue matters because when countries can re-build their savings again, there will inevitably be questions about the overall goals and usefulness of SWFs.

The health pandemic and its economic consequences mean that many countries will need the SWF surpluses to meet current requirements. For countries with relatively small balances there is a real danger that there will be little left of the current surplus to pursue future goals.

**Keywords:** international economic development, International economics, international political economy

**ACCUMULATING SOCIAL CAPITAL, ECONOMIC OR SOCIAL PURPOSE? A  
COMPARISON OF SOCIAL MEDIA USAGE IN RUSSIA AND THE USA**

Alex Sharland, University of South Alabama, USA

Liudmilla Fedko, Far Eastern Federal University, Russia

This paper evaluates the extent to which student engagement with mobile phones is part of social interaction as opposed to engagement in an economic purpose. As students and other groups of young people start working, they are increasingly aware of the need to develop connections. The proposition that some of the interaction between students and their internet devices is part of their accumulation of Social Capital for economic rather than 'just' social purposes is tested using linear regression. The results indicate that a positive economic purpose for mobile phone use is only weakly supported.

**Keywords:** Cross-cultural Marketing, Global Consumption Orientation

## **A global framework of functional and social benefits to promote sustainable buyer-supplier partnerships**

Sandra Graca, Eckerd College, USA

### Abstract

Committed supplier-buyer relationships are linked to sustainable business partnerships and greater profitability. As competition increases, suppliers must seek to differentiate by shifting the focus of their offerings from the product to services that contribute to create additional value to buyers. This empirical research proposes a global framework for suppliers to build sustainable partnerships with buyers based on the delivering of functional and social benefits that foster trust, cooperation, and that ultimately leads to a buyer commitment to a supplier. The study tests a functional and social benefits model across a sample of US and a sample of Brazilian buyers. Preliminary results show differences and commonalities between the two distinct country contexts. Additional social and functional benefits provided by suppliers drive greater trust and cooperation among buyers in both countries. In turn, trust is found to have a greater impact on commitment in Brazil while cooperation is found to be more important in the US. Overall, results demonstrate the importance of additional services to promote long-term, sustainable partnerships between buyers and suppliers.

**Keywords:** Sustainability, B2B Marketing, Services Marketing

# **Culture at the Individual Level**

## **Competitive Papers**

**You're not a Teetotaler, are You? A Cross-Cultural Framework of Nonalcoholic Wine Consumption Motives and Outcomes**

Clark Johnson, Pepperdine University, USA

Yunmei Kuang, Saint Louis University, USA

Nicolas Jankuhn, Saint Louis University, USA

There is increasing academic and public interest in the rise of non-alcoholic (NA) beverage options. As a whole, the nascent stream of research on NA consumption has generated some important insights into the demand and attractiveness of NA options to consumers. However, we know little about how the social context both influences and is influenced by NA wine consumption. This paper examines how the motives, cultural factors, and outcomes may differ for NA wine consumption. We apply signaling theory to develop our formal propositions and present the results of a netnography study, which provides the initial corroboration of our conceptual model. Finally, we discuss the implications of our model and directions for future scholarship in this important area of wine research.

**Keywords:** Consumer Behavior, Segmentation, Cross-cultural Marketing

## **Back to the Individual: Using Support Curves to Measure Cultural Differences**

Wolfgang Messner, University of South Carolina, USA

The past few decades have witnessed an explosion in the interest of cultural differences and their impact on many facets of business management. A noticeable feature of most academic studies and practitioner approaches is the predominant use of national boundaries and group-level averages as delimiters and proxies for culture. However, this largely ignores the significance that individual-level intra-national differences and cross-national similarities can have for identifying psychological phenomena. This article turns to the individual to understand market structures, and make cultural differences interpretable and actionable. It argues for the importance of considering intra-cultural variation, draws on the Gini/Weitzman overlapping index and the Kullback-Leibler divergence coefficient as difference measures between two cultural support curves, studies the properties of the new measure in comparison to group-level average-based distance measures, and discusses managerial applications for international marketing strategy and international HR management.

**Keywords:** Cross-cultural Marketing

## **Trust Propensity across Cultures: The Role of Collectivism**

Stanford Westjohn, University of Alabama, USA

Peter Magnusson, University of Alabama, USA

George Franke, University of Alabama, USA

YiPeng, Tennessee Tech University, USA

Does collectivism influence an individual's willingness to trust others? We investigate this question across cultures and at the individual level over three studies. Study 1 establishes correlational evidence between societal-level collectivism and trust propensity with results from a multi-level analysis of data from over 6,000 respondents in 36 different countries. Study 2 offers an individual-level analysis using the trust game, introducing a more rigorous behavioral outcome variable. Study 3 contributes causal evidence at the individual level based on experiments in both the US and China. We prime individualism versus collectivism and isolate the mechanism, perceived collectivism of others, through which one's own collectivism value influences trust propensity. The results highlight the risk of inherent bias in managers to trust, or distrust, especially when encountering other cultures.

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

## **Effects of Income and Financial Strain on Risky Behavior in the world of COVID-19, A Comparison Across USA and Canada**

Michael Frechette, Sacred Heart University, USA

Tim Reilly, Sacred Heart University, USA

The COVID-19 pandemic has drastically changed consumer behavior around the world. International marketers have had to adjust to different responses from consumers in different countries. Many markets have gone through some cycle of social distancing conditions, either done voluntarily or regulated by a governing authority. Behaviors such as not wearing a mask in public places, and shopping at a store versus home delivery, are examples of risky behaviors during these pandemic conditions. Some of these behaviors, such as home delivery, usually come at a higher cost, suggesting that there is a financial basis to risk exposure during the pandemic. A survey of American and Canadian consumers was used to examine the relationship between income, financial strain, and risky social distancing behaviors. A regression analysis found that financial strain had a stronger effect on the incidence of risky behaviors than did income. This pattern of relationships was found in the USA sample, but not in the sample from Canada. The results of the analysis are fully discussed and implications to international marketers are presented.

**Keywords:** Consumer Behavior, Cross-cultural Marketing, Standardization and Adaptation

# **Culture, Organizations and Human Resources of the MNEs**

## **Competitive Papers**

**Intercultural Negotiations: Examining Change in Processing, Attitudes, and Intentions by Evaluating Competing Theories**

Clark Johnson, Pepperdine University, USA

Carl P Maertz, University of Louisville, USA

Mark Arnold, Saint Louis University, USA

BrittneyBauer, Loyola University New Orleans, USA

Research in intercultural negotiations has largely consisted of variance-based theorizing and testing, such as examining relationships between cultural dimensions and negotiation behaviors. In modeling negotiations using an episodic modeling approach, we integrate two theories that have been applied in parallel in intercultural negotiation research; specifically, construal level theory and social identity theory. In doing so, we contribute to the literature by 1) showing how event-driven theorizing can explain potentially conflicting hypotheses that might be proposed by variance-based theory and testing, 2) illustrating the psychological processes that underlie the relationship between cultural KSAs and integrative negotiation behaviors and outcomes, 3) identifying mediating processes that explain why no direct relationship is found between variables, such as metacognitive and cognitive CQ and negotiation behaviors, even though the relationships have been suggested theoretically, 4) identifying patterns of individual-level processing, cognitions, and attitudes, as well as their effect on behavioral strategies and outcomes, and 5) identifying training and negotiation strategies that can lead to the most positive possible outcomes for negotiators.

**Keywords:** organizational behavior, HR and Labor relations, human resources

## **Diversity, Innovation, and Internationalization: Complementary or Competing activities in Latin America?**

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Cesar A. Bernal-Torres, Universidad de La Sabana, Colombia

Ulf Thoene, Universidad de La Sabana, Colombia

FernandoCamacho, independent, Colombia

Luz H. Guzmán, Universidad Autónoma de Chihuahua, Mexico

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This study explores the relationship between human resource diversity, innovation, and internationalization while at the same time responding to the call for increased business research in under-represented regions and Latin America, specifically. Three hundred and forty-three executives in an equal number of firms responded to a Likert-scale survey to identify recent HR diversity practices, innovation activity, and internationalization intensity. Principal Component Analysis provides insight as to how the combination of diversity and innovation impact internationalization and how the combination of diversity and internationalization impact innovation. The results imply that Latin American firms do not perform as the literature based on developed country firms would indicate. Diversity, innovation, and internationalization act as competing, rather than complementary, activities in the Colombian and Mexican firms in this study.

This study contributes to the literature by exploring the relationships amongst HR diversity, innovation, and internationalization. At the same time, it contributes to the literature on emerging markets by providing evidence of firm behavior in Colombia and Mexico, Latin America.

**Keywords:** human resources, internal knowledge networks, knowledge flows

## **Profiles of Culture, Team Orientation and Contribution to the Team**

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Edward O. Akoto, Henderson State University, USA

The study examined the existence of micro-level cultural profiles, their prevalence in predefined categorization of national cultures, and their effect on team orientation. Using data from student samples in multicultural virtual teams (from 2014 to 2017), four culture-based clusters emerged: collectivist-high power distance, collectivist-low power distance, individualist-high power distance, and the individualist-low power distance profiles. The outcome with respect to the prevalence of the profiles in western versus non-western settings did not fully meet our expectations and theory. The prevalence of the collectivist-based profiles were higher among the non-western respondents as expected, but the individualist-based profiles were not prevalent among the western respondents. This does not align with the macro-level theorizing of the prevalence of individualism orientation in the western setting. Similarly, the outcome with respect to team contribution did fully aligns with the theorized effect; the collectivist-low power distance and individualist-low power distance profiles reported higher contribution in the team. The outcome of this profile study shows that the macro-level cultural assumptions are useful for understanding societies, but knowledge at the micro-level values is necessary for understanding group behavior on the job and combining micro-level values via the person-centered approach enhances this understanding.

**Keywords:** work attitudes/behaviors, human resources, virtual teams

**Individual cultural value orientations and work-related attitudes: Do work value fit and generational differences matter?**

Ru-Shiun Liou, The University of Tampa, USA

Jun Yang, Fort Hays State University, USA

Chun-sheng Yu, University of Houston-Victoria, USA

In the field of international management, cultural differences at the national/societal level do provide a handy, powerful way to model effective leadership behavior. Within the existing cross-cultural research, however, the dominant assumption of homogeneity of cultural values while failing to recognize within-country cultural variations has recently been challenged; a cross-national study based on the national level analysis of the cultural difference sometimes falls short and can be misleading at times. In the present study, we echo the recent call that more effort be devoted to evaluating individual cultural orientations (i.e., power distance and uncertainty avoidance) and their impact on employees' work-related attitudes. In particular, we proposed and empirically tested a moderated mediation model that examined work value fit as a mediator (indirect effect) between individual cultural values and employee outcomes, and provided evidence for the moderating effect of age on such indirect effect. The results from our data analysis have provided statistical support to the hypothesized moderated mediation model and the implications drawn from the study are discussed.

**Keywords:** human resources, organizational behavior, HR and Labor relations

# **Culture, Organizations and Human Resources of the MNEs**

## **Interactive Papers**

**Four Factor Cultural Intelligence as an antecedent to Virtual International Sales Team Coaching Success and Failure: A Qualitative Exploration**

David S. Baker, University of Louisiana at Lafayette, USA

Valerie McGehee, University of Louisiana at Lafayette, USA

This qualitative study is part of continuing research into one portion of a multi-method study. Study 1, which is ongoing, consists of lightly structured and open-ended telephone interviews of professional virtual international sales team (VIST) coaches within a large multi-national personal development and coaching organization. Six interviews have been completed to date. The results of this study one will help develop propositions related to four factor sub-dimensions of cultural intelligence as separate antecedent factors related to VIST coaching. Initial interview findings suggest a substantial link between the dimensions of Cultural Intelligence (i.e. Cognitive, Meta-Cognitive, Motivational, and Behavioral) at varying degrees of importance to VIST coaching. Initial interviews also suggest that the cultural concept of face is important in VIST coaching.

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

## **Female CEO Leadership: Viewing Global Strategy through A Systems Archetype Lens**

Franzelle Pertilla, Abraham Baldwin Agricultural College, USA

Global corporations face constant change in a world with economic uncertainty, political challenges, and social upheavals. The growing trend to appoint women to top leadership roles in global firms under disruptive conditions, also known as “glass cliff,” cannot be ignored. This study aims to understand the experiences of female executives who accept chief executive officer (CEO) positions in the glass cliff context. This study bridges theory with evidence-based practice from three cases of high-tech multinational corporations, Advanced Micro Devices, Integrated Business Machines, and Oracle Corporation, to reveal how female CEOs transform companies. I explore the central question using a case study design through the lens of the Limits to Growth archetype. As a result, it advances a model to help leaders address suboptimal business performance. Conclusions from this case study and implications are offered. With its rich interdisciplinary approach, this study will benefit a range of professions from management to policy regulators interested in transformation.

**Keywords:** Multinational corporations, organizations and enterprises - MNEs, MNE complexities, inter-firm innovation

## **Integration of international student through technology**

Daniel Gulanowski, Carleton University, Canada

Luciara Nardon, Carleton University, Canada

Despite growing research on issues related to immigrant integration, the unique challenges and opportunities of integration of international students have mostly been ignored in research and largely absent in the international management literature. This study investigates the phenomenon of increasing use of online discussion forums by international students seeking education and post-graduate integration in Canada. In this study, we draw on extant literature on computer-mediated social support to examine 1,800 thread discussions and their corresponding 5,756 posts collected from a Canadian online discussion forum. The online forum data is analysed in accordance with principles of conventional qualitative content analysis with the support of the qualitative data analysis software Dedoose. Our preliminary findings suggest that online forums provide a venue for the creation and exchange of social support, before and after migration. Moreover, we found that international students seek information and advice support to manage their expectations and make decisions about international destination and educational institutions, as well as to better prepare for migration beforehand. This study will also provide a better understanding of the role of online forums in integrating international students in Canada.

**Keywords:** human resources, diverse international contexts

## US COVID-19 Crisis- Evidence of Uncaptured Synergies

Dina Abdelzaher, University of Houston Clear Lake, USA

Organizations who effectively integrate different elements of their effective leadership, corporate culture, and human and financial capital are capable of restructuring themselves in a way that makes them better equipped and eventually resilient in times of crisis. And for building resilient nations, the logic should not be much different. The problem with dealing with COVID-19 rests mainly in (1) its magnitude and (2) its exponential speed of spread, which both pinpoint to a solution that lies in building scale. From our understanding of business strategy, such scale can only happen when synergies are created between the multiple pieces/actors within this evolving puzzle. One may argue that what we need is a whole bunch of resources. Yes they are a key component. But the inability to synchronize these resources, makes even the most resourceful countries paralyzed. The motivation of this article is not to bash any specific element of our system or pass the blame for our “very sad” situation. On the contrary, as Americans we need to critically think of our nation’s future to arrive at how we can avoid such failure from re-occurring. The first step is (1) acknowledge our flaws as a system and (2) Be willing to act accordingly to formulate policies to close these gaps as effectively as possible. There is the light at the end of each tunnel but that light will not be seen until we first make such acknowledgements. Taking a macro approach, I argue that the result of our situation is due to the absence of synergies between (1) effective leadership (2) our own culture norms and (3) corporate practices and highlight relevant research questions under each. While alone each of them has a significant role to play at times of crisis, it is the lack of their integration/synergy that prevented us from gaining the level of scale needed to address the magnitude of the COVID- 19 crisis.

**Keywords:** diverse international contexts

## **Impact of Roles on Language, Communications, and Leadership: an Overlooked and Hidden Dimension in Social Systems?**

Sergey Ivanov, University of the District of Columbia, USA

When people communicate, we only communicate through roles, and only through roles. Furthermore, we rarely see the person beyond the assumed role, unless we superimpose other roles, such as doctor/friendly. This paper defines the role, describes its placement in today's society, and then superimposes the concepts of leadership and organizations for clearer understanding of these social phenomena. For example, it is a known fact that different roles may change the person (or his/her personality). A most insensitive and critical manager could be a very loving parent or colleague. He or she could be a passive driver, but appear an aggressive parent to school teachers. As roles change or evolve, the person changes to accommodate to handle role challenges. This paper explores these issues to attempt to clearer understand some social relationships, focusing on leadership and organizations in general.

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

## **Assessing the Role of Cultural Awareness in International Business Education**

Irina Naoumova, University of Hartford, USA

Annette Rogers, University of Hartford, USA

QuynhTrang Nguyen, University of Hartford, USA

The majority of companies operating internationally require their employees to be aware of cultural differences and role of culture in their healthy operations and growing business profits. Cultural awareness becomes a significant competence that companies want the business schools to develop in their potential labor. Typically, companies have internal trainings focused on specific business-related cases. They miss a significant piece of assessing and developing cultural awareness first. The project on assessing cultural awareness in international business-related graduate courses showed clear disparities in cultural awareness of different groups of graduate students, such as international students, first- and second-generation immigrants and students, who didn't have a chance to experience international travels and communication much. We also compared with the results of global managers of the partnering companies. The findings would help designing course activities accordingly and increasing the level of cultural awareness of graduate students. This also should convince companies to reconsider their approach to internal trainings and whether add cultural awareness training to their internal programs or partner with universities on certificate and other educational programs.

**Keywords:** Enhancing IB education and curriculum, IB Teaching

# **The World of International Business Education**

## **Interactive Papers**

## **Twilight Research: Evidence from NIS Academic Ghostwriters**

Anna Svirina, Kazan National Research Technical University, Russia

Ghostwriting is a quite widespread phenomenon that does not surprise anyone – even more, politicians, business people, actors, and others acknowledge they have received help from the writers and journalists without naming them as the authors. In this paper, we assess ghostwriting phenomenon in the academic world where everyone is supposed to be capable of putting his or her thoughts on paper, and where both sides of the story (a ghostwriter and the "official" author) are highly likely to deny this relationship. We try to investigate the reasons why talented academics choose to become ghostwriters and why do they quit, and, on the other hand, what is moving their clients to put their names on the texts they have never written, and how it has influenced their academic careers. To achieve this goal, we conducted interviews with several academic ghostwriters in the academic world; this paper is aiming to understand the phenomenon as a stage of academic development and focuses on Ph.D. thesis ghostwriters.

**Keywords:** IB Education, IB Teaching, Enhancing IB education and curriculum

**USA-Latin American experiential learning project: What's in it for us?**

Anne Marie Zwerg-Villegas, Universidad de La Sabana, Colombia

George L. Hiller, University of Richmond, Colombia

International, virtual, experiential learning projects require planning, patience, and commitment on the part of the organizing and facilitating instructors. Language, cultural, time zone, and institutional diversity exacerbates the inherent difficulties in conducting such projects. This manuscript discusses an ongoing multi-country project between a prestigious private university in the United States and several Latin American university contributors to execute a student experiential learning consulting project. The authors develop an intuitive instructor-focused jobs demands-resources model of involvement in international, virtual, experiential learning projects and triangulate the propositions with extant literature, interview responses in the ongoing case project, and survey data from participants in a similar project.

**Keywords:** IB Education, IB Teaching, experiential learning

**Soft skills demand: A quantitative content analysis of business job offers**

Juan Pablo Roman-Calderon, Universidad EAFIT, Colombia

Cristina Robledo-Ardila, Universidad EAFIT, Colombia

Estefania Zuluaga-Quintero, Universidad EAFIT, Colombia

Sara Isabel Marin-Zapata, Universidad EAFIT, Colombia

Maria Alejandra Jaramillo-Serna, Universidad EAFIT, Colombia

For years now, academics and practitioners have been talking about the importance of soft skills (SSs), which in the context of a rapidly changing work scenario, become key for individuals to effectively perform and compete in the job market. The topic seems to be pervasive and omnipresent in webinars, journal articles of all kinds, CEO's interviews, newspapers, training programs, among others. In this regard, looking into what companies are looking for and what the professionals have to offer deserves attention and is a source of feedback to improve business curriculum. This study addresses the gap between what companies ask for, by means of a focus group and job listings, and what individuals offer, as displayed in their CVs with the purpose of contributing to higher education institutions understanding of today's job market. To this aim, a quantitative content analysis was performed using primary and secondary data. Preliminary results indicate that SSs are in high demand, especially intrapersonal skills as a major group, and some interpersonal ones when considered individually such as communication, leadership, interpersonal relationships, teamwork, amongst others. The analysis of the SSs displayed by applicants on their CVs, and contrasting such results with what companies demands is still undergoing.

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

**Experiential Learning in Class: The use of Self-Collected Case Study Approach for Company's Cultural Awareness Analysis**

Irina Naoumova, University of Hartford, USA

Annette Rogers, University of Hartford, USA

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

The self-collected case approach was used to improve student learning. Clear instructions on what material to collect and how to analyze are critical for the project. The concept of cultural awareness was chosen to build the project around. The design of the project allows for its use in different international business courses. It could also be used as a part of a larger project in a semester-long consulting class. The instructions for the faculty and students are discussed in the paper.

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

## **How much do international business students care about the Sustainable Development Goals of the United Nations?**

Maria del Mar Bravo-Martinez, University of Almeria, Spain

Raquel Antolin-Lopez, University of Almeria, Spain

Nieves Garcia-de-Frutos, University of Almeria, Spain

The Sustainable Development Goals (SDGs) of the United Nations are considered essential to tackle sustainability grand challenges. Although the SDGs have started to attract attention in the research and professional spheres, they have been generally overlooked in the educational university level. This study contributes to that research gap by analyzing students' perceptions on the importance of each of the 17 SDGs in a sample that consists of 94 responses of international students enrolled in Direction and Management Skills at the University of Almería (Spain). Specifically, they were asked to elaborate a ranking of their perceived importance of 18 items: the 17 SDGs and an additional item representing economic goals. In addition, they were asked to elaborate the ranking twice: from a personal perspective and from a business perspective. Our results show that the perspective used when assessing the SDGs significantly impacts the ranking. Therefore, this study has important implications for an effective integration of SDGs in business courses at a higher educational level.

**Keywords:** IB Education, Enhancing IB education and curriculum, IB Teaching

## **The COVID-19 Pandemic Pattern in the Global**

Moses Clinton Ekperiware, Caleb University, Nigeria

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Federal Polytechnic, Oko, Anambra State, Nigeria., Nigeria

Odeh Joseph Ojeka, Caleb University, Nigeria

The world health pandemic of Corona virus has affected the way of life all over the globe. The write-up illustrates the descriptive patterns of COVID-19 Pandemic in the global scene with regards to positive case, active case and deaths from COVID-19. The descriptive analyzed two countries from each continent of the World. The countries considered were; Nigeria and Ghana for Africa. In Asia, India and Indonesia. For Europe, Germany and Italy. For North America, Jamaica and United State and for South America, Brazil and Colombia. The trend analysis revealed the daily report in these countries in the month of April, 2020. This write-up concludes that while the COVID-19 Pandemic is in each of these continent, it is more in some economy than others. Also to note is that the figure are high in some part of such continent that others. Hence, the impact of the COVID-19 is on global economies but at different levels.

**Keywords:** Case-based methodology, Enhancing IB education and curriculum, IB Education

# **International Marketing & Communications**

## **Competitive Papers**

## **The Effects of Corporate Social Responsibility Contents on Consumers' Purchase and Referral Intentions: The Role of Brand Conspicuousness**

xixi li, Saint Louis University, USA

chuandi jiang, Emporia State University, USA

Firms embed corporate social responsibility (CSR) contents in advertisements to boost brand awareness, create favorable attitudes among consumers, and build trust. Do CSR contents make consumers buy the advertised products? From an expectation-disconfirmation theory perspective, the current research investigates how CSR contents affect consumers' intention to purchase a product and recommend it to others. More importantly, such reactions of consumers are different between non-luxury and luxury products due to the gap in expectations on CSR activities. Pretest-posttest experiments were conducted with 120 undergraduate students to compare their purchase and referral intentions before and after being exposed to CSR contents for the same products. The results show that consumers, in general, are more likely to purchase and recommend a product after knowing the CSR activities of the brands. Also, consumers are more likely to buy a product after exposure to CSR contents created by non-luxury brands rather than luxury brands. Gender has no significant influence on consumers' reactions to neither non-luxury nor luxury products. The findings have practical implications for marketers utilizing CSR advertising to promote sales.

**Keywords:** Corporate Social Responsibility, Consumer Behavior, Advertising

**FOMO “Fear of Missing Out”; Association with Cultural Dimensions and Media Usage**

Faren Karimkhan, Florida State University, USA

Sindy Chapa, Florida State University, USA

Fear of Missing Out (“FOMO”) has become an ongoing issue in recent years. Popularity of social networking sites and accessibility of these networks have led to the new phenomenon of being online constantly. Other than the psychological difficulties that being constantly online may cause, it can even cause life-threatening situations such as distracted driving. The present study examines the association of FOMO with cultural dimensions as well as media consumption. The “Self-Determination” theory and “Hofstede’s Cultural Dimension’ theory will be used to understand the construct behind the FOMO phenomenon.

An online survey (N= 3286) was conducted to test the association of FOMO with media consumption and cultural core values. The results suggest that cultural core values including individualism versus collectivism, sense of belonging ethnic identity, and femininity versus masculinity can be used to predict FOMO. The findings of this study will be beneficial to understand the FOMO, and its predictors and indicators. It also will be helpful for marketers to become more mindful of their consumers in the process of campaign designing and strategy planning.

**Keywords:** Consumer Behavior, Corporate Social Responsibility, Advertising

## **MULTIPLE INSTANCES OF NEGATIVE PUBLICITY: HOW DO CONSUMERS REACT?**

Berna Basar, Baruch College, CUNY, USA

Although it is very typical for consumers to be exposed to multiple instances of negative publicity about a brand, existing research has focused on consumers' reactions to one-time negative publicity instances. Given the important role of self-brand connection in consumers' reactions to negative brand-related information, the current study investigates how consumers with different self-brand connection levels react to multiple instances of negative publicity in a single domain versus across different domains. Accordingly, consumers with low self-brand connection, who are likely to be accuracy motivated, would perceive negative brand-related information very diagnostic. Thus, these consumers might readily attribute responsibility to the brand after a one-time negative publicity instance, and repeated publicity instances in the same domain might have less informational value. On the other hand, each publicity instance in a different domain would have an incremental informational value. Therefore, consumers with low self-brand connection might have lower brand evaluations after exposure to multiple instances of negative publicity across different domains versus in the same domain. In contrast, consumers with high self-brand connection might be defense motivated, which in return, might result in justification of negative publicity instances regardless of whether negative publicity instances are in the same domain or different domains.

**Keywords:** Corporate Social Responsibility, Consumer Behavior, Sustainability

## **The Emergence of Consumer Xenocentrism: The Role of Disidentification**

xixi li, Saint Louis University, USA

chuandi jiang, Emporia State University, USA

Brad Carlson, Saint Louis University, USA

Current literature on consumer xenocentrism (C-XEN) emphasizes on the measurements and its impact on purchase intention. However, the theoretical advances on the emergence of C-XEN remain limited. This study blends three theoretical perspectives, including social identity theory, cultural friction, and dependency theory, to advance a conceptual framework for the emergence of consumer xenocentrism. We suggest two types of xenocentric attitudes, which are general and product-specific. The framework provides a comprehensive understanding of the circumstances under which xenocentric attitudes emerge, enhance, and lead to an irrational positive bias toward foreign products. The framework specifies the cognitive, material, cultural, and demographic antecedents of C-XEN. Moreover, the framework proposes that “disidentification” mediates the relationship between the antecedents and the emergence of C-XEN. Testable propositions are discussed to stimulate future research.

# **Complexity and Sustainability in Global Supply Chains**

## **Competitive Papers**

## **Selection of third-party logistics providers, bibliometric analysis.**

Alvaro Salazar, Universidad de la Sabana, Colombia

**Purpose** – To carry out a bibliometric review of third-party logistics service (3PLS) provider selection.

**Design/methodology/approach** – Begins by the selection of key words for the search query to properly set the limit and scope of the research. The input selected for the study are papers, conference papers. Key indicators like publication productivity, citation, conceptual mapping and research front are presented and discussed. The tools used for gathering the output were Rstudio and VosViewer.

**Findings:** 3PLS provider selection is a topic studied mainly by surveys, case study and mathematical models' application. The selection decision is a multicriteria decision making process.

**Future research:** 3PLS provider selection should include additional financial performance analysis. Last mile distribution or collaborative distribution and selection models for e-commerce could be developed.

**Practical implications:** Managers could adapt the available publications and its models to their industry. Scholars can apply the model to different industries to set more robustness to the current conceptual and theoretical framework.

**Originality/value:** The contribution of this research is to the available 3PLS provider selection to consolidate available research, practices and models to improve company's logistics operations performance and present insights to scholars to guide future research.

## **Stakeholder Approach to Sustainable Development: Evidences from Emirates Airlines**

Ganga Bhavani, Amity University, United Arab Emirates

Reena Agrawal, Jaipuria Institute of Management, India

**Design & Methodology:** Airlines industry plays a significant role in developing countries tourism and travel. Stakeholder management is big challenge to the Airline industry like any other. It is important to the businesses to understand the relationships of various stakeholders to achieve long-term as well as short-term goals. Emirates Airlines the major airlines in the Middle East with 56million passengers (2019-20), 270 Fleet size and covering 157 destinations in the world. Emirates Airlines is in the forefront achieving sustainable development towards community, planet and environment. Airlines adopted a comprehensive stakeholder relationship framework and successful in implementing without any deformities. The authors explored all the existing strategies of Emirates Airlines and their benefits from stakeholders point of view. These strategies have been presented in three categories (Sustainable, Community and Environmental) will relevant impact on stakeholders.

**Purpose:** This paper lays the groundwork how sustainable development could be achieved through stakeholders taking the evidences from Emirates Airlines. The main purpose of this paper to explore and examine the sustainable initiatives and practices adopted by Emirates Airlines, being the world's leading aviation company from the perspective of stakeholders theory.

**Findings:** We found there are three major categories of initiatives namely: Sustainable, Community and Environmental emphasizes the involvement of five major groups of stakeholders (customers, employees, suppliers, owners and communities) unreservedly.

**Originality/value:** The paper discusses how Emirates Airlines besides meeting regular business financial targets, gained overall satisfaction from all groups of stakeholders. The observations made from this study can be used by all nations hosting similar business in various geographical areas, to help prepare and draw on prior experience and lessons learnt.

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

## **Exploring the role of governance on urban sustainability and city livability in European cities**

Raquel Antolin-Lopez, University of Almeria, Spain

Maria del Mar Martinez-Bravo, University of Almeria, Spain

Javier Martinez-del-rio, University of Almeria, Spain

This study analyzes the longitudinal relationships between the three dimensions of urban sustainability and city livability, while exploring the moderating effect of governance on those relationships. Specifically, we propose that perceived regulatory quality and citizens' political influence moderate the relationships between economic, social, and environmental urban sustainability and city livability in the long term. We test those relationships in a sample composed of data from 20 European cities from 2011 to 2016. Overall, our findings confirm the causal positive effect of urban sustainability dimensions on city livability. In addition, we find evidence of the moderating effect of regulatory quality on the relationship between social urban sustainability and city livability, and the moderating effects of citizens' political influence on the relationships between social and environmental urban sustainability and city livability. Therefore, these results help to extend current knowledge on the interconnections between urban sustainability, city livability, governance and institutions

**Keywords:** Institutional Theory, Formal Institutions, Informal Institutions

# **Global Competitiveness and Sustainable Entrepreneurship**

## **Competitive Papers**

## **Global Supply Chain Management Research: Bibliometric Analysis**

Amy Sophia Villegas-Zwerg, Bryant University, USA

This paper aims to reduce the information overload in the field of global supply chain management (GSCM) by performing a literature review using Scopus as the database and VOSviewer to visualize the results. Global supply chain management is one of the most expansive and diverse fields in the business sector. Graduates with this degree will be in high demand since there is not only a shortage of individuals with supply chain knowledge, but the field of supply chain itself is ever-expanding (Gradovska, 2020). They will have many career opportunities and will be able to enter many different positions in a firm.

Since there are myriad aspects and applications in the field of supply chain, these ever-expanding possibilities could create a challenge for graduates looking to enter the workforce. When doing the bibliometric analysis, the objective is to determine what the many topics of GSCM are, what the current trends in these topics are, and which countries are publishing the most research literature in the field. The main keywords in supply chain are sustainability and sustainable development, logistics, international trade, commerce, and public policy. However, the current trends since 2017 are focused mostly on sustainability and sustainable development. Most of the research done on these topics is from the United States, China, the United Kingdom, and India. When determining the countries producing the majority of research in this field, it could imply that those countries are the most knowledgeable in the subject. They would also have the best education and universities to study GSCM, which can serve as a guide to individuals interested in continuing their studies in supply chain.

**Indigenous entrepreneurship: factor identification defining indigenous processes of the Wayúu in Colombia**

Rubén Alejandro Valencia León, Universidad de la Sabana, Colombia

Indigenous entrepreneurship has unique processes and organization factors. Dana (2015) identifies several factors that seem to be unique to indigenous entrepreneurship and that distinguish indigenous entrepreneurship from mainstream interpretations of entrepreneurship. This study of the Wayúu community in Colombia seeks to explore entrepreneurship processes within this specific community. In-depth interviews provide the data for content analysis and factor identification. Additionally, this study intends to point toward the internationalization of these entrepreneurship processes using efficient and beneficial means of public and private support.

**The Greener, the Better: Effect of Internal Carbon Pricing on Profitability of Multinational Enterprise**

Jialu Ma, The George Washington University, USA

Masoud Kavooosi, Howard University, USA

Many multinational enterprises are using internal carbon pricing on their business operations to abate carbon emissions, improve energy efficiency and manage regulatory risks in global supply chain. This research brings empirical evidence on the competitiveness effect of internal carbon pricing as a cutting-edge and underexplored topic in international business studies. By creating a static profit model that combines ideas from profit maximization and demand theory, we hypothesize that internal carbon pricing can improve firms' profitability with an interaction effect from capital expenditure. We use propensity score matching (PSM) method and fixed-effects model on the panel data of 132 MNEs across Europe, North America and Asia with and without internal carbon pricing between 2013 and 2017. We find that using internal carbon pricing can increase return on assets by 1.1%. Firms with internal carbon prices are more likely to reduce capital expenditure to improve return on assets.

**WHEN DO FIRMS WITH A NEW CEO ENGAGE IN MORE M&AS? DO THE STOCK MARKET REACTIONS AROUND HER APPOINTMENT MATTER?**

Mahmood Aidli, HEC Montréal, Canada

Caterina Moschieri, IE Business School, Spain

Marie-Ann Betschinger, HEC Montréal, Canada

Olivier Bertrand, Fundação Getúlio Vargas – FGV/EBAPE, Brazil

This study examines the effect of the stock market reactions around the announcement of a new CEO on the firm's acquisitions during the first year of her mandate. Using a behavioral agency framework, we propose that newly appointed CEOs will announce more acquisitions at the beginning of their term if the stock market reactions upon their appointment are more negative. As an initial negative assessment by shareholders may endanger the CEO's early stage compensation, job security, and hence wealth, a new CEO may be willing to take more risk through M&As to overcome these potential losses. However, if the firm owns resource slack, which can be used to fund strategic initiatives and experimentation, then we expect this effect to be weaker. Analyzing a sample of 647 newly appointed CEOs and their M&A activity in the first 12 months after their appointment in 22 countries between 2003 and 2015, we find support for our hypotheses.

# **International Accounting, Economics, and Finance**

## **Competitive Papers**

**LINGUISTIC DISTANCE, PREPARATION, AND AFFECT: CROSS-BORDER COMMUNICATIONS FOR MNE EXECUTIVES**

Stewart Miller, University of Texas - San Antonio, USA

Steven Hyde, Boise State University, USA

Eric Bachura, University of Texas - San Antonio, USA

DinaKrasikova, University of Texas - San Antonio, USA

We develop a cross-border communication framework to explain how CEO linguistic distance and CEO preparation influence positive and negative emotions of securities analysts during conference calls. Leveraging communication accommodation theory, we theorize that CEOs' linguistic distance has a curvilinear relationship with both positive and negative emotions of securities analysts. Moreover, we theorize that linguistic distance influences CEO preparation, which in turn inhibits the aforementioned relationship. Our study shows that CEOs whose native language is linguistically distant from English tends to invoke more positive emotions and less negative emotions of securities analysts. However, higher CEO preparation is viewed negatively by securities analysts, thus offsetting some of the benefits of the CEO speaking a distant non-native language.

**Keywords:** Accounting, International finance,

## **The Crossroads of ESG and Religious Screening on Firm Risk**

Andrea Paltrinieri, University of Udine, Italy

Mohammad Kabir Hassan, University of New Orleans, USA

Laura Chiaramonte, University of Verona, Italy

Alberto Dreassi, University of Trieste, Italy

Stefano Piserà, University of Udine, Italy

Using a large and extended global dataset of non-financial firms (4,624 listed entities from 2002 to 2018), we provide the first empirical evidence on how the interaction between ESG and Sharia screenings influences market risks. We link two contrasting literature streams: the risk reduction role documented for ESG scores by the stakeholder theory, and the opposite effect from Sharia-compliance anticipated by the portfolio and agency theories.

We find that when ESG scores are not considered, Sharia certification increases risks. We prove that engagement in sustainable activities mitigates risks for both Sharia-compliant and conventional firms. More interestingly, we show that Sharia-compliant firms obtain a larger risk-mitigating effect for greater levels of ESG scores. These results are robust to endogeneity and to extensive additional checks.

Our findings validate the hypothesized complementarity between ESG and Sharia screenings.

**Keywords:** Finance, econometric analyses, International finance

## **A Bibliometric review of cryptocurrencies as a financial asset**

Andrea Paltrinieri, University of Udine, Italy

Ilan Alon, University of Agder, Norway

Raja Nabeel-Ud-Din Jalal, University 'G. D'Annunzio' Chieti, Italy

Within a decade, cryptocurrencies attained significant attention. After bitcoin emergence in 2008, new cryptocurrencies started to enter into the financial market. To explore the cryptocurrency literature in “Business, Business Finance and Management” domain, we use bibliometric analysis technique. We review and analyse 464 research articles through bibliometric measurements and social network analysis using Biblioshiny in R. Our study highlights the most influential authors, institutions, countries and studies. With social network analysis on the author, and country information’s, we present the co-authorship among authors and collaboration among countries at the institutional level and expansion in the body of knowledge with the amalgamation of authors. The outcomes of our study suggest the need of intensive studies on four research streams: i) control and regulations, (ii) volatility and market bubbles, (iii) concept developments and methodological improvements, (iv) innovation and financial system are needed to extend and strengthen the body of knowledge. Finally, we present an agenda for future research in the field.

**Keywords:** Finance, International finance, International trade

# Panels

## **Women in Academia**

Malika Richards, Penn State University, USA

Saba Colakoglu, Georgia Institute of Technology, USA

Marjorie A. Lyles, Florida International University, USA

IrinaNaoumova, University of Hartford, USA

Deli Yang, Trinity University, USA

A panel of WAIB (Women of the Academy of International Business) present and past executive board members and leading female scholars offers a discussion of how female scholars navigate career issues, including, but not limited to: caretaking roles, family responsibilities, career track decisions (different streams and foci of academia, industry engagement, administration, teaching, and research), leadership decisions, navigating the political landscape at work, and evolving student expectations. This panel will allow senior, mid-career and junior faculty members to share their experience through story-telling. The event provides unique perspectives in discussing critical issues and events faced by women in the academic world. All participants will discuss a wide span of topics that have been critical in their career development. As the event involves discussions of issues that affect women at all levels of their careers, the event is expected to attract a large and wide audience.

**Keywords:** Enhancing IB education and curriculum

**Developing IB Research on International and Transnational Entrepreneurship: Evidence from Emerging Markets**

Kaveh Moghaddam, University of Houston-Victoria, USA

George Nakos, Clayton State University, USA

The distinction of International Entrepreneurship and Transnational Entrepreneurship may not be clear cut. International Entrepreneurship is predominantly concerned with the firm as a unit of analysis, while Transnational Entrepreneurship usually examines the dual nature of the firm and individual entrepreneurs. Transnational Entrepreneurship entails migrant entrepreneurs who leverage opportunities that arise from their dual networks and optimizing resources in their host and home countries. The aim of this Panel Session is to examine International and Transnational Entrepreneurship in the under-researched emerging market (EM) contexts.

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

**Gender in International Business Research: Addressing the Importance and Overcoming the Obstacles Sponsored by WAIB**

Amir Shoham, Temple University, USA

Ofra Bazel-Shoham, Temple University, USA

Alex Berman, St. John's University, USA

AmandaBudde-Sung, U.S. Air Force Academy, USA

William Newburry, Florida International University, USA

With this panel, the Women of the Academy of International Business (WAIB) aims to discuss the barriers and opportunities to gender-based research in the international business (IB) literature. In doing so, we will discuss why the topic is important, what are some of the real and perceived barriers to engaging in this research, and potential remedies to address this gap. The panel is made up of male and female researchers in multiple countries (citizenship and organization location) on several continents

who engage in and/or supervise research that considers issues of gender in IB. The panelists will openly discuss several aspects they feel contribute to the status quo regarding gender research and engage the audience in a conversation about how to best encourage greater research in this important area.

**Keywords:** Sustainability

**COVID-19, Globalization, and the Future of International Business – Perspectives from  
AIB Fellows**

Jonathan Doh, Villanova University, USA

Alvaro Cuervo-Cazurra, Northeastern University, USA

Lorraine Eden, Texas A&M, USA

George Yip, Imperial College, United Kingdom

COVID-19 and its social, economic, and political reverberations are having a profound and disruptive impact on individuals, companies, communities, and countries. These include the immediate health impacts of the pandemic itself, as well as broader economic implications such as major disruptions to global supply chains, the erection of barriers to the movement of goods, services, and people, and political concerns regarding the efficacy of government responses. The pandemic has both intensified preexisting trends, such as increasing opportunities for remote working arrangements and e-commerce, while also temporarily reversing others, such as poverty reduction and ride sharing. One broad trend that appears to be reinforced by the pandemic is increasing skepticism toward globalization and associated nationalist and anti-immigration sentiment. From the perspective of international business (IB), the combination of the focus on efficiency and reliance on a single or a small set of locations as supply sources, combined with the anti-globalization policies of many governments that have further restricted trade, investment, and the movement of people, have together prompted questions about global integration generally and the global strategies of multinationals in particular. In this panel, four AIB Fellows will discuss and debate the implications of COVID-19 for globalization, multinationals' strategies, and international business scholarship.

**Keywords:** global strategy, institutional changes, economic crisis

## **Teaching and Research with X-Culture: interactive discussions using breakout rooms**

Dr. Anshu Arora, University of the District of Columbia, USA

Peter Magnusson, University of Alabama, USA

Dr. Amit Arora, University of the District of Columbia, USA

KarenLynden, University of North Carolina at Greensboro, USA

Alexander Assouad, Belmont University, USA

David S. Baker, University of Louisiana at Lafayette, USA

Reccia Charles, St. George's University, Grenada

Timothy Muth, Florida Tech, USA

Daniel Rottig, Florida Gulf Coast University, USA

Vas Taras, University of North Carolina at Greensboro, USA

This session is designed to engage participants ranging from those unfamiliar with X-Culture ([www.X-Culture.org](http://www.X-Culture.org)), to faculty and researchers who have many years of project implementation and research experience. This session offers three (3) components: Teaching; Researching; and Community Discussion. Small group interaction through zoom breakout rooms occurs in the first two components, allowing for significant engagement and discussion with participants and facilitators. The final segment is an all-participant community discussion.

**Part I: Teach:** Online teaching strategies; communication and motivation idea exchange; and professor problem-solving scenarios. Several facilitators will engage small groups in break-out sessions with pre-prepared discussion prompts.

**Part II: Research:** Data and variables overview; research and publication examples; Xackathon format overview; and research opportunities discussed. Several facilitators will engage small groups in break-out sessions with pre-prepared discussion prompts.

**Part III: Discuss:** We close in the spirit of a Panama City Beach Bonfire Chat where participants are encouraged to share ideas and propose future collaboration interests in a collegial and informal forum.

The intention of the session is to inspire collaboration between participants, sharing insights via experiential learning and research through the X-Culture project.

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

## **Engaging Undergraduate Students through Service Learning Projects**

Priscila Alfaro-Barrantes, Nichols College, USA

Jean Beaupré, Nichols College, USA

Cary Cyr, Nichols College, USA

ElizaPhillips, Nichols College, USA

Zoe Adams, Nichols College, USA

Amanda Simco, Nichols College, USA

The purpose of this symposium is to provide a ‘how-to’ on (1) developing service learning projects, (2) recruiting partner organizations, (3) communicating the goals of the project to students, (4) presenting project to partner organizations, and (5) obtaining student feedback. Each section will have a discussion of issues and solutions, with a Q&A.

## **Experiential Exercises in Entrepreneurship**

Malika Richards, Penn State University, USA

Irina Naoumova, University of Hartford, USA

Arkangel Cordero, University of Texas at San Antonio, USA

PaulaEnglis, Berry College, USA

Luis Martinez, Trinity University, USA

A panel of Entrepreneurship educators offer a selection of time-tested interactive activities, exercises and/or experiences. This panel will allow senior, mid-career, and junior faculty members to share their experience through story-telling. At the conclusion of the session, there will be a blitz of ideas shared via Zoom chat, so that all participants can leave with new insights on interactive entrepreneurship learning activities.

**Keywords:** experiential learning

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