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Culture, Organizations and Human Resources of the MNEs

Competitive Papers

Extra-Role Job Performance and the Impact of Cultural Environment and Cultural Intelligence

Robert Engle, Quinnipiac University, USA

Cultural diversity and multicultural characteristics of workplaces in the United States continue to grow in importance. Using a sample from a broad range of industries consisting exclusively of U.S. citizens, this study examines the potential relationships, including necessary condition relationships, involving extra-role job performance, workforce cultural environments, employee motivation, co-worker daily interactions, and cultural intelligence, as well as several control variables. The results suggest that cultural intelligence is a necessary condition for extra-role job performance, as is the motivation of the employee to understand and interact with culturally diverse co-workers. The degree of daily interaction with work colleagues was also found to significantly impact extra-role performance, although this was not found to be a necessary condition. In addition, it was also found that a multicultural work environment and employee motivation are necessary conditions for increasing employees' cultural intelligence. Potential implications, future research, and limitations of these results are discussed.

Keywords: organizational behavior, work attitudes/behaviors,

When does Enterprise Social Media Use Improve or Inhibit Job Performance?

Yuhui Jiang, Xi'an Jiaotong University, China

Yufan Shang, Xi'an Jiaotong University, China

Malika Richards, Pennsylvania State University, USA

Yan Pan, Xi'an Jiaotong University, China

This study examines how enterprise social media (ESM) use influences job performance by demonstrating the opposing mediating roles of work overload and informational support. We used a two-wave survey design, with a final sample of 481 employees from a large automobile company. Results indicate that ESM use is positively related to both work overload and informational support, and these mediate the relationship between ESM use and job performance. Job performance is negatively impacted by work overload and positively by informational support. Further, job autonomy moderates the relationship between ESM use and work overload and informational support. The study validates the generalization of the job demands-resources model in social media research.

Keywords: knowledge flows, work attitudes/behaviors, internal knowledge networks

Does a Failure Event Enhance or Inhibit Creativity? The Role of Individual Goal Orientation

Yan Pan, Xi'an Jiaotong University, China

Yufan Shang, Xi'an Jiaotong University, China

Malika Richards, Pennsylvania State University, USA

Why are some individuals able to generate creative products, despite repeated frustrating failures, while others are not? The relationship between failure events and individual outcomes is inconsistent in the current research. We use cognitive appraisal theory to explain these contradictory findings. We hypothesize that individual goal orientations play a pivotal role in explaining successful creative outcomes after repeated failed attempts. We construct a mediated moderation model in which cognitive appraisal is a mechanism to uncover the impact of failed attempts on individual creativity. Specifically, we find that individuals with a learning goal orientation will appraise a failure event as a challenge, which in turn enhances creativity. However, individuals with a performance goal orientation will appraise a failure event as a threat, which ends up inhibiting creativity. Our study offers novel insights into the understanding of when, in the face of prior failures, individuals will make further efforts in creative activities.

Keywords: work attitudes/behaviors, organizational behavior, intra-firm innovation

Exploring the joint effect of national and organizational culture on knowledge sharing Behavior

Yao Amewokunu, Paine College, USA

Eric Matofam Tamandja, Dakota State University, USA

Sherrie Lewis, Saint Leo University, USA

Knowledge is necessary for companies to gain a sustainable competitive advantage. However, this is possible only if the knowledge detained by individuals is shared with other individuals in the company. The purpose of this research is to shed additional light on the cultural factors that affect knowledge sharing behavior. It explores the jointed effect of national and organizational culture on knowledge sharing behavior. Our analysis yielded mixed results concerning the relationship between national culture and organizational culture. Similarly, the results concerning the impact of the organizational culture and the knowledge sharing behavior were not conclusive.

Keywords: knowledge flows, internal knowledge networks,

The Benefits of and Deployment Approach to Shared Values in Multi-National Organizations: An Analysis of the "Why" and the "How to" Implement Shared Values in Organizations

Wade Britt, Drake University, USA

Matthew Mitchell, Drake University, USA

Jeffrey Kappen, Drake University, USA

Noah Carrell, Drake University, USA

This study of global shared values deployment at transportation giant, DHL indicates that shared values are a remarkable asset to an organization. Shared values are endorsed by respondents at a conceptual level and by allowing organizational shared values to impact and influence respondents' own personal value systems. Three main areas of benefit are explored: ensuring the organization's health through ethical behavior, delivering better service to customers through consistency enabled by shared values, and an improvement in members' commitment enabled through shared values. Means of implementing and deploying shared values were examined in light of DHL's experience. Deployment media were organized into three categories – Physical Media, Organized Sessions and Behavioral Reinforcement – and each were reviewed in terms of their overall efficacy and impact upon respondents. Specific deployment guidance is supported by the study - organizations looking to implement shared values should employ a mixture of deployment media but focus on ensuring that the behavioral reinforcement media are the most used. Demographic and cultural considerations are examined using Hofstede's cultural dimensions and evidence of cynicism was investigated. Cultural, demographic and cynicism impacts are all surprisingly low. This study bolsters the view that members prefer to have shared values in their organizations.

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

Culture, Organizations and Human Resources of the MNEs

Interactive Papers

Paper ID: 6

Cultural Awareness and Creating a Comfortable, Compassionate and Open Business Environment

Irina Naoumova, University of Hartford, USA

Annette Rogers, University of Hartford, USA

Swathi Pedeballi, University of Hartford, USA

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

The business environment at workplace changes frequently especially given the global effects of the events like COVID pandemic. Many organizations require employees work in virtual teams. The teams have people from diverse cultures working together. The success depends on cultural awareness of employees, their level of comfort of communicating with people of other cultures, compassion to others and openness in cross-cultural communication. Specific interest for this paper was demographic. This paper is a second phase of the on-going cultural awareness project. While currently it is done at American soil, we are preparing for future steps of sharing it with other countries.

Decision Framework for Perceptions of Risk When Expatriating

Tracey Walmsley, University of Technology Sydney, Australia

Simone Faulkner, University of Technology Sydney, Australia

Marco Berti, University of Technology Sydney, Australia

Working overseas is not a new phenomenon, however choosing to work overseas can bring about a number of risks related to living and working abroad. Typically these risks have been explored from the perspective of 'physical' risks, such as social unrest, criminality, or natural disasters. However, they do not reflect the full extent of personal, social, and relational risks as part of the individual decision to expatriate. The dynamic and fluid nature of risks is also an underexplored area. The impact of the Covid-19 pandemic has brought this to the fore, supporting the argument that 'mobility is risky'. This notion has implications for the decisional process of individuals when considering an overseas assignment and is an area which requires further investigation.

This study adopts a qualitative approach to explore the phenomenon of 'what can go wrong when moving abroad'. It presents original research highlighting the role of emotion and social influences in shaping the decision to expatriate, along with the fluid and dynamic nature of risks which can increase the feeling of uncertainty. As a result, a decision-making tool to assist expatriates, employers, and recruiters with the decision to expatriate has been developed. The study makes a significant contribution to IHRM literature and theory.

Keywords: human resources, work attitudes/behaviors, Multinational corporations, organizations and enterprises - MNEs

Cultural Distance and Moral Intensity. A Path Forward to Understanding Moral Lapses while Working Abroad

Christopher Robertson, Northeastern University, USA

James Westerman, Appalachian State University, USA

In this conceptual endeavor we examine the relationship between cultural distance and moral intensity. Our goal is to address two gaps in the literature: the issue related to cultural dimension amalgamation and the relationship of cultural distance to moral intensity, within the context of ethical decision-making. The result of our comprehensive examination of cultural distance and moral intensity leads to four salient propositions and a conceptual model. We hope to shed light on these important relationships that are worthy by future study by scholars interested in cross-cultural ethical decision-making.

Keywords: comparative management, work attitudes/behaviors, Multinational corporations, organizations and enterprises - MNEs

Arranged Friendship: A New Construct, Instrument, and National Rankings

Vasyl Taras, University of North Carolina Greensboro, USA

Ola Taras, Guilford County Schools, USA

The study introduces a new construct labeled here “arranged friendship” (AF). Based on an international sample of 7,481 people from 141 countries, an instrument for measuring AF is developed and validated, and national rankings are offered for the prevalence of AF beliefs and practices. In general, AF is empirically associated with, or predicted by, economic development of the country, such that less economically developed countries tend to display a higher preference for AF. However, the U.S. and Canada are notable outliers: while highly economically developed, the two countries score high on AF values and practices, similar to how these two countries score on religiosity. The data also indicate that AF is on the rise in the U.S., whereas such a tendency is not observed in the rest of the world.

Keywords: diverse international contexts, organizational behavior, comparative management

Managerial Hierarchy and the State of Fear: Illuminating Feararchy

Sergey Ivanov, University of the District of Columbia, USA

Abstract. One of the major issues with the modern organization is not the lack of resources or technology, merging of distinct cultures, finance or accounting systems, but the lack of courage at every level of the organization. In fact, the modern hierarchical organization (bureaucracy) is in the state of total fear, which I call, feararchy. Machiavelli in the early 1500s recognized that for a Prince, the modern CEO, to be successful, he had to possess minimally these two basic qualifications, capability and courage. The modern bureaucracy fails at both. Lack of capability and courage eliminate top-strategic work into the future, paralyzing the enterprise with fear and stagnation. This paper exposes the state of fear in the organization (part 1 – Illuminating Feararchy), explores field findings and reasons for the state of fear (part 2 – Root Causes for Feararchy), and attempts to suggest some strategies corporations may use to exit the state of fear (part 3 – Way Out of Feararchy).

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

Emerging Markets and Emerging Market MNEs

Interactive Papers

Examining the impact of organization culture, personal-job fit and employee engagement on turnover intention: An assessment of IT sector from an emerging market perspective

Sujo Thomas, Ahmedabad University, India

Viral Bhatt, Gujarat Technological University, India

Dhruti Chauhan, Gujarat Technological University, India

Ritesh Patel, Gujarat Technological University, India

This study examines the influence of organization culture (OC) and personal-job fit (PF) on employee engagement (EE) and its resultant impact on turnover intention (TI) in the lower and middle level employees of information technology (IT) sector. This study was undertaken due to the paucity of literature with respect to TI in the public domain, especially related to the IT sector from emerging market perspective. The results indicate that OC and PF are positively associated with employee engagement (EE) but EE negatively affects TI. This research further demonstrated the mediating role of EE, such that the higher level of OC and higher PF led to high EE and subsequently, resulted in lower TI. The findings of this study offers practical insights to HR professionals' associated with the IT sector, to effectively design engagement and retention strategies. Additionally, it assists HR managers of IT sector to design long term strategies by acknowledging the vital role of EE and its key influence on TI.

Keywords: emerging economies, developing countries

Multilatinas Innovation: Role of Asset-Seeking FDI, Subsidiary Autonomy, and Knowledge Transfer

Dominic Bucciari, Missouri Southern State University, USA

JiEun Park, Cleveland State University, USA

The growth of Latin American multinationals or multilatinas has begun to stimulate a great deal of interest among scholars to understand how these firms internationalize given their latecomer status. While the strategic asset-seeking foreign direct investment (FDI) research has developed an extensive body of knowledge with rich insights in the general emerging market multinational enterprise domain, there is a lack of research that explains how multilatinas utilize FDI activities to foster innovation in global markets. The authors highlight the importance subsidiary autonomy delegation and knowledge development to better understand how multilatinas enhance innovation objectives. This paper draws on internalization theory and resource dependence theory to develop our conceptual framework. To conduct our analyses this article uses a sample of multilatinas from Brazil and Mexico. The results indicate that strategic asset-seeking FDI drives subsidiary autonomy delegation and knowledge transfer. The findings also confirm subsidiary autonomy delegation as a strategic mechanism to support knowledge development and innovation performance.

Keywords: foreign subsidiaries, emerging economies

Shift from embedding to restructuring global value chains of emerging-market enterprises

Yunshi Mao, Sun Yat-Sen University, China

Yangchun Liu, Sun Yat-Sen University, China

Min Gao, Sun Yat-Sen University, China

In this article, we analyze the evolution of emerging-market firms that begin as less experienced, low-cost manufacturing suppliers, upgrade their capabilities by innovation and accumulated resources, and restructure global value chains (GVCs). We propose a restructuring global value chain argument, whereby supplier firms improve their position in the chain through different upgrading processes to alter the power play. This study examines the motivation, process and effect of supplier firms' upgrading. We show that the uneven distribution of interest in GVCs primarily motivates local firms to break away from low-value-added positions within the value chain. The shift of global centre has created an opportunity for suppliers to expand their business. Combined with innovative entrepreneurship, local firms improve their power position within the governance structure of global value chains.

Keywords: emerging economies, developing countries

Paper ID: 78

The Zipf's Law and Publicly Traded Firms in Emerging Markets: Implications of Firm Sizes' Distribution to International Business Studies.

Eduardo Jarque, Japan Center for Latin American Studies, Japan

This Paper compares the (numerical) distribution of listed firms' sizes of the largest countries in the emerging Asia, Europe and Latin America, and explores the extent to what the so-called emerging-market multinationals contribute to shape the upper tail of the distribution. Implications of this kind of analysis for the International Business (IB) community (both, for scholars and practitioners) are discussed.

Keywords: emerging economies

Effect of External Financing on Sustainable Innovation: The Threshold Effect

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Ning Zhang, Umass Amherst, USA

Jun Wu, Georgia Gwinnett College, USA

Considering 12,325 green enterprises in China between 2011 and 2013 as sample, this paper investigates the threshold effect of firm debts and government R&D subsidies on green enterprise's innovation, and further explores the effects and differences regarding high tech enterprises and enterprise's position in industry. The results show that, first, firm debts and government R&D subsidies have a positive threshold effect on green enterprise's innovation. When the leverage is less and government subsidies are greater than the threshold value, the contribution of firm debts and government R&D subsidies to green enterprise's innovation is significantly enhanced. Second, when the government subsidies are greater than the threshold value, the effect of government R&D subsidies to sustainable innovation for high-tech enterprises and industry followers is significant. Third, the promotion effect of debts on sustainable innovation for non-high-tech enterprises and enterprises with different position in industry is significant enhanced when the leverage is smaller than the certain level. On the basis of these result, enterprises can provide support for innovation activities through appropriate debts when the firm debts less than the threshold. What's more, the Chinese government should focus on strengthening subsidies for high-tech enterprises to achieve the optimal level of subsidies utilization efficiency.

Keywords: developing countries, economic development,

Entrepreneurship, SMEs, and Born Globals

Competitive Papers

Believing in Climate Change: Help or Hindrance for Entrepreneurial Resiliency?

Krista Lewellyn, FLORIDA SOUTHERN COLLEGE, USA

Kaveh Moghaddam, University of Houston Victoria, USA

In this study, we propose that entrepreneurial resiliency for individuals whose businesses may be affected by societal and government action for dealing with climate change, will arise from complex combinations of their belief systems about climate change with other cognitive sets (i.e., self-efficacy, locus of control, and optimism about the external environment) that have been shown to be important for dealing effectively with adverse situations.

Our exploration is conducted with a sample of 153 small business owners from the Aberdeenshire region of Scotland and the state of Wyoming, USA, whose livelihood may be affected by societal and government action for dealing with climate change, due to the reliance of their local economies on the fossil fuel industry. We empirically examine our research question using a configurational approach with fuzzy set qualitative analysis to identify configurations of cognitive sets that lead to high levels of entrepreneurial resiliency. Our findings reveal there are complementary and substitutive relationships between the cognitive sets that facilitate high entrepreneurial resiliency, contributing enhanced understanding about the complexity of the phenomenon.

Keywords: entrepreneurship, SMEs, entrepreneurial networks

The Impact of Entrepreneurs' Improvisation: The Mediating Role of Resilience

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Abid Hussain, HCC PU, Pakistan

Hafiz Fawad Ali, University of Okara, Pakistan

This study was planned to test an empirical investigation of the mediating role of Resilience on the relationship between Entrepreneurs' Improvisation and Innovation in small and medium enterprises of Pakistan. The purpose of this research was to analyze that whether Entrepreneur Improvisation impact innovation in SME's of Pakistan. Data was collected by adopting clusters sampling technique of probability sampling design (based on area) from the managers/owners of small and medium size enterprises (SME's), listed in Chambers of Commerce of Capital cities of Pakistan. This study is a part of extensive research and data was collected from 433 respondents with 73.33% response rate. Structural equation modeling (SEM) was used to test the hypotheses and path analysis. The results of the study showed that entrepreneurs' improvisation has direct significant impact on innovation and resilience; and the resilience fully mediated the relationship between entrepreneurs' improvisation and innovation which contributed in the existing body of knowledge as there is scant evidence in literature regarding full mediation of resilience on the relationship between entrepreneurs' improvisation and innovation in context of SMEs. This research paper also suggested to the future researchers to test and analyze other mediators like adhocracy culture etc. in SMEs or large scale organizations.

Keywords: entrepreneurship, SMEs, emerging economies ownership

Strategic Entrepreneurship Practices and Operational Performance of Local Firms in a Global Business Environment

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Ebenezer Akinsanya Oke, Adeseun Ogundoyin Polytechnic, Nigeria

In view of the increasing environmental changes and the level of competition around the world, it is essential for both new and established enterprises to engage in entrepreneurial strategies, if it is their desire to pursue superior performance, through opportunity-seeking and advantage-seeking activities. This paper therefore examined the effect of strategic entrepreneurship practices of local but global small and medium enterprises in Southwest Nigeria on their operational performance in terms of customer satisfaction, employee turnover and market share. Descriptive survey research design was used to obtain data on strategic entrepreneurship practices and operational performance from a population of 23,290 owners/managers of enterprises in South-west Nigeria. Multistage and Purposive sampling technique was used to select a sample size of one hundred and fifty (150) enterprises that have internationalized their operations. The data collected were analyzed using means score, graphs, bar charts, and multiple regression. The study provides evidences to support that entrepreneurial strategies were related to better operational performance among the enterprises.

Keywords: SMEs, internationalization, emerging economies ownership

The Signaling of CEO Human Capital in Foreign-Listed IPOs

Christina H. Tupper, North Carolina A&T State University, USA

Anju Mehta, North Carolina A&T State University, USA

Foreign IPO firms typically face challenges due to liability of foreignness caused by factors such as institutional distance, cultural differences, and unfamiliarity. Firms must overcome the liability of foreignness by utilizing their organizational resources such as CEO human capital to compete successfully in the global marketplace. Relatively little research exists however, on how CEO human capital overcomes liability of foreignness. Making a case for signaling and human capital theories to mitigate liability of foreignness, this study examines the relationship between institutional distance and foreign IPO performance, and the role of CEO human capital in this relationship. We also investigate the direct and moderating effects of CEO human capital on foreign IPO performance. Implications for theory and practice are discussed.

Keywords: entrepreneurship, internationalization,

Entrepreneurship, SMEs, and Born Globals

Interactive Papers

Arini Global: International Expansion of a Small Olive Oil Producer

Robert Moussetis, North Central College, USA

George Nakos, Clayton State University, USA

Thomas Cavenagh, North Central College, USA

Synopsis: This case discusses the entrepreneurial activities that a small Greek olive oil producer employed to enter the growing US market. In recent years, the market for olive oil in the US has increased in size and range of products. Market opportunities have lured a large number of companies to compete in different segments of the market. NIPELIA FAMILY, a small company, is attempting to establish a presence in the high-end quality segment of Greek and international markets. The major challenge that the company is facing is how to effectively reach US consumers willing to pay a premium price for a high-quality olive oil and create moderate economies of scale. The case also discusses the option of incorporating as a low-profit, limited liability company (“L3C”).

Keywords: international new ventures, internationalization process, entrepreneurship

Family Firm and The Ability Willingness Paradox

Marek Kolinski, Kennesaw State University, USA

Scott Henry, Kennesaw State University, USA

Obie Paul Byrum, Kennesaw State University, USA

Most studies examining innovation in family firms have focused on exploring the concept from the perspective of the Western culture, ignoring the influence of the traditions and customs present in the local countries. Through a single case study of an Indian textile company and a series of interviews with the top management team, this article intends to shed light on the characteristics of family firms that impact the ability-willingness paradox. Additionally, it considers the internal and external social networks that influence this phenomenon. The findings suggest that the company's culture and their specific view of innovation limit family firms' willingness to innovate. Moreover, despite having the potential to improve the ability to innovate, the decision-making structure has a negative effect on willingness.

Keywords: family-owned, emerging economies ownership, SMEs

The Hidden Champions' "Willing Successor" Problem: Examination from Stakeholder's Perspective

Chin-Wen Chang, Soochow University / Department of International Business, Taiwan

Hidden champions are companies that are not known by the public, medium-sized, and the top one in their industry; hence, their business model has received attention in recent years. However, being a family business and survive for a long time; the succession issue has been neglected. In Chinese culture, the owner-managers feel that they have a responsibility to keep this company with the family. Comparing with the separation of ownership and control in western companies, obedience, respect to the elder, and the birth order all affect the unwillingness of succession. Considering succession relating to multi-stakeholder, this study not only considered the successor-related factors but also the incumbent and the elder family members. Under the premise of the readiness of the successor and the need alignment on the willingness to succession, this study uses concepts of family climate and comply with Chinese culture to explain the emotional blackmailing that hidden champions in Chinese culture faced. The potential contributions are: examining the succession issues, instead of the success factors of hidden champions; a multi-stakeholder perspective in describing the interaction and influences of other stakeholders in the family. Empirical practitioners and academic scholars are expected to notice the succession problem and the influences by culture rather than solely emphasize the successful business model.

Keywords: family-owned, SMEs

From Online to Off-line Support: A Trust Perspective on Celebrity Entrepreneurs' Performance

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

The celebrity phenomenon has attracted researchers' attention; however, previous researchers focused on celebrity endorsement. In practice, celebrities are increasingly associated with new business ventures and are in entrepreneurial roles. The celebrity entrepreneur phenomena imply a celebrity owns and even manages a firm now, rather than simply endorse a product. Thus, the willingness to consume a celebrity entrepreneur should be examined.

In the marketing perspective, celebrity entrepreneurs are more effective communicators than celebrity endorsers. Hence, this study used trust dimensions and combine with the concept of trust transference to better understand the logic of repeated consume a celebrity entrepreneur. The trust dimensions (e.g., ability, integrity, and benevolence) are used because there are overlapping concepts with the source credibility model, which is often applied in celebrity studies. The application can induce a conversation of researchers in two disciplines and are more appropriate in discussing entrepreneurial firms. Also, the concept of trust transference helps to understand how the celebrity transfers their image to their firm and then creates the expectation of relationship continuity.

Keywords: entrepreneurship

Global Strategy, Value chains and Competitiveness of the MNEs

Interactive Papers

Global Value Chains: Lead Firm Relational Factors

Obie Paul Byrum, Kennesaw State University, USA

While much of the literature on global value chains (GVC) has addressed strategy, structure, and governance, less is known regarding the relationship between lead firms and global value chain performance. Lead firms are influential, organizing, and strategic actors inside global value chains which drive the value addition and distribution by externalizing low value-added activities. The purpose of our paper is to explore the linkage between the lead firms and GVC performance.

We incorporate social capital theory, relational embeddedness, and global value chain governance to propose that lead firms may: (1) facilitate successful strategic alliances in global value chains through partner selection, (2) enable success over and beyond formal contracts by enabling embeddedness, and (3) reduce exchange costs and enable investment into new capabilities by facilitating knowledge transfer and learning by the mechanism of lead firm social capital. We also discuss global value chain performance measures in terms of the processes and activities which contribute to comparative location advantages or sustained competitive advantage of the value chain members. Our model contributes to the literature on global value chain governance by delineating the lead firm's resources through social capital theory.

Keywords: global networks, international collaboration, international alliances

De-Globalization: the Forces Against Globalization

Beatriz Canamary, Rollins College, USA

After decades of increasing cross-border trade and foreign direct investments, the rate of globalization slowed down during and after the Great Recession of 2009-10, while populist politicians across the world put the blame for economic and social ills on rampant globalization and unhindered migration. This paper presents a review and synthesis of the literature on the forces working against globalization, based on three pillars -- economic, social, and political -- and across two dimensions -- temporary and structural. As the 2020s mark an era of new technologies, economic power shifts, and huge demographic and geographic changes, geopolitical volatility and market instability have provoked economic hardship, increasing nationalism, and greater risk and uncertainty. Although the COVID-19 crisis has strengthened these anti-globalization forces, we suggest that globalization is not fading, but rather is being transformed; that the world needs a new order and corporations need a new look at their ways of doing business, by increasing their commitment to create a more sustainable, more inclusive, more equal, and healthier world. Finally, we argue that multinational enterprises are key players in this process of transformation, because of their ability to deal strategically with a wide range of situations in complex and difficult environments, and because of their potential to influence attitudes of civil society and political actors. We conclude with recommendations for fruitful academic research on the future of globalization, on the reshaping of global value chains, and on the role of MNEs in the new global economic environment.

Keywords: global strategy, international alliances, economic crisis

Stuck in the Middle: An analysis of a viable strategy in the U.S. Steakhouse Sector

Christopher Robertson, Northeastern University, USA

Sanjay Lote, Northeastern University, USA

In the current paper we focus on perhaps one of the more controversial aspects of Porter's work, the notion of being stuck in the middle. We argue, contrary to Porter's advice, that there are indeed plausible benefits to being stuck in the middle. We also assert, and show through a pilot study of the Steakhouse sector of the US restaurant industry, that it is entirely plausible for an industry, or segment, to have "multiple middles" and that a firm's position within its strategic group supersedes the importance of its position in the overall industry segment. It is our hope that this 'deep dive' into the stuck in the middle phenomenon will encourage and facilitate more comprehensive future research designs and studies going forward. International implications are also addressed.

Keywords: Competitiveness, global strategy, growth strategies

Customers Intention to Adopt Digital Banking Services: Moderating Role of Perceived Risk in Banking Sector of Pakistan during COVID-19 Pandemic

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Majid Ali, PU, Pakistan

Anita Ali, PU, Pakistan

The COVID-19 pandemic poses a huge challenge for the Pakistani financial industry, leading to an increase in digital banking as it has become a necessity for users of financial services. The research seeks to empirically test the impact of customer perceptions on the adoption of digital banking during COVID-19. In addition, this study investigate the impact of performance expectancy, Effort Expectancy, and Social influence on customer's intentions to adopt digital banking services with moderating effect of perceived risk. The population of the study consist of all the customers of banks which are providing digital banking services in Pakistan. A survey was conducted and 254 responses were analyzed with the help of structural equation modeling. Study concludes that Performance Expectancy, Effort Expectancy and Social Influence as independent variable and Perceived Risk as moderating variable has a significant impact on the perception of customers of digital banking applications. Study further contributes that Perceived Risk moderates the relationship between Performance Expectancy, Effort Expectancy, Social Influence and the intention of customers of digital banking applications to adopt digital banking services.

Keywords: Competitiveness, global strategy, growth strategies

MNE Competitive Strategies in an Emerging Economy: Impact and Response from Subsidiaries and Local Firms

Cynthia Akwei, Liverpool John Moores University, United Kingdom

The Ghanaian banking sector has seen an influx of new foreign banks; however, the strategies and the impact of subsidiaries and local firms are not well documented in literature due to the lack of appropriate comparative empirical data. This study employed qualitative semi-structured interviews to collect data from four foreign banks operating in Ghana, and examined their strategies, impact on their operations and the domestic banks in the host country and their responses. The findings from the study revealed that the exposure of foreign bank strategies in domestic markets lead to both positive and negative impacts on the bank's own performance and response from the local firms. Conclusions and implications are discussed.

Keywords: Competitiveness, emerging markets, global strategy

Governments, Institutions, Social Enterprises and Non-Profits, their roles in the New Economy

Interactive Papers

The Curse of Leadership: Humpty Dumpty Fell Down Again

Caroline Shaffer Westerhof, Colorado Technical University, USA

This presentation discusses two international tragedies, Boeing Aircraft and Verizon Communications. Scandalous media communications; misleading strategies; greed; power; ugly unethical and illegal behavior; distorted, untruthful marketing by CEO; illegal regulatory oversight (FAA); wrong engineering; no user training; lack of knowledge; political lobbying; and other factors. The Humpty Dumpties keep falling as negative issues continuously arise.

Keywords: Formal Institutions, Institutional Environments, Competitiveness

IB Theory, FDI, and Entry Mode Strategies

Competitive Papers

Chinese Firm Internationalization: An exploration of Chinese Belt and Road Initiative and impact on Cross Border Merger and Acquisitions (CBMAs) and Outbound Foreign Direct Investment (OFDI)

Karen Lynden, UNC Greensboro, USA

Ben Kemton, UNC Greensboro, USA

Chris John, UNC Greensboro, USA

China announced the Belt and Road Initiative (BRI) in 2013 in an effort to expand foreign investment, improve trade routes, and build a connectivity networks. This literature review highlights 76 papers across 45 journals published between the years 2010-2021 to provide a background of pre-BRI CBMA and modern day BRI and CBMA, with particular focus on Chinese outward foreign direct investment (COFDI) activity. Related to the BRI inspired CBMA activity, what are the prevalent conversations and research in the field, and where do we need to go? Through this literature review, we structure the themes providing an overall review to illustrate the effect the BRI has had on Chinese merger and acquisition (M&A) motivations. The paper begins with a historical overview of the BRI, next covers the dominant theoretical perspectives that have emerged through this research focus, followed by a review of three dominant themes found in the literature; COFDI, CBMA, and Culture. The paper concludes with a discussion related to how M&A activities related to the BRI might create or inhibit resilience strategies of associated firms and economies, along with the authors' propositions for future research.

Keywords: Global economic and institutional environment, foreign direct investment (FDI), International Business theories

IB Theory, FDI, and Entry Mode Strategies

Interactive Papers

Finance, Food, and Pharma: The Institutionalization of Islamic Halal Regulation

Matthew Mitchell, Drake University, USA

Jeffrey Kappen, Drake University, USA

Noah Carrell, Drake University, USA

On June 25, 2014, Islamic finance took a major step into the Western world. The United Kingdom became the first Western country to issue a Sukuk bond, and in doing so was met with incredible demand from investors all around the world. Later that year, Luxembourg and Hong Kong would begin issuing Sukuk, and many nations would soon follow. The Islamic financial industry is growing at an unprecedented rate. These developments lead us to a series of research questions around the potential organizational implications of the expansion of Islamic (halal) business models. What are the regulatory and certification challenges faced by industry actors as they expand outside their traditional territories? How is the industry dealing strategically with increased demand for its services? This paper begins to address these larger issues by focusing on the evolution and structure of regulation in the Islamic food, pharmaceutical and finance industries. Specifically, we investigate the major challenges in the development of Islamic (halal) regulation and certification in the food, pharmaceutical, and financial industries.

Keywords: institutional environments, Global economic and institutional environment, Export / Import Activities

International Accounting, Economics, and Finance

Competitive Papers

Capital Structure and the Strategies of Innovation and Internationalization

Grigorios Livanis, Ohio University, USA

J. Michael Geringer, Ohio University, USA

Taking a transaction costs economics perspective of the firm's financing behavior, we propose that the firm's innovation strategy relative to its peers is associated non-linearly with its demand for leverage. Specifically, they are negatively related for firms with low emphasis on innovation relative to their peers but positively for firms with high emphasis or commitment. We further argue that the international diversification strategy of the firm moderates this relationship, resulting in the two strategies being substitutes or complements at different levels of the innovation strategy. We test these arguments with data from a sample of U.S. public firms during the period of 1980 to 2012.

Keywords: International finance, Valuations, Capital Flows

Learning, Foreign Operations and Firm Performance

Jittima Tongurai, Kobe University, Japan

Chaiporn Vithessonthi, Sunway University, Malaysia

Using data on publicly listed non-financial firms in Japan during 1990-2019, we show that internationalization is positively associated with firm performance and that the relationship between international experience and firm performance is non-monotonic (i.e., U-shaped). Our results suggest that Japanese firms with foreign subsidiaries tend to improve their performance after gaining enough international experience. Furthermore, we find that the positive effect of internationalization on firm performance varies through time. Prior to 2001, internationalization is positively associated with firm performance, but this positive effect is no longer evident after 2001. These results are insensitive to the measures of internationalization (i.e., the raw and technology-adjusted measures).

Keywords: International economics

International Accounting, Economics, and Finance

Interactive Papers

Waiting in the Wings: The Choice to Create

Florence Neymotin, Nova Southeastern University, USA

This work examines how individuals self-identify within “artistic” versus other professions. Specifically, I examine how job identification varies based upon employment status, and how individuals choose to transition more or less readily to and from artistic professions compared with other professions, and depending upon the business cycle. I employ the United States Current Population Survey Merged Outgoing Rotation group files, as well as portions of the baseline Current Population Survey for the analysis. The present results provide support for including creative expression when designing future analyses of utility, and particularly with respect to sectoral employment decisions.

Keywords: Economics

International Marketing

Competitive Papers

Empathy is not enough! Investigating the influence of moral emotions on buying intention of products originated from disliked sources

Hayiel Hino, Ariel University, Israel

The aim of this study is to assess the influence of moral emotions on consumer buying decisions of products sourced from disliked sources in the context of third-country national consumers (TCNs). In particular, the study investigates the influence of empathy and anger on purchasing goods made in the Israeli settlements (ISs) in the West Bank and Golan Heights (WBGHs). For this purpose, the study employs data collected from three TCN countries consisting of 308, 261, and 244 respondents obtained respectively from across grocery shoppers in the UK, France, and Germany (the BIG Three). The conceptual framework and hypotheses were analyzed using the SmartPLS3 approach. The empirical results provide evidence to influence of moral emotions on consumers' attitude towards buying goods manufactured in ISs. Concurrently however, the results show that empathic concern towards Arab populations in WBGHs has negligible influence on consumers' buying decisions, while anger and attitude comprise the main factors that motivate boycotting intention. Implications are identified together with consideration of the study limitations and avenues for future research.

Keywords: Consumer Animosity, Country-of-Origin Effects, Product Decisions

When Social Distancing Seems Too Close: The Role of Construals and Culture

Brittney C. Bauer, Loyola University New Orleans, USA

Clark D. Johnson, Pepperdine University, USA

While social distancing has gained widespread attention over the last year, it is by no means a new or isolated incident. In fact, this practice has been repeatedly utilized in times throughout history to preserve the welfare of society, and is also a common occurrence for millions of immunocompromised individuals worldwide. Several contextual variables impact how people perceive and respond to the implementation of social distancing practices. The way that individuals construe social distancing has a significant impact on their attitudes and behaviors. However, we currently have no understanding of how perceived psychological distance associated with social distancing influences satisfaction in the consumer and work domains, and ultimately life satisfaction. Therefore, the purpose of this paper is to investigate how construals of social distancing practices and cultural values affect subjective well-being. Our international study finds that perceived geographic distance is the primary driver of subjective experiences, and collectivism is the key moderator impacting these effects. These findings have significant implications for how marketers may focus their mitigation efforts during a global paradigm shift in business.

Keywords: Marketing Channels and Distribution, Consumer Behavior, Cross-cultural Marketing

The Influence of Culture on Consumer Perception of Deceptiveness: A Cross-cultural Study

Haithem Zourrig, Kent State University, USA

Mengxia Zhang, University of International Business and Economics, China

Kamel El Hedhli, Qatar University, Qatar

Imene Becheur, Qatar University, Qatar

This study applies McCornack (1992)'s information manipulation theory to the context of fraud and investigates the effects of culture on perceived deceptiveness. 400 Chinese consumers and an equal-size sample of Canadian consumers were recruited to fill an online survey. The survey integrates four scenarios of insurance fraud and measures of perceived deceptiveness, cultural tightness, and horizontal-vertical idiocentrism allocentrism, in addition to some control variables. Results show that at the societal level of culture, perceived deceptiveness is higher in individualistic cultures than in collectivistic cultures. When accounting for the level of situational constraint, cultural tightness was found to magnify the perceived deceptiveness, whereas, at the individual level of culture, vertical-allocentrism and vertical-idiocentrism were found to weigh against the perception of deceptiveness. Understanding cultural differences in perceived deceptiveness is helpful to spot sources of consumers' vulnerability to fraud tolerance among a culturally diverse public.

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

Give Back What You Take: Examining the Effects of Related and Unrelated Corporate Social Responsibility Efforts of MNEs on Consumer Preferences

Elizabeth Napier, University of Toledo, USA

Irem Yoruk, Wayne State University, USA

Consumer decision making has been traditionally examined through information processing frameworks to explain mental processes, how information is stored, and then retrieved at the time of purchase. Consumer preferences are evolving now more than ever due to the availability of information via technology. Product selection does not take place in a decision vacuum, they are made in the context of what goals the individual seeks to fulfill. An increasing number of corporations are devoting company resources to socially responsible activities to satisfy stakeholder demands for more ethical and sustainable merchandise. Previous research has demonstrated that measuring the direct impact from investment in corporate social responsibility (CSR) has thus far been unquantifiable with unclear outcomes. As globalization continues to intensify, there have been evident changes in our understanding of what ethical business practices are and how companies can remain competitive while being morally sensitive. This research examines how CSR campaigns influence consumer decision making processes. The major findings are from three experimental studies via Amazon Mechanical Turk (AMT) examining how related and unrelated CSR product campaigns affect an individual's regulatory focus, and thus the likelihood to purchase.

Keywords: Consumer Behavior, Corporate Social Responsibility, Sustainability

The Impact of Corporate Social Responsibility (CSR) Initiatives to Covid-19 on Consumer Visit Intentions : The Role of Perceived Motivation, Perceived CSR Fit and Cultural Values

Xixi Li, Saint Louis University, USA

Muhammad Mollah, Saint Louis University, USA

Chuandi Jiang, Emporia State University, USA

This study examines the effect of corporate social responsibility (CSR) initiatives for Covid-19 on consumer purchase/visit intention. A total of 223 working adults on MTurk and undergraduate students of a university in the U.S. Midwest took part in the survey. Based on reasoned action (RTA) theory, we hypothesized consumers' perception of CSR motivation, perceived fit between CSR and pandemic situation, and personal values will influence how consumers respond to firms' CSR initiatives. Using moderation analysis in PROCESS, the study confirms that consumers are more likely to perceive donation behaviors as community-motivated, employ-related efforts to be both self and community-motivated. Furthermore, the empirical results demonstrate the positive and significant moderating role of the fit between CSR initiatives & Covid-19 when consumers perceive a firm's CSR as more self-motivated. In addition, consumers' cultural values of collectivism and long-term orientation also moderate the impact of perceived motivation on consumer purchase/visit intention. The paper concludes with the theoretical and practical implications of this study.

Keywords: Corporate Social Responsibility, Consumer Behavior, Marketing Strategy

Globalization & Values: How Territorial Identity and Social Globalization Impact Cultural

Maria Luiza Pinho, Georgia State University, USA

Celso Pinho, Georgia State University, USA

This paper investigates how territorial identity affects the survival/self-expression values, and if the presence of social globalization acts as a moderator of their relationship. Using the World Value Survey database at the individual level and the KOF Globalization database at the national level, we ran a multilevel analysis to test seven hypotheses developed with the support of the identity theory. The tests show that six out of seven hypotheses are statistically significant, shading lights on how cultural shifts of survival and self-expression can be explained through territorial identity and social globalization.

Keywords: Cross-cultural Marketing, Global Consumption Orientation,

International Marketing

Interactive Papers

What Sustainability Marketing Strategies drive Millennials Buying Behavior around the Globe?

Sandra Graca, Eckerd College, USA

This study reviews the advantages and disadvantages of implementing sustainable practices by international companies in order to improve financial performance, brand equity and gain competitive advantage. It analyzes the buying behavior of young consumers, particularly that of generation Y and their motivations to buy from companies with sustainability marketing practices. This long abstract is a developmental study that will compare and contrast the behavior of millennial consumers across developed and developing countries towards distinct sustainability practices and their impact on final buying decisions.

Keywords: Sustainability, Cross-cultural Marketing, Marketing Strategy

Symbiotic brand relationships - the key to the survival of local brands in the global era

Reccia Natasha Charles, St. George's University, Grenada

Nazly Katherine Nardi, Purdue University Global, USA

The evolution of the global cola wars has resulted in a murky world where license agreements may mean that competing brands are produced by the same company in one market but by rival companies in other markets. Added to this the local brands gain relevance in the local market by being produced in the same facility locally as the global brand - symbiotic brand association in the consumers mind. Is there room for the local brands in the age of globalization? Do local brands have to compete with global brands? Can local brands coexist with global brands? Do locally produced global brands give the local brands relevancy in the local market? What is the brand boundary between the manufacturer/brewery and the drink brand? Are breweries/manufacturers becoming the new brand icons superseding the drink brands they produce?

Keywords: Global Branding, Brand Management, Marketing Strategy

The World of International Business Education

Interactive Papers

Bridging Cultures through Virtual Exchange American and Moroccan Students Collaborate to Solve Global Sustainability Challenges

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Marta Szabo White, Georgia State university, USA

Rihab Abba, ESCA-Casablanca, Morocco

There is burgeoning interest in virtual exchange as a means to build and sustain academic exchange around the world. Virtual exchange became even more critical with the onset of the pandemic, which made it increasingly challenging for students, professors and administrators to travel in person. A globally networked teaching and learning paradigm, virtual exchange promotes cross-border competencies across shared, multi-cultural learning environments. In this paper, we review the growing body of scholarly and practice-oriented literature on virtual exchange. We then proceed to describe a specific project that enabled business students at a large state university in the U.S. to collaborate with peers from a business school in Morocco. We report on the results of multiple assessment instruments, and conclude with recommendations for designing and implementing cross-cultural virtual exchange projects.

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

Synergistic Mindsets Wanted- Are Business Schools Meeting the Demand at Times of VUCA?

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Munachi Onumonu, University of Houston Clear Lake, USA

More than ever before in our history are we in need of synergistic Mindsets. This is particularly so in the times of Volatility, Uncertainty, Complexity and Ambiguity (VUCA). The COVID-19 pandemic has been and still is an eye-opening experience that caused us to question the effectiveness of many of our institutions as well as well-established common practices/standards in our teaching in higher education. One key question that we raise in this article is; are we producing graduates with the necessary competencies to make decisions in VUCA times, like those unprecedentedly experienced by COVID? We particularly shed the light on business schools and focus on the competency of producing graduates with a synergistic mindset. And propose a framework of key focus areas that need to be highlighted in our curriculums to build the synergistic mindsets competency of our graduates at times of VUCA.

Keywords: IB Education, Enhancing IB education and curriculum,

Bibliometric network analysis in global competencies for employability

Maria Carolina Alvarez, Universidad de La Sabana, Colombia

Anne Marie Zwerg, Universidad de La Sabana, Colombia

Literature suggests that business students develop competencies through their access to internationalized curricula, and international opportunities abroad and at home, resulting in preparedness for labor market and employability opportunities. This literature review analyzes 60 articles in 12 journals indexed in Scopus addressing the topic (using VOSviewer) finding out two major streams of research in the field: the first one highlights the importance of international curricula for the development of global competences, and the second one points out the link between international competences and their assessment for employability.

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

Vestas: New Challenges after COVID-19

Wlamir Xavier, Biola University, USA

Cinara Gambirage, FGV/Ebape, Brazil

Jaison Caetano Da Silva, FGV/Ebape, Brazil

This case addresses one key strategic decision, when a multinational company has to make choices on how to transition from an equipment provider to a service provider as it faces a world crisis. The case is suitable for both graduate and undergraduate courses on corporate strategy, international business, and Business Ethics. The case provides abundant data, mostly publicly available information provided by the case company. Hence, several other venues can be used to address different decisions or topics, such as budgetary decisions, capital structure decisions, internationalization strategy choices, just to name a few. The main teaching objective is related to international corporate strategy.

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

Undergraduate/Graduate Students Research

Competitive Papers

Managing COVID-19: A Qualitative Study of the EU Hotel Industry's Response to the Pandemic

Daniel Rottig, Florida Gulf Coast University, USA

Tai Rambert, Florida Gulf Coast University, USA

Melanie Schmees, Florida Gulf Coast University, USA

Christina Cowgill-Fiorito, Florida Gulf Coast University, USA

Alex Arian, Florida Gulf Coast University, USA

COVID-19 has had a significant impact on the hotel sector in the European Union (EU). In early 2020, the EU saw a 44% decline in international tourism, which required hotel chains to adjust their business model in order to stay competitive during this crisis. Challenges of the pandemic for the hospitality and tourism sectors have created the necessity to quickly respond to new consumer behaviors, perceptions, expectations, and trends. However, the impact of formal institutions related to COVID 19 in the EU delayed a timely response to the pandemic and a lack of preparedness contributed to the challenges the hotel sector had to navigate. In this study, using a qualitative research approach based on executive interviews and the analysis of secondary data sources and media accounts, we discuss the implications and consequences for MNC in the hotel industry that are operating in the EU market. We analyze the role EU intuitions have played in the recovery efforts for the hospitality industry and explore the best practices and strategic decisions for multinational hotel chains to adopt in attempt to reduce long-term damages from COVID-19 while planning for market resurgence.

Managing Political Risk in China's Digital News Media Industry

Daniel Rottig, Florida Gulf Coast University, USA

Nicholas Weber, Florida Gulf Coast University, USA

Robert Guajardo, Florida Gulf Coast University, USA

Kelsy Holbert, Florida Gulf Coast University, USA

Nicholas Vana, Florida Gulf Coast University, USA

When considering doing business in China in the digital news media industry, it is important to consider the unique institutional environment and take account of the related risks and their impact on a foreign organizations expanding to and operating in this market. Based on a qualitative research approach comprising executive interviews and the review of secondary data sources and media accounts, this paper aims to answer the questions of: What are the current approaches to managing political risk in the context of the digital news media industry, and what are the strategic implications of political risk management for Multinational Corporations (MNCs) in the digital news media industry in order to successfully expand to and operate in China? We analyze the institutional environment of China in the specific context of the digital news media industry and discuss strategies MNCs can use to better manage political risk in this industry and emerging country context.

Artificial 'Emotional' Intelligence or Emotional 'Artificial' Intelligence: A Perspective

Akriti, Shiv Nadar University, India

The COVID-19 pandemic has quickened the adoption of various digital technologies and cloud applications for contactless services. This sudden and substantial shift could lead to radical attitude changes in people and the society as a whole indicating an altered role of technology in our daily lives. Technologies like artificial intelligence have become a part of our daily lives and with recent developments in the cognitive skills of machines, need for emotional skills in humans has become important. Drawing on existent literature, this study examines the influence of artificial intelligence on human emotional intelligence. Qualitative research through in-depth interviews was conducted and analyzed to see if the results complemented proposed linkages. Artificial intelligence seems to influence self-awareness, self-management, social awareness and relationship management in humans. The qualitative research provided additional insights into the influence of artificial intelligence on emotional intelligence. The qualitative study could then become the base for future studies to quantitatively assess proposed linkages in the framework. A linkage is proposed between artificial intelligence and different competencies of emotional intelligence and each of these competencies seems to be influenced by artificial intelligence. The study provides an idea regarding how both artificial intelligence and emotional intelligence will be valued in the future especially in relation to each other and how this will impact the personal and professional environments of people and the society as a whole. The influence of artificial intelligence on emotional intelligence also provides some insight into its impact on people's morals, values and principles which are constantly changing with evolving technology in terms of handling people's personal data or cyberbullying.

Undergraduate/Graduate Students Research

Interactive Papers

Lean, Clean, and Green Business: An Examination of the Millennial Consumer's Perception of Corporate Environmental Practices and Green Marketing Tactics

JC Blewitt, King's College, USA

Alyssa Gesek, King's College, USA

Engaging the millennial generation in a profound way will help shape the future of business. Coupling profit and environmental driven efforts, this paper examines the types of environmental business practices that are most effective for multinational enterprise in the current business landscape. We examine the impact of environmental practice by multinationals and the marketing of such efforts aimed at the critically important millennial generation. A 2-part study is proposed in this working paper including qualitative in-depth interviews with current business executives who have experience in implementing environmental practices and a quantitative survey of millennial consumers to highlight what practices and marketing efforts are preferred by this important generation. From this work, a greater insight into the practical business methods behind maximizing the triple bottom line, a more ethical corporate focus on people, planet, and profit, will be achieved.

Managing Cross-border M&As in the Chinese Manufacturing Industry

Daniel Rottig, Florida Gulf Coast University, USA

Joshua Goergen, Florida Gulf Coast University, USA

Sarah Spaulding, Florida Gulf Coast University, USA

Zachary Desjardins, Florida Gulf Coast University, USA

Burke Barsamian, Florida Gulf Coast University, USA

Tatyana Glasgow, Florida Gulf Coast University, USA

This study examines the institutional context of China to better understand how to manage cross-border M&As in the manufacturing industry in this emerging market context. More specifically, we examine the political, economic and cultural institutions of China via a qualitative research approach comprising the analysis of secondary data sources, media account and executive interviews. We further explore the best practices MNCs may employ to enter the Chinese manufacturing industry through cross-border M&As and so aim to contribute to a better understanding of this country and industry context.

Motivations that drive entrepreneurs to succeed in Colombia

Lina Maria Rodriguez, Universidad de La Sabana, Colombia

Anne Marie Zwerg, Universidad de La Sabana, Colombia

This is an undergraduate project for the master's degree program in International Management.

This project seeks to analyze which are the motivations that drive entrepreneurs to success and which to failure, classifying these motivations according to the push and pull theories. There is a particular interest in knowing the results for women entrepreneurs and possibly we could think of including the results for both genders. This project will be focus on the Colombian context.

Preferences in the Global Cosmetic Industry: What Can We Learn from Consumers in Emerging Markets?

Alexandra Xuan, Manhattan College, USA

Grishma Shah, Manhattan College, USA

Brazil, China, and India are emerging market economies with growing consumer buying power. Increased consumption and innovations in the beauty industry leave consumers with a plethora of buying choices. This research explores consumers' values in natural ingredients and their preferences for domestic versus foreign brands. Burgeoning new consumers participating in the global middle class in these economies are demanding products and services designed for their needs and preferences. In response, the cosmetic industry has witnessed a large boom in these markets. Inevitably, major players in the global market must reevaluate and update their product lines to capture this unprecedented growth. The result of this research reveals considerations and implications for cosmetic companies that are looking to expand to Brazil, China, or India.

Advancement of Robotic Autonomy Benefitting Individuals with Autism: Ethical Curriculum Development through Social Robotics' Design and Research

Grace Yepez, University of the District of Columbia, USA

Anshu Arora, University of the District of Columbia, USA

Amit Arora, University of the District of Columbia, USA

The increased ability of robots to make unsupervised decisions necessitates mechanisms to ensure the safety of their behavior. This research examines the efficacy of social robots' design and research through curriculum development aimed at individuals with autism spectrum disorder (ASD). The study highlights the impact of social robots as 'assistive tools' for improving achievement in learning and providing enriched and engaged learning experiences to ASD individuals. Inspired by the simulation theory of cognition, the research attempts to address ethical-social robotics by adding an ethical layer to a humanoid NAO robot that prevents humans from coming to harm in the most basic scenarios. We focus on developing a 'robotic autonomy' social-ethical robotics course for ASD individuals encompassing social-behavioral and ethical elements of social cognition, ethics, and basic and advanced rules of human behavior and engagement in human-robot interaction scenarios. The research highlights curriculum design and instruction processes, followed by the educational analysis methodology and key findings, demonstrating the massive beneficial impact of social-ethical robotic autonomy on student performance that extends far beyond the boundaries of specific technical concepts taught in robotics and helps ASD individuals develop social-behavioral, ethical and computational thinking skills.

Impact of victims, displaced and reinserted people in the internationalization

José Alvarez, Universidad de La Sabana, Colombia

The Colombian state is currently implementing the Peace Agreement signed on November 24, 2016 with FARC-EP. The implementation of this agreement has great challenges, not only because of the magnitude and impact of the points it contains but also because of the number of demobilized combatants, the number of victims displaced during the more than 50 years of conflict, and the distrust that society has in the agreements, where the NO defeated the YES by a narrow margin in the plebiscite to ratify the agreements. In addition, Colombia has suffered for decades from one of the highest unemployment rates compared not only to that of its neighbors, trading partners, and developed countries. The growth of the domestic market, and of enterprises, has not generated the jobs required to absorb the available workforce. One way, then, to increase growth and lower unemployment is the internationalization of local businesses. Victims, demobilized and displaced persons provide a very important human capital base that can contribute to improve the competitiveness of companies, through their innovation and diversity. It is widely known that the generation of inclusive and diverse employment increases the levels of performance and productivity of companies (IFC – World Bank, 2013).

Robotic Anthropomorphism and Intentionality through Human-Robot Interaction (HRI): Autism and the Human experience

Andrew Sammonds, University of the District of Columbia, USA

Anshu Arora, University of the District of Columbia, USA

Amit Arora, University of the District of Columbia, USA

Anthropomorphism is the attribution of human traits, emotions, or intentions to non-human entities. Human beings share characterized features and behaviors that differentiate them from animals and other non-human objects. This research focuses on robotic anthropomorphism and how it impacts the learning environment of students with Autism spectrum disorder (ASD). ASD students show a greater interest in anthropomorphic characteristics in robots. Social interaction between robots and students by employing anthropomorphism degrees in a robot's physical design and behavior has boosted productivity in ASD students. As robots enter our social space, we will inherently impose our interpretation on their actions, similar to the techniques we employ in rationalizing, for example, a pet's behavior. This propensity to anthropomorphize is not seen as a hindrance to social robot development but rather a helpful mechanism that requires careful examination and employment in social robotics research. This research explores social-cognitive behavior of ASD individuals through the lenses of robotic anthropomorphism and intentionality existent in social robots that are artificially intelligent and social human-like agents.

Integrating Social Robotics with the Big Five Human Personality Traits, Anthropomorphism, Social Motivation, and Autism Spectrum Disorder

Chevell Parnell, University of the District of Columbia, USA

Anshu Arora, University of the District of Columbia, USA

Amit Arora, University of the District of Columbia, USA

Anthropomorphism in social robots amplify the big five personality traits (openness, conscientiousness, extraversion, neuroticism, and agreeableness), consequently aiding with the social motivation needs of individuals with Autism Spectrum Disorder (ASD). Social motivation can be observed at biological, behavioral, and evolutionary levels. Robotic anthropomorphism influences extraversion and robot likeability in human-robot interaction (HRI). Research has shown that both children and older adults with ASD benefit from interactions with social robots. Past researchers have developed Autism Spectrum Questionnaires for varying HRI situations and argued that older adults like social robots more and exhibit substantially higher levels of extraversion and conscientiousness, and lower levels of openness. Other human personality traits that may play a significant role in a successful HRI implementation are agreeableness, and neuroticism. Since anthropomorphic social robots with integrated big five personality traits are more likeable, their interaction will aid in the social motivation of ASD individuals, thus influencing key human personality traits during diverse HRI situations.

Motivations for Pursuing an MBA Degree

Ethan M. Gardner, The University of North Carolina at Pembroke, USA

Lydia Gan, The University of North Carolina at Pembroke, USA

This study presents an analysis of the student's motivation to pursue a master's degree in business administration (MBA). Using data collected from two accelerated seven-week MBA courses at The University of North Carolina at Pembroke (UNCP). The data was collected for 9 semesters from Spring 2018 to summer 2021. The data was user submitted on a Canvas discussion board for extra credits in the courses. The sample size was 331. The analysis was conducted using multinomial logistic regression in SPSS. Using motivation to pursue an MBA degree as the dependent variable, the independent variables are semester, age, grade, gender, ethnicity, previous major, highest degree earned, current job, highest math level, useful economic applications, and weakest areas in the course. The preliminary results showed that students who had a previous major in science were more likely than those with arts and humanity as previous major ($p = 0.025$) to state a specific goal for pursuing an MBA degree. Responders between 31-40 years old were more likely than those aged 21-30 ($p=0.032$) to state advancing knowledge as their motivation for an MBA degree. The study serves as a guideline for admitting and advising students in their career goals.

Panels

X-Culture and the Post-Pandemic New Normal: Creating Resilient Organizations and Global Virtual Teamwork Skills via a Student Global Consulting Project

Daniel Rottig, Florida Gulf Coast University, USA

Vasyl Taras, University of North Carolina Greensboro, USA

Alexander Assouad, Belmont University, USA

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

Karen Lynden, UNC Greensboro, USA

X-Culture (www.X-Culture.org), a large-scale international experiential learning project launched in 2010, provides the opportunity for students from different countries to work in global virtual teams (GVTs) on a business project. Now, over 5,000 students from 140 universities in 40 countries on six continents participate every semester. Through this cross-cultural collaboration in GVTs, students experience first-hand the difficulties and learn best practices of international collaboration and business plan development skills in GVTs, which has specifically been valuable during the time of COVID-19 and in the post-pandemic “new normal” in which most international collaboration has been conducted remotely. As of 2021, X-Culture has delivered international global virtual teamwork experiences to over 70,000 participants around the world, while supporting over a hundred companies through their international challenges and so allowing companies to become more resilient in a time of crisis and beyond. This session’s purpose is to bring together academics with X-Culture experience and those who may be considering adding this project to their course so that they could share insights focused on developing ways to optimize the use of X-Culture in IB courses and, in so doing, facilitate the creation of resilient organizations and global virtual teamwork skills.

Keywords: virtual teams, diverse international contexts, MNE complexities

Paper ID: 72

Internationalization Strategy of Emerging Market Firms: Current Research Trends and Future Directions

Kaveh Moghaddam, University of Houston Victoria, USA

George Nakos, Clayton State University, USA

Gary Knight, Willamette University, USA

Saeed Samiee, University of Tulsa, USA

The aim of this Panel Session is to examine internationalization strategy of firms in the context of Emerging Markets (EMs). The panelists will discuss current research trends and future directions.

Keywords: emerging economies, developing countries, foreign investments

Innovations for the middle classes in emerging markets

S. Tamer Cavusgil, Georgia State University, USA

Alvaro Cuervo-Cazurra, Northeastern University, USA

Ravi Ramamurti, Northeastern University, USA

Peter Williamson, Cambridge University, USA

In this panel, we discuss innovations and the middle classes in emerging markets. An important phenomenon that has received little attention is the growth of middle classes in emerging markets, which have surpassed in size the base of the pyramid market. However, most of the research on innovation in emerging markets is still focused on the base of the pyramid. The new middle classes are different from those of advanced economies in that they have very low levels of income for the latter countries, but the individuals no longer consider themselves poor. This new segment opens the possibility of generating novel insights on a variety of topics, and in this panel, we explore the implications for global innovation and strategy. The panelists will present their suggestions on how international business, strategy, and innovation studies need to be rethought in the face of innovations for the new middle classes in emerging markets.

Keywords: emerging economies, developing countries, economic development

Addressing the Persistence of Modern Slavery and Child Labor in Global Value Chains

John Raymond Dilyard, St. Francis College, USA

Shasha Zhao, University of Surrey

Ans Kolk, University of Amsterdam, Netherlands

Hinrich Voss, HEC Montreal, Canada

Elizabeth Napier, University of Toledo, USA

Jacob Park, Castleton University, USA

Yingying Zhang Zhang, International University of Japan, Japan

Despite the increasing attention paid by multinational enterprises (MNEs) on and they concern the express for the existence of labor abuses, particularly in the form of modern slavery (also known as forced labor) and child labor in global value chains (GVCs), they continue to exist. Forced labor and child labor not only are violations of basic human rights, but they also are antithetical to the spirit of the Sustainable Development Goals (SDGs), particularly SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), and SDG 16 (Peace and Justice) and are clear obstacles to MNEs' goals to behave in a socially responsible manner.

Understanding better why these forms of labor abuses persist and discussing the types of MNEs in which they remain persistent, therefore, is a necessary step to determine how they might be eradicated. This panel will add to that understanding and discussion by describing (1) where in a GVC these labor abuses exist, (2) in what kinds of industries they tend to be prevalent, (3) how the COVID-19 pandemic has affected them, and (4) the kinds of reactions these abuses engender in MNEs and society. The presentations focus mostly on industries in which forced and child labor are most egregious – fashion, cocoa and agriculture, and mining.

Keywords: institutional changes, cultural changes,

WAIB Panel: Navigating a Career in Academia

Malika Richards, Pennsylvania State University, USA

Yingying Zhang Zhang, International University of Japan, Japan

Tanvi Kothari, San Jose State University, USA

Irina Naoumova, University of Hartford, USA

Susan Forquer Gupta, Monmouth University, USA

A panel of WAIB (Women in 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: IB Education, IB Teaching, IB Courses

AIB Teaching & Education: Engaging Students in Active Learning

Daria Panina, Texas A&M University, USA

Margaret Fletcher, University of Glasgow, United Kingdom

Ilke Kardes, Valdosta State University, USA

Karen Lynden, UNC Greensboro, USA

Marina Schmitz, CBS International Business School, Germany

The panel presents innovative teaching approaches and tools IB educators can use to enhance student engagement in the classroom. Innovative educators concentrate on guiding rather than directing, while emphasizing creative thinking and understanding rather than consuming information and memorization. Many of them use the following three teaching strategies:

Experiential. Experiential learning idea is simple, and can be summarized by a formula $\text{experience} + \text{reflection} = \text{learning}$. Learning from experience was found to have cognitive, as well as emotional and affective outcomes. It allows students to apply the concepts and ideas they learn in classroom in real-life situations (Heinrich and Green, 2020).

Collaborative. The idea of promoting “the sense of community” underlies collaborative learning strategy. The sense of community promotes the engagement of learners with different learning styles and specifically benefits the learners with relational, field-sensitive style. Collaborative learning is particularly important to business students, for whom being able to work effectively in a team is a valuable workplace skill (Grzimek, Kinnamon, and Marks, 2020).

Problem-based. Well-designed problems can greatly facilitate understanding and learning via introducing elements of a game, modeling real life situations, and providing the important connection to real-world problems. Problem-based learning is considered to be an effective approach to development of students’ critical thinking – ability highly required in the workplace (Thorndahl and Stentoft, 2020).

Our panelists will discuss their recent innovations based on these teaching strategies and will focus on practical issues of student engagement in classroom activities.

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

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Opportunities Seized, Opportunities Missed (Co-Sponsored by AIB Fellows & WAIB)

Rosalie Tung, Simon Fraser University, Canada

Lorraine Eden, Texas A&M University, USA

Tatiana Kostova, University of South Carolina, USA

Becky Reuber, University of Toronto, Canada

Opportunities Seized, Opportunities Missed

Keywords: IB Education, IB Teaching, experiential learning

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