Abstracts for Conference Proceedings:

I CAN’T GET NO COMPENSATION: WHAT DETERMINES PRODUCT RECALL COMPENSATION?

Andre Laplume
Hari Bapuji
University of Manitoba

Product recalls involving global supply chains provide managers an opportunity to attribute blame to foreign suppliers, and thus decrease compensation offered to consumers. In this paper, we examine the factors that determine the compensation firms offer to customers, when recalling products. Drawing on attribution theory, we argue that companies avoid responsibility and reduce compensation when recalls are severe and when the problem locus lies outside the boundaries of the firm, particularly in offshored manufacturing operations. We also contend that firms with higher reputations provide more compensation, but may reduce compensation with experience. We tested our hypotheses on a dataset of U.S. toy recalls during a twenty year period (1988-2007) and found support for our arguments. We discuss the implications of our findings for organization researchers, managers, regulators and consumers.

SCREENING INTERNATIONAL CONTEXT FOR NEW PRODUCT LAUNCH.

Egide Karuranga
Université Laval

Omar Belkhodja
Virginia State University

Existing studies on international business are mostly conducted from the exporter’s perspective. In this paper, we fill the gap by measuring host country environment from the customer’s perspective. Based on a survey of 201 Chinese companies, results after exploratory factor analysis and structural equation model suggest that the most important factors are training, information, and normative pressures.
INTERNATIONAL BUSINESS RESEARCH IN CHINA: A CONTEXTUAL APPROACH

Anfeng Hui
Steven Murphy
Carleton University

China’s growing economic importance has led to a significant increase in interest from managers and academics alike. This paper outlines some of the major theoretical and methodological challenges for international business researchers undertaking research in China. Specific recommendations for increased use of grounded theory building and qualitative research methods are provided to address some of the gaps in Chinese international business research. The article concludes with a call for more research collaboration across national boundaries.

THE IMPACT OF EXOGENOUS NON-ECONOMIC SHOCKS ON THE GLOBAL BUSINESS ENVIRONMENT: A CROSS-COUNTRY ANALYSIS OF THE IMPACT OF SEPTEMBER 11TH ON MUSLIM-PopULATED COUNTRIES

Adam Fremeth,
Mazhar Islam
Alfred Marcus
University of Minnesota

Unlike the traditional costs of operating abroad, the impact of non-economic shocks is more complex to recognize. Using the events of September 11th, as the empirical context and a novel econometric approach, we find that the costs of operating in Muslim-populated countries increase above and beyond what can be explained by those endogenous economic, political, and social factors.

STATE VERSUS ENTREPRENEURIAL MNCS FROM CHINA: INITIAL CONCEPTUALIZATIONS

Xiaohua Lin
Ryerson University

While much research attention has been given to “Chinese MNCs”, the author makes a distinction between state versus entrepreneurial MNCs from China.
Drawing on IB and management theories and recent evidence, the study conceptualizes the two types in terms of internationalization motivation, entry strategy, and management competence and behavior. It also suggests that, although state MNCs tend to be less efficient, they do not necessarily have a lower survival rate than entrepreneurial MNCs. Managerial policy and theoretical implications are discussed.

VERS UNE NOUVELLE COMPRÉHENSION DU CHOIX DU MODE D’INTERNATIONALISATION CHEZ LES PME : LE RÔLE DE LA PROPENSION À L’APPRENTISSAGE

Oualid Abidi
Zhan Su
Université Laval

En nous référant au paradigme OLI, nous avons proposé dans le cadre de ce travail une nouvelle perspective qui expliquerait le recours à l’acquisition ou à la JV dans le cadre de l’internationalisation des PME. Ce nouveau cadre considère la propension à l’apprentissage comme étant un déterminant. Il permettrait ainsi de compléter la théorie des coûts de transaction.

By referring to OLI paradigm, we have proposed as part of this work a new perspective which explains the appeal to the acquisition or the JV as part of the internationalization of SMEs. This new framework considers the propensity to learning as a driver. It would thus complement the theory of transaction costs.

CHARACTERISTICS AND PERFORMANCE OF JAPANESE FOREIGN DIRECT INVESTMENT IN RETAIL TRADE

Jianping Liang
Paul W. Beamish
University of Western Ontario

This paper analyzes the characteristics and performance of Japanese foreign direct investment (JFDI) in retail trade from 1986-2001. We find (1) an overall trend for JFDI to move from developed countries to developing countries, (2) a modest correlation between subsidiary size and performance, (3) in certain countries/regions, a positive and significant correlation between entry mode
and performance in certain industries, and (4) a focus of JFDI on the U.S.A. and the Greater-China area.

BRANDING CHINA AND INDIA: THE HUMAN RESOURCE CHALLENGE OF ATTRACTING QUALIFIED INDIVIDUALS

Masud Chand
Simon Fraser University

EXPATRIATE DEPLOYMENT PATTERNS OVER TIME AND SUBSIDIARY EVOLUTION

Suhaib Riaz
University of Western Ontario

I investigate patterns of expatriate deployment over time, the multi-level conditions that impact these patterns, and the impact of these deployment patterns on subsidiary performance and growth. I draw upon and contribute to fundamental arguments in current resource-based analysis and provide preliminary tests of my key arguments using latent curve modeling.

COMPENSATION STRATEGIES IN THE ERA OF GLOBALIZATION

Akanksha Bedi
McMaster University

RECONCILING GLOBAL ECONOMIC RATIONALITY WITH LOCAL INSTITUTIONAL RATIONALITY: AN INSTITUTIONAL PERSPECTIVE

Li Yan
HEC Montreal
With the process of globalization, this discussion of universality vs. speciality has a tendency to be reconciled as a global-local hybrid, in which general management theories and specific management practices are frequently mixed up. This paper is trying to reconcile the global economic rationality of multinational corporate and the local institutional rationality to redefine the global-local relationship as dynamic interactions. A tentative global-local dynamic model is established for further research.

NEGOTIATING WITH WESTERN FEMALES AS A CHINESE NEGOTIATOR

Seung Hwan (Mark) Lee
University of Western Ontario

A major theme pervasive in this paper is that negotiation processes are often influenced by cultural and gender phenomenon. The success of one’s negotiation efforts will largely depend on the negotiator’s ability to understand and accommodate the differences and dissimilarities of oppositions’ behaviors, norms, goals, and attitudes. The paper attempts to identify some of the characteristics of Chinese negotiators in their negotiating efforts with western female negotiators.

EXPLORING THE IMPACT OF COLLECTIVISM ON CONFLICT MANAGEMENT STYLES: A TURKISH STUDY

Zhenzhong Ma
University of Windsor

Ahmet Erkus
Akif Tabak
Turkish Military Academy

Researchers have been investigating the cross-cultural differences in conflict management styles, yet little is known about the conflict management styles in Turkey. An attempt is made in this study to examine how the Turkish people approach conflicts and thus affect their behaviours. This study surveyed 244 employees of public and private organizations in Turkey to first compare the differences in conflict management styles for people with different demographic factors and then explore the
impact of collectivism on Turkish conflict management styles. Results show that different aspects of collectivism have different influence on conflict management strategies. Managerial implications are also discussed in this paper.

EFFECTS OF TRANSFORMATIONAL LEADERSHIP ON ORGANIZATIONAL COMMITMENT IN CHINA, INDIA, AND U.S.

Sudha Ramachandran
Venkat Krishnan
Great Lakes Institute of Management - India

Using a sample of 98 employees working in U.S., India, and China, the study shows that affective and normative commitment are positively related to transformational leadership. Normative commitment is higher in India-China combined than in the U.S. Transformational leadership is positively related to normative commitment in India and China but not in the U.S. and to affective commitment in the U.S. and India but not in China.

WORKSHOP: QUALITATIVE RESEARCH IN INTERNATIONAL MANAGEMENT

Lorna Wright
York University

Roy Suddaby
University of Alberta

Rick D. Hackett
McMaster University

The workshop is intended to address the following issues in conducting and publishing qualitative research in international management. Theory Development, Qualitative Data Collection Methodologies, Qualitative Analysis, and Publication of Qualitative Research. In addition to brief presentations from the workshop panelists regarding key issues such as the purpose of qualitative work (more than just ask small questions about "why" and "how"), the "best practice" approach to qualitative data collection, how to best use RA's in the qualitative research process, (e.g., in data collection largely for training rather than independent data collection, unless you want important questions to go unasked/unprobed; in data analysis for
inter-rater reliability in terms of theme identification, which journal reviewers seem to like to see), and identification of management journals that specifically target qualitative research, as well as journals that accept both. The workshop will conclude with a Q&A session for people who are in various phases of their qualitative projects (or are anticipating being there).

**SYMPOSIUM: KNOWLEDGE MANAGEMENT IN THE GLOBAL FIRM – RETENTION OF INTELLECTUAL CAPITAL & ORGANIZATIONAL LEARNING**

**EXPLORING THE NATURE OF INTERNALLY-DIRECTED REPATRIATE PROACTIVITY: IMPLICATIONS FOR THE RETENTION OF GLOBAL INTELLECTUAL CAPITAL**

Sharon Leiba O’Sullivan
University of Ottawa

Given the reality of MNCs’ minimal provision of traditional top-down repatriation supports, researchers have raised the possibility that organizations may be relying on their repatriates to proactively manage their own transitions (e.g., O’Sullivan, 2002; Lazarova & Cerdin, 2007). This paper reviews what we know about “traditional” repatriation supports and what we do not know about their relationship to repatriate proactivity. Also reviewed is the scant empirical research on the nature of repatriate proactivity itself: mode of proactivity (information vs. intervention-seeking), sources of support for proactivity (i.e., secondary impersonal sources such as databases vs. peers/superiors, based at home vs abroad), the timing of proactivity (pre/post return, or both), and triggers for repatriate proactivity (quantity vs. quality of available traditional repatriation supports). The remainder of the paper presents the results of a mixed qualitative/quantitative study among private-sector, public-sector, and non-profit multinationals that investigates these unanswered questions. The paper concludes by discussing theoretical and practical implications for MNCs that wish to optimize their investments in their intellectual capital by providing non-traditional “empowering” repatriation interventions that could support internally directed repatriate proactivity and retention. In addition, unlike most prior research on repatriate retention, novel systemic interventions are suggested that have as their target a wider range of organizational stakeholders than the repatriates alone.

**COMPETING EXPLANATIONS FOR KNOWLEDGE EXCHANGE: TECHNOLOGY SHARING WITHIN THE GLOBALLY DISPERSED R&D OF THE MULTIDIVISIONAL, MULTINATIONAL FIRM**
Scott Ensign  
University of Ottawa

This paper explores five competing theories for technological knowledge sharing within the globally dispersed R&D function of the multidivisional, multinational firm. These five broad explanations for why a knowledge transaction occurs are: (1) economic, (2) technological, (3) organizational, (4) geographic, and (5) sociological. In addition to occurrence, likelihood of knowledge exchange success prompted by various explanations is considered. Ultimately the determination of which argument – or combination of arguments – offers the greatest explanatory power for the sharing of intermediate technological knowledge may be answered empirically.

CHALLENGES IN BOUNDARY SPANNING, KNOWLEDGE TRANSLATION AND PRODUCTIVITY IN KNOWLEDGE MANAGEMENT

Ronald D. Camp II  
University of Regina

This paper discusses organizational knowledge-based practices as they relate to organizational culture, processes, content, and infrastructure in four geographic regions: the U.S.’s Silicon Valley, Singapore, The Netherlands, and Israel. Based on a review of the literature and field research in which entrepreneurial firms in the four geographic regions were analyzed the paper discusses key knowledge management practices found to be common to leading-edge firms in all four regions, derives key determinants of competitiveness, profiles industrial and regional characteristics that enhance or hinder innovation, especially as they relate to knowledge translation and tacit knowledge transfer. The paper concludes with suggested directions for future research into knowledge management across organizational and national boundaries.