Proceedings
2015 AIB US Southeast Annual Conference

November 12-14, 2015
Savannah, Georgia

*International Trade, Supply Chains, and Emerging Markets*

*Edited by:*

*Susan Forquer Gupta, Program Chair*
*Anshu Arora, Conference Chair*

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Welcome to the 2015 AIB US Southeast Conference and to Sultry Savannah!

It is with great pleasure we welcome you to the 2015 Academy of International Business US Southeast conference, hosted by Savannah State University in Savannah Georgia.

The AIB US Southeast chapter is one of the largest and most active worldwide chapters of the Academy of International Business, supporting an annual conference, a journal, as well as new faculty and doctoral student consortia. We once again are partnering with X-Culture and are hosting undergraduate and masters students as they compete on a corporate sponsored project with JCB in Savannah, Georgia.

AIB US Southeast is the result of the collective support of all our members who work as reviewers, track chairs, and participants have resulted in six concurrent sessions over two days of presentations, preceded by a day of consortia and workshops. We have more than 260 confirmed participants from over 40 countries. This year we have 13 topical tracks this year with 26 track chairs and 4 consortium chairs across doctoral and new faculty consortia.

The specific mission of our AIB-SE annual meetings is to be developmental by providing our participants with the opportunity to present their work in a collegial setting, obtain and provide constructive feedback, advance their research toward submission for publication, and interact with world-class scholars, speakers, panelists and keynoters. The conference provides developmental opportunities for students, junior and senior scholars alike, and integrates international business research, teaching, and practice. It is a huge task to promptly review submissions so decisions can be made. As our conference has grown it has been equally successful in attracting quality reviewers, over 300 signed up for this important task, and this resulted in a blind peer-reviewed process of providing constructive comments with each paper reviewed by three reviewers.

2015 Conference Highlights!

This year’s conference theme: International Trade, Supply Chains and Emerging Markets was chosen to complement our port location in Savannah, Georgia. Globalization has led to establishment of long and complex supply networks, with many entities located in emerging economies such as China. The rising trends of globalization and global sourcing have helped international supply chains spread worldwide with strong (and often) indispensable linkages with emerging economies. This worldwide phenomenon has aided emerging markets towards the path for development, but it is challenging for companies to design and manage these global supply chains that support the execution of companies’ international strategies while being responsive to ever-increasing customer demands. Global supply chains spanning countries and continents are subjected to environmental uncertainties, for example, long and unpredictable lead times, which makes managing international trade and global supply chains challenging, interesting and worth researching. As products and services move across national boundaries and geographical areas, it has created ample opportunities for research in the areas of international trade, global supply chains and emerging markets.
The meeting offers competitive and interactive paper sessions, a variety of panels, doctoral and new faculty consortia, IB Pedagogy Workshop, a Meta-Analysis Seminar, meet-the-editors session with representatives from international business journals, and partnerships with two Journal special issues.

Thanks to the generous support of our sponsors, the conference also features several prestigious awards, including the Savanna State University Best Conference Paper, the Georgia Southern University Best Conference Thematic Paper in Global Supply Chains and International Trade, and the Ziegler Best Ph.D. Student Paper Award sponsored by the Asia Institute, China (This award is named after the late William J. Ziegler for his invaluable contributions to AIB-SE). In addition, AIB-SE is offering an award to the best paper by a Master’s student, sponsored by Monmouth University and best paper award by an undergraduate student, sponsored by the National Research University – Higher School of Economics, Russia. Finally, true to our developmental mission, AIB-SE also offers two best reviewer awards, sponsored by Georgia State University, Georgia Institute of Technology, and University of the District of Columbia. Rutgers University Business School, Center of Supply Chain Management has sponsored a certificate for best paper in supply chain management track.

We would like to thank our sponsors for their generous contributions and support for our annual conference. We would also like to thank all of our reviewers, authors, panelists, speakers, keynoters, organizers, student assistants, contributors and conference participants without whom this conference would not happen.

We look forward to welcoming you to this year’s conference and seeing you again at our annual conferences in the years to come!

GO SOUTHEAST!

Anshu Arora, 2015 AIB-SE Conference Chair, Susan Forquer Gupta, Academic Program Chair, and Gerard Burke, Conference Co-Chair

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Anshu Arora, PhD
Savannah State University
2015 AIB-SE Conference Chair

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Rosalie Tung is the Ming and Stella Wong Professor of International Business at Simon Fraser University Canada. She is the 2015-2016 President of the Academy of International Business. Previously, she served as President of the Academy of Management. She was formerly a Wisconsin Distinguished Professor, Business Administration, with the University of Wisconsin System. She is a Fellow of the Royal Society of Canada, the Academy of Management, the Academy of International Business, and the British Academy of Management. She is the Editor-in-Chief of the Cross Cultural Management, to be retitled as *Cross Cultural & Strategic Management (CCSM)* in 2016. In addition, she sits on the editorial boards of many journals, and has served as the Senior Editor of International Human Resource Management of the *Journal of World Business*, and Area Editor of International Human Resource, Comparative, and Cross-Cultural Management of the *Journal of International Business Studies*.
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Track Co-Chair: IB Theory, FDI, and Entry Mode Strategies

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**November 12-14, 2015**

**Hotel Venue:** Savannah Marriott Riverfront, 100 General McIntosh Boulevard, Savannah, Georgia 31401 USA. Special group rate of $169.00 USD per night.

**Maps and Directions:**

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**Area Airports**
- Savannah/Hilton Head International Airport - SAV
  - Airport Phone: +1 912 964 0514
  - Hotel direction: 10.6 miles SE
  - **This hotel does not provide shuttle service.**
    - Alternate transportation: [www.kshuttle.com](http://www.kshuttle.com); fee: 20 USD (one way); reservation required
    - Estimated taxi fare: 28 USD (one way)

**Parking**
- On-site parking, fee: 21 USD daily
- Self-parking only, no valet service / Garage height clearance 7 feet

**Registration (FIRST FLOOR):**
Please check in with the AIB-SE or Savannah State University staff at our registration desk to pick up your name badge and conference materials when you arrive. The registration desk will be located on the 1st floor of Hotel Marriott on Thursday, Friday and Saturday.

**Registration Hours:**  
- **Wednesday, Nov. 11** (3pm – 7 pm); **Thursday, Nov. 12** (7 am to 6 pm); **Friday, Nov. 13** (8 am to 6 pm); **Saturday, Nov. 14** (8 am to 2 pm)
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Time and Date: 10:30 am - 11:45 am, November 13, 2015
Location: Savannah Marriott Riverfront
Panelist: Bradley A Feuling, Chairman and CEO, The Asia Institute
2015 AIB US Southeast Program Awards

Savannah State University Best Conference Paper Award

All papers accepted for competitive sessions and submitted to eleven research tracks are eligible for this award. AIB US Southeast Track Chairs nominate the papers for this award. The nominees are:

1) Knowledge Transfer and Accounting Practices in Mexican Firms Subsequent to the Adoption of the North American Free Trade Agreement, Clark M. Wheatley, Florida International University, Angel Arturo Paredes, Florida International University, Elizabeth Turner, University of Texas Rio Grande Valley
2) A Comparison of Startup Entrepreneurial Activity Between the United States and Japan, Paul Kegel, Rollins College
3) How Institutional Distance Influences Multinational Corporate Social Performance, Dawn L. Keig, Whitworth University, Victor B. Marshall, Kennesaw State University, Lance Eliot Brouthers, Kennesaw State University
4) Auditors’ Assessment of the Capital Market Liability of Foreignness, Joan Wiggenhorn, Florida Institute of Technology, Kimberly Gleason, University of Pittsburgh, Yezen Kannan, Duquesne University
5) The moderating effect of industry concentration on the relationship between institutions and firm performance, David Kallas, INSPER, Rodrigo Bandeira-de-Mello, FGV/EAESP, Wlamir Xavier, ENMU & UNISUL, Carlos Caldeira, FGV/EAESP & INSPER
6) Determinants of Regional Distribution of FDI in Brazil, Claudia Beatriz Batschauer da Cruz, Universidade do Vale do Itajaí (UNIVALI), Dinora Eliete Floriani, Universidade do Vale do Itajaí (UNIVALI), Mohamed Amal, Furb - Universidade Regional de Blumenau
7) Towards the Identification of Indicators for Effective Managerial Behavior: Case of the U.S.A, Carlos Enrique Ruiz, Georgia Gwinnett College, Eric Gresh, Georgia Gwinnett College
8) The Impact of Culture on Customer Expectations, Alexander Assouad, Belmont University, Jeff Overby, Belmont University

Georgia Southern University Best International Trade, Supply Chains, and Emerging Markets (Themed Paper) Award

All papers accepted for competitive sessions and fitting the theme of the conference: “International Trade, Supply Chains, and Emerging Markets” are eligible for this award. The nominees are:

1) Modern Slavery in the Supply Chain: An Uncomfortable Reality, William "Rick" Crandall, University of North Carolina at Pembroke, John A. Parnell, University of North Carolina at Pembroke, Richard E. Crandall, Appalachian State University
2) Digital consumer activism: leveraging economic power through social media and implications for firms’ operations, Aleksandr V. Gevorkyan, St. John’s University, Amber M. Chenevert, St. John’s University
3) The Boeing 787 Dreamliner and the Global Supply Chain: An Analysis and Implications for the Future, William "Rick" Crandall, University of North Carolina at Pembroke, John A. Parnell, University of North Carolina at Pembroke, Richard E. Crandall, Appalachian State University
4) Supply Chain Alignment and Segmentation Directed by Customer Logistics Requirements, Ted Farris, University of Applied Sciences Upper Austria, Logistikum, Steyr, Austria, Markus Gerschberger, University of Applied Sciences Upper Austria, Michael Plasch, University of Applied Sciences Upper Austria, Logistikum, Steyr, Austria

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

All papers accepted for competitive sessions with a Ph.D. student as the lead author are eligible for this award. The award is named after the late William J. Ziegler for his invaluable contributions to AIB-SE. The nominees are:

1) Liability Of Foreignness In Industry Context: Evidence From Indian Manufacturing, Mayank Sewak, University of Massachusetts Amherst, Anurag Sharma, University of Massachusetts Amherst, Robert Nakosteen, University of Massachusetts Amherst
2) A Comparison of Startup Entrepreneurial Activity Between the United States and Japan, Paul Kegel, Rollins College
3) Determinants of Regional Distribution of FDI in Brazil, Claudia Beatriz Batschauer da Cruz, Universidade do Vale do Itajaí (UNIVALI), Dinora Eliete Floriani, Universidade do Vale do Itajaí (UNIVALI), Mohamed Amal, Furb - Universidade Regional de Blumenau
4) Building Science-based Clusters in Small Regions: The Case of Bioscience in Prince Edward Island, Canada, Diane Alleva Caceres, Georgia Institute of Technology, Steven Casper, The Keck Graduate Institute of Applied Life Sciences, Juergen Krause, University of Prince Edward Island
5) Managing Culturally Diversified Workforce: Organizational Support Theory Revisit, Shih Hao Liu, Saint Louis University, Sang Bong Lee, Saint Louis University, Zhan Wang, Saint Louis University
6) Ethical Concerns In The Global Fashion Marketing And Brand Communication, Lena Cavusoglu, Izmir University of Economics, Mourad Dakhli, Georgia State University
7) Does International Accreditation Contribute To Quality Improvement Within French Business Schools?: A Senior Management Point Of View, Hailee Tindale, ISC Paris Business School

Monmouth University Best Master’s Student Paper

To further integrate students in the AIB-SE program and to emphasize the developmental nature, AIB-SE recognizes papers with a Master’s student as the lead author. The nominees are:

1) Corporate Social Responsibility and Tax Avoidance: A Literature Review, Veselina Vracheva, North Central College, David G. Stephenson, North Central College
2) Should The Devil Wear Prada? Analyzing Consumers’ Responses To Luxury Branding, Esmira Gheisary, Savannah State University
3) MNC CSR-Strategies at BoP-markets – A Progress in Poverty alleviation?, Sarah El Hauari, ISC Paris Business School, Sabine Bacouel-Jentjens, ISC Paris Business School, France
4) Sustainability as Strategy: A Qualitative Study of the Biofuels in Relation to the Automotive Industry, Kim Thi Khanh Nguyen, Nicholas Vaccarella, Tori Bishop, Steven Brown, Andrew Bauer, Florida Gulf Coast University
Best Undergraduate Student Research Award sponsored by National Research University – Higher School of Economics, Russia

This award recognizes the best paper with an undergraduate student as the lead author. The nominees are:

1) *Simulations in Business Education: A case study using CESIM™ Global Challenge*, Andres Aguilera, Universidad EAN, Camila Fuquene, Universidad de la Salle, Federico Lozano, Universidad de la Salle, William Rios, Universidad de la Salle
2) *The Influence of Culture on Job Satisfaction: A Vietnamese Study*, Uyen Nguyen Hill, Savannah State University
3) *The Relationship of Educational Travel and Future Success*, Grace Elizabeth Barksdale, North Central College
4) *Study Abroad: A Possible Link to Success*, Anthony Luis Colon, North Central College

Best Reviewer Award sponsored by Georgia State University

This award recognizes the best reviewers who helped the 2014 AIB-SE conference authors receive quality and timely feedback. The nominees are:

Rachida Aissaoui, Ohio University, USA
Sabine Bacouel-Jentjens, ISC Paris Business School
Andres Velez-Calle, Universidad EAFIT/Rutgers University, Colombia
Renee Castrigano, Gannon University, USA
Helena Fenikova, Allman, University of West Florida, USA
Bradley A Feuling, The Asia Institute, China
Josanco Floreani, University of Udine, Italy
George Nakos, Clayton State University, USA
Daniel Rottig, Florida Gulf Coast University, USA
William Eldon Renforth, USA
Veselina Vracheva, North Central College, USA

Best Student Reviewer Award sponsored by Georgia Institute of Technology and University of the District of Columbia

This award recognizes the best student reviewers who helped the 2014 AIB-SE conference authors receive quality and timely feedback. The nominees are:

Gurhan Burak Boluk, University of Hartford, Turkey
Diane Alleva Caceres, Georgia, Institute of Technology, USA
Henrique Correa da Cunha, FURB, Brazil
Alexander James Corner, Georgia State University, USA
Kim Thi Khanh Nguyen, Florida Gulf Coast University, USA
Liam Gregory Pomfret, The University of Queensland / UQ Business School, Australia
Yimai Zhang, Georgia State University/Institute of International Business, USA
Friends of AIB-SE

For the second year, we provided an easy way for individual faculty members to show their support for AIB-SE by making a small sponsorship contribution. Consistent with our developmental mission, all proceeds were allocated toward student stipends. Thanks to the support of our institutional and individual sponsors, we were able to provide every student who applied with a small stipend to help attend AIB-SE. We’d like to recognize this group of individual faculty sponsors:

Anshu Arora, Savannah State University
Michele Boulanger, Rollins College
Kabrina Chang, Questrom School of Business, Boston University
Richard Crandall, Appalachian State University
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Conference Reviewers

We would like to thank the 196 reviewers from 40 countries that helped make the 2015 conference a possibility. AIB US Southeast prides itself on being focused on scholarship development. It is only possible thanks to the hard work of all contributing reviewers, listed below in alphabetic order.

Ali Abu-Rahma, Abu Dhabi University, UAE  
F. Pinar Acar, Middle East Technical University, Turkey  
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Rachida Aissaoui, Ohio University, USA  
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Amit Arora, Savannah State University, USA  
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Alexander Assouad, Belmont University, USA  
Randhir Auluck, Coventry University, United Kingdom  
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Melanie Hinterplattner, University of Applied Sciences Upper Austria, Austria  
Supachart Iamratanakul, Kasetsart U., Thailand  
M Haniff Jedin, Universiti Utara Malaysia, Malaysia  
Chuandi Jiang, Saint Louis University, USA  
Douglas Johansen, Jacksonville University, USA  
Kathy-Ann Donna John-Sylvester, St. George’s University, Grenada  
Alison Michelle Joubert, The University of Queensland, Australia  
Zhixin Kang, University of North Carolina at Pembroke, USA  
Ilias Kapareliotis American College of Greece, Greece  
Jeffrey Kappen, Drake University, USA  
Aycan Kara, IU Southeast, USA  
Oskar Kayasan, UOL European Reserach Centre, UK  
Christian Keen, Concordia, Canada  
Soyeon Kim, Meiji University, Japan
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<tr>
<th>Thursday, November 12</th>
<th>Friday, November 13</th>
<th>Saturday, November 14</th>
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<tr>
<td>7:00</td>
<td>Zumba and Yoga Exercises (7:00-8:00)</td>
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<td>Pick Up from the Hotel and SSU Tour</td>
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<td>13:00</td>
<td>Networking Lunch (Doctoral, New Faculty Consortium and X-Culture Participants only) (12:30-13:30)</td>
<td>Networking Lunch &amp; Keynote Address (12:00-14:00) Savannah Ballroom A/B, 2nd floor Keynote Speaker: Rosalie Tung</td>
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<td>13:15</td>
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<td>Networking Lunch &amp; Conference Awards (12:00-14:00) Savannah Ballroom A/B, 2nd floor</td>
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<td>Assemble for Bus – Departs at 13:45</td>
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<td>14:15</td>
<td>Reach Hotel Savannah Marriott Riverfront to start sessions</td>
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<td>14:30</td>
<td>IB Teaching Workshop with Tamer Cavusgil and Georgia State University Profs (15:00-18:00)</td>
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<td>Savannah Ballroom B, 2nd Floor</td>
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<td>14:15</td>
<td>Coffee Break (15:15-15:30)</td>
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<td>Concurrent Sessions (14:00-15:15)</td>
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<td>15:15</td>
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<td>16:00</td>
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<td>Hotel Atrium</td>
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<td>16:00</td>
<td>Savannah Riverboat Gala Dinner</td>
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<td>16:15</td>
<td>Shuttles will be provided from the hotel to cruise (17:30 – 18:30)</td>
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<td>(Please find instructions about the shuttle in your conference bag)</td>
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<td>16:30</td>
<td>Free Evening to Enjoy Savannah, GA</td>
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<td>Explore the Savannah River, Downtown, Tybee Beach...</td>
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<td>17:00</td>
<td>Break (16:45-17:00)</td>
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<td>Concurrent Sessions (17:00-18:15)</td>
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<td>All conference sessions are on the 2&lt;sup&gt;nd&lt;/sup&gt; floor</td>
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<td>19:00</td>
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<td>(Please find instructions about the shuttle in your conference bag)</td>
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<tr>
<td>19:15</td>
<td>Those who prefer walking from the hotel to Cruise:</td>
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<td>(Walk for about 0.5 miles along the scenic Savannah River to reach the Riverboat Cruise )</td>
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<tr>
<td>19:30</td>
<td>Directions will be provided and Volunteers’ help will be available!</td>
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AIB Southeast USA 2015 Annual Conference Savannah, Georgia November 12 - 14
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### Thursday, November 12, 2015

#### Doctoral Student Consortium

**Thursday, Nov. 12, 9:15-12:00, Savannah State University**

**Chairs:** John McIntyre, Georgia Institute of Technology  
Bill Newburry, Florida International University

**Participants:**
- Diane Alleva Caceres, Georgia Institute of Technology, USA  
- James Robert Blair, University of Rhode Island, USA  
- Gurhan Burak Boluk, University of Hartford, Turkey  
- Yu Chen, University of Adelaide, Australia  
- Alexander James Corner, Georgia State University, USA  
- Henrique Correa da Cunha, FURB - Universidade Regional de Blumenau, Brazil  
- Rich Devine, Florida State University, USA  
- Ricardo Floriani, FURB - Universidade Regional de Blumenau, Brazil  
- Marine Hadengue, Polytechnique Montreal, Canada  
- Rohail Hassan, Universiti Tenoogi Petronas, Malaysia  
- Kathy-Ann Donna John-Sylvester, St. George's University, Grenada  
- Melanie P. Lorenz, University of Alabama, USA  
- Elizabeth Marie Moore, Northeastern University, USA  
- Mayank Sewak, University of Massachusetts Amherst, USA  
- Bedanand Upadhaya, Macquarie University, Australia  
- Juan Zhao, University of Adelaide, Australia

#### New Faculty Development Consortium

**Thursday, Nov. 12, 9:15-12:00, Savannah State University**

**Chairs:** Peter Magnusson, University of Alabama  
Stewart Miller, University of Texas, San Antonio

**Participants:**
- Rachida Aissaoui, Ohio University, USA  
- Jorge Alcaraz, Tecnologico de Monterrey, Mexico  
- Shalonda Kirkland Bradford, Savannah State University, USA  
- Charles Bryant, Florida Tech, USA  
- Nicole Cannonier, Savannah State University, USA  
- Susan Boot Caolo, Georgia State University, USA  
- Dina Clark, Bloomsburg University of Pennsylvania, USA  
- David B. Dickerson, University of North Alabama, USA  
- Yasir Yasin Fadol, Qatar University, Qatar  
- Natalia Filimonova, Vladimir State University, Russia  
- Jorge Heredia, Universidad del Pacifico, Peru  
- Soyeon Kim, Meiji University, Japan  
- Inessa Yu. Korovyakovskaya, Savannah State University, USA  
- Victor Barron Marshall, Kennesaw State University, USA  
- Emine Satoglu, Rutgers University, USA  
- Marc Angus Scott, Georgia Southern University, USA  
- Gavin Jiayun Wu, Savannah State University, USA  
- Johanan Zamilpa, University of Guanajuato, Mexico
X-Culture Corporate Visit at JCB Savannah
Thursday, November 12, 10:00-12:30

Chair: Gerard Burke, Georgia Southern University
Vas Taras, University of North Carolina at Greensboro

The 2015 X-Culture Symposium will be hosted by JCB North America (Savannah Headquarters) and organized as part of the Academy of International Business-Southeast USA Annual Conference. JCB is one of the world’s top three manufacturers of construction equipment. They employ around 11,000 people on four continents and sell our products in 150 countries through 2,000 dealer depot locations. JCB produces over 300 types of machines, including diggers (backhoes), excavators, tractors and diesel engines. It has 22 factories across Asia, Europe, North America, and South America.

International Business Pedagogy:
An Interactive Workshop on Teaching International Business

Workshop Leaders:

- Tamer Cavusgil, Georgia State University
- Mourad Dakhli, Georgia State University
- Ilke Kardes, Georgia State University
- Jacobus Boers, Georgia State University

The practice of international business continues to evolve in the rapidly globalizing economy. For international business educators, the changing environment of cross-border business implies new and novel approaches to educating tomorrow’s managers. Among other things, business educators need to reflect new realities including growing importance of emerging markets and a prolonged recession. This interactive workshop will focus on: (a) “what” – content; (b) “how” — pedagogy; and (c) “resources” – for teaching international business. Professor Cavusgil will focus on content and share his experience and teaching tools that have been especially developed for IB educators. He will address how the ‘content’ in international business has evolved over time. Dr. Mourad Dakhli will address delivery issues and focus on the growing area of active and experiential learning, and the various delivery modes that support it. Dr. Ilke Kardes will review the growing plethora of resources available to international business educators, and will underscore the availability of online and social media based resources that are growing in prominence. Professor Boers will share his insights on the millennials, and experience in teaching hybrid classes. The intent of this workshop is to engage participants in an interactive discussion designed to search for excellence in the teaching of international business.
2016 FDIB Globalization Workshops: Best Practice and Innovation in Teaching International Business
Atlanta, GA, June 2-5, 2016

Globalization Workshops are designed to help U.S. business faculty bring international context into the classroom and to expand their classroom knowledge and skills. For more information, please visit: http://ciber.robinson.gsu.edu/msi-consortium/fdib/

Call for Poster Proposals on Innovation in Teaching International Business

Do you have an idea or best practice to share with fellow educators who teach in international business? Are you interested in learning about their classroom innovations? Or just network with others who share a passion for enhancing international business education?

If so, consider attending the annual Faculty Development in International Business (FDIB http://ciber.robinson.gsu.edu/msi-consortium/fdib/) sponsored by the national network of CIBERs and hosted by Georgia State University CIBER in Atlanta, GA, June 2-5, 2016.

Participants in the 2016 FDIB are also invited to submit proposals to poster sessions. These poster sessions are dedicated to expose and share cutting-edge practices in teaching IB. The FDIB 2016 program will include a list of poster presenters and their topics.

Top three presenters will be recognized with a monetary award!

Annual GSU-CIBER Student Case Challenge, Atlanta, GA, February 25-26, 2016:

- This two-day event brings together 6 teams, with four undergraduate students per team.
- The competition includes an opportunity for team building with a cultural tour.
- Teams present their solutions before a panel of judges consisting of executive leaders from the Atlanta business community and faculty, and the top two teams are recognized with a special plaque.
Session 1.1.1 – Panel, Friday, 9:00-10:15, Room: Oglethorpe  
Track: Culture, Culture Theory, Cultural Distance, Psychic Distance  

*Culture and Managerial Decision Making: Changing Roles across Cultures and Levels of Business. A Research Panel*  
Presented on: November 13, 2015 -9:00-10:15  

Chair: Vasyl Taras, University of North Carolina Greensboro  
Panelists:  
   - Tom Stafford, University of Memphis  
   - Vasyl Taras, University of North Carolina Greensboro  
   - Daniel Rottig, Florida Gulf Coast University  
   - Jack Clampit, University of Alabama  

Managers in the modern firm must clearly understand the influences of culture upon their decisions concerning outsourcing. There are cultures of the firm, cultures of nation of origin, cultures of host nations for offshoring, and cultures related to the technology that is both the product and often the channel of offshored outsourcing.  

This panel is intended to foster discussion and collaborative relationships between the panelists and the audience on the nature of culture in managerial decision making related to outsourcing and offshoring in the firm.  

Session 1.1.2 – Panel  
Track: Global Strategy and Competitiveness of the Multinational Enterprise  

*Emerging Trend in Medical Tourism: Perspectives of Key Players*  
Presented on: November 13, 2015 -9:00-10:15  
Panelists:  
   - Lydia L. Gan, University of North Carolina-Pembroke  
   - Richard S. Barnes, University of North Carolina-Pembroke  
   - James R. Frederick, University of North Carolina-Pembroke  

Three questions that relate to critical issues faced by the medical tourism industry are posed to our panel discussants who represent various stakeholders. The stakeholders represented are insurance companies and employers, the domestic hospitals and medical tourism agents, and finally the consumers. The discussants are then asked to suggest how and by whom these issues may be addressed, and finally they are asked to comment on the future of the industry from their individual stakeholder’s perspective.
Session 1.1.3 – Competitive
Track: Global Strategy and Competitiveness of the Multinational Enterprise

Global Strategy and Firm Performance

Presented on: November 13, 2015 -9:00-10:15

Chair: Li Dai, Ivey Business School

The Profit Motive and Global Corporate Citizenship: A Case Study on the Spin Off of Philip Morris International
James S Welch, University of South Florida

This article addresses the spin-off of Philip Morris International (PMI) from Altria which took place back in 2008. Since that time, PMI has done very well in overseas markets, and most especially in developing markets. By 2010, PMI had gained an estimated 16 percent share of the total international cigarette market outside of the U.S. and with 2012 results, PMI reported worldwide revenues of $31.4 billion and an operating income of $14.2 billion. This rapid revenue growth and income expansion has not come without ethical considerations. As the spin-off resulted in the move of the company headquarters from New York City to Lausanne, Switzerland, PMI became less restrained by the regulatory environment in their new home. PMI was able to capitalize on lower tobacco standards and limited advertising restrictions in global markets without the constraints of the negative regulatory environment and negative public attention back in the USA. This article weighs the ethical concerns of moving business to areas of less regulation versus the business advantages of such moves. There are many reasons why American corporations have begun to spin-off their international operations, but the question remains, whether the business is conducted domestically or internationally: Is the fiduciary duty to shareholders greater than the moral duty to local consumers?

How Institutional Distance Influences Multinational Corporate Social Performance
Dawn L. Keig, Whitworth University
Victor B. Marshall, Kennesaw State University
Lance Eliot Brouthers, Kennesaw State University

Does country selection affect the corporate social performance (CSP) of multinational enterprises (MNEs)? In this study we suggest that greater institutional diversity within an MNE’s operating environment may adversely affect its ability to maintain higher levels of CSP. Using institutional distance and organizational learning as our theoretical lenses, we investigate the impact of institutional differences on CSP. We conceptualize the MNE as a unique portfolio of locations and use the MNE’s entire operating footprint to explore the effects of average portfolio formal and informal institutional distances on CSP. We hypothesize and find that firms with greater average informal institutional distance within their portfolios have lower overall levels of CSP. Findings also confirm the moderating influence of formal institutional distance; greater formal institutional distance within the MNE portfolio reduces the CSP benefits of international scope.

The moderating effect of industry concentration on the relationship between institutions and firm performance
David Kallas, INSPER
Rodrigo Bandeira-de-Mello, FGV/EAESP
Wlamir Xavier, ENMU & UNISUL
Carlos Caldeira, FGV/EAESP & INSPER
We propose that industry concentration moderates the relationship between institutions and firm performance. It is already known that institutions matter (Makino, Isobe, & Chan, 2004) and that, based on transaction costs economics (Coase, 1937; Commons, 1934), promarket reforms positively affect firms' profitability in emerging countries (Cuervo-Cazurra & Dau, 2009). To test this, we built a database of 230,222 observations of 10,903 companies in 64 countries from 1990 until 2012. Regressions tested the interaction between the Herfindahl-Hirschman Index (HHI) and six institutional variables, considering three dependent variables: ROA, ROE and 3-year compound annual sales growth rate. We ran fixed effects and hierarchical models. Results confirmed our hypothesis and were significant for the negative interaction between HHI and four institutional variables: voice and accountability; governance effectiveness; regulatory quality; and control of corruption. Industry concentration moderates the effect of institutions on firm performance. The influence is clearer on informal institutions, such as democracy protection, consumer rights and control of corruption. We then argue that strategies of expansion within the industry, for example, market share dominance, mergers and acquisitions, and growth may fit better into weak institutional contexts.

The Role of Country Openness in Firm Performance Persistence

Aya S Chacar, Florida International University
Sokol Celo, Suffolk University
Stav Fainshmidt, Florida International University

This study proposes that the inward and outward economic openness of a country are key drivers of the performance persistence of its firms. A country’s inward openness is defined as the set of institutional factors that increase its attractiveness to foreign firms irrespective of its economic potential. These are legal and financial institutions that facilitate or complicate the entry and governance of a firm’s activities in that country. A country’s outward openness, on the other hand, is defined as the set of institutional factors that encourage and facilitate local firms’ pursuits of investment options outside their home country. Inward openness will increase the level of competition within a country but may also provide the impetus for local firms to find and defend their competitive advantage. Outward openness will increase the opportunities available to firms but possibly also the level of risk that they face. We are in the process of compiling data for over 19,000 firms from 47 countries over a 20-year time frame, and will have empirical results before the conference to share with all.

Session 1.1.4 – Competitive,
Track: Governments, NGO’s, Global Institutions and State-Owned Enterprises

Governments and Religion

Presented on: November 13, 2015 -9:00-10:15

Chair: Reccia N. Charles, St. George's University

Consumer Trust And Active Citizenship Related To E-Government Services In An Emerging Market
David Baker, University of Louisiana at Lafayette
Rania Fakhoury, United Nations Development Program (UNDP)

This research investigates important issues related to e-government services utilization and adoption in a developing country. The purpose was to investigate the primary antecedents related to intention to use e-government services within the context of an emerging market. Lebanon presents a particularly good representation of a small developing emerging market that is making significant investments in e-government technology.
The strong predictive power of the research model has important implications for both researchers and practitioners who manage and implement e-government systems in emerging markets. The correspondingly strong predictive power of important independent antecedent variables within the model representing trust in the internet, active citizenship, and trust in government have particular importance in relation to consumer behavioural intent to use e-government services in an developing country with a pervasive perception of corruption by citizens.

Religious freedom, interference in religion, and economic growth: An empirical examination across countries
Ilan Alon, University of Agder
Shaomin Li, Old Dominion University
Jun Wu, Savannah State University

Freedom is generally regarded as good for economic growth. Studies have shown that economic, political and religious freedoms generally promote economic development. Using an institutional approach, we show that interference in religion (or lack of religious freedom) can be broken into social hostilities (soft institutions) and governmental restrictions (hard institutions), and that the impacts of both are varied on economic growth. Testing the role of religion and religious freedom (or lack thereof) over a large cross-section of countries, we find that greater religious diversity, lower social hostilities towards religion, but some government limitations, may optimally promote economic development.

Towards the Identification of Indicators for Effective Managerial Behavior: Case of the U.S.A
Carlos Enrique Ruiz, Georgia Gwinnett College
Eric Gresch, Georgia Gwinnett College

The purpose of this study was to identify what US employees perceive as the specific managerial behaviors that differentiate effective managers from least effective/ineffective managers. The study was guided by the following research question: How do people employed in US companies behaviorally differentiate effective managers from ineffective managers? A total of 81 employees from private, public, and non-profit organizations in the metropolitan area of Atlanta, Georgia in the US were surveyed using Flanagan’s (1954) critical incident technique. 396 critical incidents of which 198 were examples of positive (effective) managerial behavior, and 198 of negative (least effective/ineffective) managerial behavior were gathered. The findings suggest that US employees perceive as effective those managers who are caring, understanding, supportive, team players, democratic, problem solvers, organized, fair-minded, and communicative. Our findings could be valuable to managers by helping them make better decisions about the most effective managerial behaviors they should exhibit when managing employees in the US. Furthermore, HR departments of international companies with operations in the US may use the managerial behaviours identified in this study when developing training programs to prepare expatriates to face the challenges of managing a workforce in the US.

Session 1.1.5 – Interactive
Track: WAIB/CCM Special track: Gender in International Business Research/Management
Facilitators and Impediments to Women in Global Business

Presented on: November 13, 2015 - 9:00-10:15

Chair: Adolf Johan Vogel, University of Pretoria

Women Sustaining a Maritime Industry Career: Identifying Attitudinal and Structural Impediments
Ana M. Albert, Florida Atlantic University at Boca Raton
Joan Mileski, Texas A & M University at Galveston
Wyndylyn von Zharen, Texas A & M University at Galveston
We outline factors and practices that provide career satisfaction for female maritime professional and help companies remain in the industry. These factors address compensation, lifestyle requirements, and intrinsic career rewards. The “WARS” model proposed here of wealth, appreciation, risk, and sacrifice, does reconcile the needs of maritime women. This model is tested through a survey of the Women’s International Shipping and Trading Association members. We find that equitable and sufficient pay, mentoring and sponsorship, and a sustainable work week provide the female maritime professional with resources to overcome some of the unique challenges for women in this industry.

**Entrepreneurial Motivations, Challenges and Paths to Success: Stories from Japanese and Chinese Women Entrepreneurs**

Jennifer M. Sequeira, University of Southern Mississippi  
Joseph Peyrefitte, University of Southern Mississippi  
Zhengjun Wang, College of St. Rose

Women entrepreneurs are a driving force in every country in which they operate yet the majority of entrepreneurship research is still greatly focused on male entrepreneurs. In this article we share the stories of eight successful women entrepreneurs from Japan and China and explore the entrepreneurial processes at play in their businesses. Through a semi-structured interview process, the women were asked to share their start-up motivations, challenges at startup and during growth, and factors that led to their success. Our qualitative analysis revealed the important interplay of gender, culture, and institutional factors in the entrepreneurial process. The women’s rich stories revealed how and why their business came into being, and how they were able to overcome challenges typical to all entrepreneurs and those specific to women. Our study sheds light on women’s entrepreneurial cognition and behavior in two cultures with very traditional gender role expectations.

**Impact of the success of economic reforms on Women life satisfaction in Algeria.**

Ahmed Ramzi Siagh, Kasdi Merbah University  
Mohammed Hamza Bengrina, Kasdi Merbah University

This study aims to exploring the determinants of women life satisfaction in Algeria. It is assume that the success of the economic reforms depends on Algerians’ perceptions and attitudes towards what is most important to them in terms of country economic achievements. Therefore, the study examines what Algerians woman are expecting through their judgement of their life satisfaction. Using data from survey reports its finding that Algerian females are more satisfied with their lives than the male population and believe that market reform have a positive impact on national stability because the country’s economy is more important. Among the findings, individuals in the medium level of income are more likely to be satisfied with their lives and inversely “U-shaped” in age for the female population. In addition, although both sexes are confident with major companies, privatization is significant and negatively associated with the life satisfaction of the male population.

**Women Entrepreneurs in Emerging Markets: Is it by Choice or Necessity?**

Tanvi Kothari, San Jose State University

This study seeks to examine the impact of the institutional environment on the growth of women entrepreneurs in emerging markets. This paper uses a case study method to study women entrepreneurs in one of world’s fastest growing emerging market, viz India. The results of this study are based on 25 in-depth interviews of women entrepreneurs from diverse cultural, geographical, social, economical and industrial sectors in India. Specifically, the study provides evidence that the institutional environment (external stimulant) and internal motivations (internal stimulant) stimulate the potential entrepreneur’s. Further, individual entrepreneurial capabilities (in the form of personal characteristics,
skills, education, career history etc.) leverage the effects of motivation on women entrepreneurs thus adding a variance. The findings suggest that Women Entrepreneurs in Indian can be typified into two groups Women Entrepreneurs by Choice (WEC) and Women Entrepreneurs by Necessity (WEN) that co-exist in the same fabric. Finally, we identify how social networks and various entrepreneurial challenges like access to financial capital impact the growth of the two sub-sets of Indian Women Entrepreneurs. This study transcends the discussions of the WAIB at the conference and aims to contribute to current literature on entrepreneurship by studying the women entrepreneurs in these less explored institutional settings.

**Session 1.1.6 – Interactive Track: Entrepreneurship, SMEs, and Born Globals**

**Social and Global Mindsets and Market Entry in China and Africa**

**Presented on:** November 13, 2015 - 9:00-10:15

Chair: Jorge Alcaraz, Tecnológico de Monterrey, Mexico

**How Social Benevolence Motivates Entrepreneurs**

Joseph Phillip Harris, Columbia Southern University

I address how contributing to social causes may influence people starting businesses more than do people who just want to grow their wealth. I look at differences between charity made by self-made people and those inheriting their wealth. Entrepreneurs have a better vision than do people who inherit their wealth because they see needs rich people fail seeing. Entrepreneurs need vision to fulfill unmet needs with which wealthy people do not associate. Entrepreneurs play a role by showing rich investors new moneymaking prospects. Capitalists role does not encompass social advances because only through entrepreneurs do they see them.

**Measuring Social Entrepreneurship: A Review of Approaches to Assessing Impact and Recommendations for Future Research**

Leilani Baumanis, Johnson & Wales University
Barbara Dastoor, Nova Southeastern University

This paper reviews the academic literature on measures of social entrepreneurship (SE). Assessments of SE are rare, and the few that are presented here are seminal approaches that lay the foundation for further development in the field. At this time, social entrepreneurship is recognized as an emerging field of study. The main body of the paper is a review of the literature that organizes, describes, and gives examples of several measures. The final sections provide an overview of the measures and recommends areas for future research.

**Influence Of Global Mindset On The Entry Mode Choice Of Chinese Manufacturing Smes**

George Nakos, Clayton State University
Keith Brouthers, Kings College-London
Robert C Moussetis, North Central College
Ali Abu-Rahma, Abu Dhabi University

This study examines the importance of a global mindset on the entry mode choice of small and medium-sized Chinese firms. Global mindset as a precursor of international activities has emerged in recent years as an important determinant of international firm behavior. The purpose of this study is to show that global mindset is an important determinant of a firm’s international entry mode selection. Transaction cost variables and cultural, political, and geographic distance are also tested to determine
their impact on entry mode. The findings show that global mindset has an important impact on international entry mode choice and that cultural distance moderates this important relationship.

Black Enterprises Competing in the "New Race," for Africa
Sandra Bell, Union Institute & University

In 2009, TIMES Magazine, Barron's and The Economist, recognized Africa as one of the best destinations to do business, citing increased incomes and opportunities, the number of Small and Medium-Sized Enterprises, SMEs, seeking to gain a foothold on the continent has steadily increased. And while, even the U.S. Department of Commerce’s Minority Business Development Agency commissioned a study on if Black Enterprises were participating, or not, it is the contention of this paper that the answer is yes. Black Enterprises are not only involved in today’s new “Race for Africa,” but have historically played a role. Focusing on the case of one of Black Enterprise Magazine’s top firms, who is a major player in both the US and Africa, the paper examines the conditions enabling black enterprises to compete.

A Policy Review of US Executive Actions to foster investment in Africa
Sandra Bell, Union Institute & University

This is an on-going study examining the roots and particularly efforts, by the last five U.S. presidents: Carter thru Obama, to create notable policy actions and in some cases, legislation, to foster, promote and encourage US firms doing business in Africa, in general and Sub-Saharan Africa in particular. During each of these Presidents’ terms in office, Executive Orders have been used to increase commerce and business interactions between the U.S. and Africa. In each of these administrations, Africa has not only mattered, but been treated as increasingly pivotal to the U.S.’s overall competitiveness and growth. Today there is a new global paradigm underway with a ‘new race for Africa’ as the last bastion of untapped resources. The U.S. and China seemed engaged in a nation by nation battleground, especially in what historically was known as “black or Sub-Saharan Africa. It is timely and necessary that an examination of these policies, particularly, whether or not having African Americans, as participants provides any leverage or competitive edge, based on cultural and other intangible assets. This paper proposes an agenda for future research to fill existing gaps and advance the potential for greater U.S. market opportunities in Africa.

Session 1.2.1 – Panel
Track: Cross-Cultural Measurement, Research Methods, Analytics and Metrics

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

Presented on: November 13, 2015 -10:30-11:45

Panelists:
- Vas Taras, U.of NC Greensboro
- Michelle Boldegar, Rollins College
- Anna Svirina, Kazan National Research Technical University
- Artem Bardas, National Mining University, Ukraine
- Carri R. Tolmie, Elon University

Open data shoring and research crowdsourcing have been shown to spur collaboration and greatly aid scientific discovery in a number of fields of study. Unfortunately, Management research has been largely missing on the trend. However, a growing number of Management researchers recognize the potential of open-source data and are eager to join the movement. The proposed interactive session will review experiences and best practices of data sharing and research crowdsourcing in various fields of discovery,
discuss how this approach can be promoted in Management research and what its growing popularity may mean for researchers in our field.

Session 1.2.2 – Panel, Friday, 10:30-11:45, Room: Pulaski
Track: The World of International Business Education

**Innovative Models For Short-Term Faculty Led Programs In Emerging Markets – Three Models From Asia**

**Presented on:** November 13, 2015 -10:30-11:45

**Panelist:**
Bradley A Feuling, The Asia Institute

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

Session 1.2.3 – Competitive
Track: Entrepreneurship, SMEs, and Born Globals

**Global Entrepreneurship**

**Presented on:** November 13, 2015 -10:30-11:45

**Chair:** Reginald Leseane, Savannah State University

*A Comparison of Startup Entrepreneurial Activity Between the United States and Japan*
Paul Kegel, Rollins College

According to World Bank Group, “entrepreneurship is a critical part of economic development and growth and important for the continued dynamism of the modern economy” (worldbank.org, 2014). In terms of new job creation, “business startups contribute significantly to both gross and net job creation” (Haltiwanger et al., 2013). Based on a review of 57 entrepreneurial studies, researchers at the University of Amsterdam concluded that entrepreneurship has a very important economic function, including creating employment, increasing productivity, economic growth, and producing high quality innovations (Van Praag & Versloot, 2007). New firm creation is also an important feature in the development of new market sectors and “there is evidence that regions with higher levels of firm creation will have greater economic growth in subsequent periods (Reynolds & Curtin, 2007). Research in both Canada and the United States has shown that new business entry drives economic growth more than the activity of existing firms. (World Bank, 2013). In this report, we will compare entrepreneurial activity in the United States and Japan and analyze the factors that contribute to a nation’s entrepreneurial activity and how they differ in the two nations.

*Determinants Of The International New Ventures’ Export Performance In The Context Of Emerging Market*
Mohammad Falahat, Universiti Tunku Abdul Rahman (UTAR)
Melissa Wendy Migin, Multimedia University (MMU)
Yet Mee Lim, Universiti Tunku Abdul Rahman (UTAR)

This study is examine the factors that lead to the export performance of new ventures in Malaysian. Building on the RBV theory, the authors propose a model that international market orientation can
enhanced further export performance of new ventures through implementing marketing strategies. Data was collected through mailing questionnaire from Malaysian exporters in Malaysia. A total of 223 qualified questionnaire were collected. On the basis of the survey from Malaysian exporters, the authors found general support for the proposed model.

*Building Science-based Clusters in Small Regions: The Case of Bioscience in Prince Edward Island, Canada*

Diane Alleva Caceres, Georgia Institute of Technology
Steven Casper, The Keck Graduate Institute of Applied Life Sciences
Juergen Krause, University of Prince Edward Island School of Business Director, Centre for Health and Biotech Management Research

This paper explores how young, science-based clusters create sustained competitive advantages through processes of capability upgrading. We provisionally identify two mechanisms through which this process occurs: networks and government policies designed to encourage firms to engage in riskier activities particularly through collaborative R&D projects. We develop several indicators of industrial activities that could plausibility be linked with the upgrading of regional capabilities leading to a sustainable regional technology cluster. The Prince Edward Island (PEI) bioscience cluster case – useful to explore the issue of upgrading and sustainability because of the pervasiveness of public policy support – is drawn upon for empirical support. Our main argument is that sustainable technology cluster development depends on the willingness of private actors (particularly large firms and entrepreneurial companies) to engage in a variety of higher risk activities, in terms of the likely returns to the company, which can lead to the upgrading of regional capabilities. In new, emerging clusters, government can play a role in this process. But rather than relying on “low commitment” strategies where government provides incentives like R&D tax credits or space in technology incubators, other “high commitment” incentives and activities can lead to more sustainable cluster development.

**Session 1.2.4 – Competitive**

**Track: The World of International Business Education**

**Experiential Learning and Accreditation Issues**

**Presented on: November 13, 2015 -10:30-11:45**

Chair: Amit Arora, Savannah State University

*Experiential Learning In International Business: Short-Term Study Abroad Program*

Gordana Pesakovic, Argosy University

The national economies are more connected with the global economy than ever before. Educating, training and nurturing workforce that can address these new challenges is required. Study abroad program is recognized as an important way for cultivating a global mindset. Benefits of taking study abroad programs are multifaceted, but the stumbling blocks in organizing these programs are significant as well. This paper provides a detailed road map for organizing a short term study abroad program. The paper recognizes a faculty as the core element of these programs and its success. These programs require a subject matter experts, but also a person with excellent global connections, developed organizational, communicational, counseling, risk- management, crisis-management and cross-cultural skill, devoted to the mission and vision of the global education.

*Export Odyssey - Undergraduate Student Team-Based Experiential Project in International Marketing: Structure, Relevant Processes and Commentary*

Nicholas Carlton Williamson, University of North Carolina at Greensboro
The Export Odyssey undergraduate student team-based project in export marketing is described in detail. The project is, to the best of the knowledge of the author of the paper, the only undergraduate student team-based project taught at post-secondary institutions in the United States that requires students to engage in real world export marketing activities, including communicating by way of the internet with at least three (3) real buyers in a specified foreign country, while still enrolled in the class. Starting with the sale of ladies’ fashion socks to a buyer working for a retailing chain in Bogota, Colombia, a sizable number of student teams have made export sales of products to customers identified and communicated with by the student teams, solely on their own initiative. One hundred percent (100%) of the export market research and export promotional activities of the student team members is accomplished through use of the internet. The Export Odyssey project is evaluated along seven dimensions, ones that can be used to characterize and classify student projects taught at post-secondary institutions in the U. S. as a complement to the undergraduate principles course in international/export marketing.

Does International Accreditation Contribute To Quality Improvement Within French Business Schools?: A Senior Management Point Of View.
Hailee Tindale, ISC Paris Business School

There is an ongoing debate in higher education literature as to whether the dual demands of accountability and improvement can both be adequately met during the process of external quality assurance measures. The focus so far has been on universities within their national systems of evaluation, steered by governments. However, the debate appears limited from the point of view of international business school accreditations where a government's presence is lacking. These supranational bodies seem to have usurped the governmental role by means of a system of international peer review. This paper analyses the case of international accreditations in the French Grande Ecole Business School system. Expert interviews were carried out with members of senior management of AACSB and/or EQUIS accredited French Business Schools. Results indicate that while it was considered that international accreditation has brought about quality improvement within these Schools in terms of the formalization of processes, the question remains as to whether it has a direct impact on teaching and learning. While international accreditations were also perceived as being more effective in terms of external pressure for quality improvement compared with the French national system of evaluation, the long term effects on quality improvement was also questioned.

Rachida Aissaoui, Ohio University
J. Michael Geringer, Ohio University

This study measures and ranks the productivity of countries and academic institutions based on the number of publications appearing in fourteen top management journals between 1970 and 2009. A focus is placed on the evolution of Asia-Pacific institutions in international business productivity throughout this period. In addition, an examination is performed to identify which factors influenced Asia-Pacific institutions into gaining the highest ranks.

Supply Chain – Marketing Shark Tank’ Experiential Game In Interdisciplinary Business Education
Anshu Saxena Arora, Savannah State University
Amit Arora, Savannah State University

The SC-Mark Shark Tank experiential lab game is a real-life business environment simulation exploring complexities in the advertising and marketing supply chains. The qualitative analysis of the game feedback provided by students saw the emergence of Center for Occupational Research and Development’s (CORD) “applied, understanding, enactive, and cooperative” teaching styles of
instructors involved in SC-Mark experiential lab game. We used structural equation modeling using LISREL to analyze the data collected over a two semester period after the completion of each game. The analysis provides statistical evidence that the emerged teaching styles have a positive effect on the teaching effectiveness. The other significant finding from statistical evidence suggests that learning styles of the learners (students) may not have any positive effect on the measured teaching effectiveness; while teaching styles elaborated through the SC-Mark game has a positive significant effect on teaching effectiveness of instructors.

Session 1.2.5 – Interactive
Track: Global Strategy and Competitiveness of the Multinational Enterprise

Global Strategy in the Country Context

Presented on: November 13, 2015 -10:30-11:45

Chair: Luis Torres, Georgia Gwinnett College

Competitive Resources And Exporting Performance In Brazilian Agribusiness: An Institutional Approach
Brigitte Renata Bezerra De Oliveira, UFRPE
Walter Fernando Araujo De Moraes, UFRPE
Erica Piros Kovacs, GSU / UFRPE
Marcio Pimentel, UFRPE

The present study aims to analyze the relationship between the dimensions of the institutional environment (economic and political-legal), the characteristics of the tangible and intangible competitive resources and the exporting performance in Brazilian agribusiness in the soybean and meat industries. Brazil is competitive through products that come from agribusiness, since 48.7% of the exportation, in 2014, came from this sector. The study of the international strategies of the companies situated in developing countries should assume its own ontology, facing the challenges of the new format of the liberalization of world economy and the influence of the institutional context in its performance. This results from private-public policies and do not exclusively depend on the excellence of managing resources or attributes present in the external context. The present study is characterized by a survey with a sample of 194 respondents. Regarding the Institutional Environment, the factors regarding the Regulatory System and the Economic Aspects were positively associated with Exporting Performance. Concerning the competitive resources, the importance of the tangible resources, which is extremely relevant in consolidated companies where only large scale operations are economically viable, is highlighted. Significant associations between the concepts studied and their influence on the companies’ performance are evidenced.

The Relationship Between Tolerance of Ambiguity and the Degree of Engagement in Strategic Work: The Case in the United Arab Emirates
Ali Abu-Rahma, Abu Dhabi University
Mamdooha Suhail, Abu Dhabi University

Keeping in mind that the world around us is changing rapidly and ambiguous situations are more commonplace, we argue that one of the many factors engages managers in strategic work is their tolerance of ambiguity. Owing to the fact that strategic work requires risk taking ability, that is in turn determined by how tolerant a person is to face the unknown, the study finds a statistically significant relationship between the two concepts. The results of the study also provide unique insight into the workplace environment of the United Arab Emirates and provides evidence against common misperceptions of it being biased. Future studies are recommended to run confirmatory tests on the
findings of this study and to further explore these concepts in the Middle Eastern region.

Project Performance Challenges In Africa
Emmanuel T. Kodzi Jr., Rollins College
Danielle J. George, Rollins College
Grant D.I. Blackhurst, Rollins College
Mayoli Marenco, Rollins College

Distinctions have been made between project performance constraints commonly supported by the literature and those that appear to be peculiar to Africa such as institutions, culture, competencies, and resources. Such peculiarities suggest that project performance in Africa is impacted by context. The dismal project failure rates in Africa might possibly be improved by contextualizing the adoption of traditional project management approaches. This study seeks to clarify the context-specific challenges of managing projects in Africa. We adopted a mixed method approach involving two rounds of in-depth interviews with project managers, followed by a web-administered survey. We investigated how context may exacerbate identified challenges at different stages of the project life cycle. Preliminary findings indicate that lack of appropriate education or professional preparation may be less of a problem; that project completion and client satisfaction are not always synonymous with traditional efficiency metrics (time and cost); that team cohesion is adversely impacted by structural organizational factors such as staff turnover; that the greatest proportion of challenges occurred during the implementation phase for resource and cultural reasons; and that complications arose from the need to manage several, sometimes geographically-dispersed projects. We present recommendations for project advancement and deployment.

Excessive Risk Taking As A Function Of Aspirations, On A Sample Of Global Investment Banks
Elzotbek Rustambekov, Bryant University
Anil Nair, Old Dominion University

This study analyzes the antecedents of corporate risk-taking and answers the question: how aspirations contribute to corporate risk-taking? In the face of the last financial crisis, the importance of corporate risk-taking cannot be overstated. Corporate risk embodies a multitude of policy decisions that are made separately as a reaction to different industry and firm factors that have unbalanced effects on corporate performance, and possibly, corporate survival (Reger, Duhaime, & Stimpert, 1992). The behavioral theory of the firm combines companies’ aspirations, performance levels and corporate risk (Bromiley, 1991; Cyert & March, 1963). When performance levels exceed aspirations, companies keep their established routines, as there is no need to change the system that performs well (Augier & Prietula, 2007). Otherwise, when performance levels fall below aspirations, companies search for new ways to operate, because what they are doing is not working (Augier & Prietula, 2007). The difference between aspirations and actual performance is called attainment discrepancy (Lant, 1992). The higher this discrepancy is, the larger the company’s pressure to take risk (Bromiley, 1991). Aspirations can be measured in two ways: (1) as company’s past performance, and (2) as company’s peer groups’ performance (Cyert & March, 1963), and both of those will be measured in this paper.

Globalization’s New Face: Realizing New Opportunities In The Brazilian Market
Carlos Vega, Florida Atlantic University
Daniel Rottig, Florida Gulf Coast University

Managing guarded globalization the practice of governments in mostly emerging countries, such as Brazil, imposes restrictions on foreign multinational corporations (MNCs) is an essential skill for managers of MNCs in order to succeed in these emerging markets. Since the Great Recession of 2007-10, many emerging countries have shifted to a guarded globalization mindset and so made it
increasingly difficult for MNCs to conduct trade and direct investments in these local markets. This study analyzes guarded globalization in Brazil, one of the key emerging markets and member of the BRICS group of the world’s largest and fastest growing emerging economies. Using a qualitative research approach based on semi-structured executive interviews, we analyze the Security industry in Brazil. We had access to business executives and economists with many years of international experience in Brazil and in these industries and so were able to identify key issues MNC’s might encounter in these industry when entering and operating in Brazil. We further discuss best practices and strategies MNCs in these industries may employ to overcome the adverse effects of guarded globalization when entering the Brazilian market.

Session 1.3.1 & 1.4.1 – Panel  
Track: The World of International Business Education

*Optimizing the Use of X-Culture In International Business Courses*

Presented on: November 13, 2015 -14:00-16:45

Panelists:
- Karen Lynden, Rowan-Cabarrus Community College
- Vasyl Taras, University of North Carolina at Greensboro
- Cristina Robledo Ardila, Universidad EAFIT
- Tim Muth, Florida Institute of Technology
- Daniel Rottig, Florida Gulf Coast University
- Ernesto Tavoletti, University of Macerata
- Anne Marie Zwerg-Villegas, Universidad de la Sabana
- Bindu J. Vyas, King’s College
- James Rajasekar, Sultan Qaboos University
- Luis Torres, Georgia Gwinnett College
- Alexander Assouad, Belmont Univesity
- Carolyn B Mueller, Stetson University
- Anna Svirina, Kazan National Research Technical University
- Artem Bardas, National Mining University, Ukraine
- Carri R. Tolmie, Elon University
- Deborah J. Pembleton, College of St. Benedict / St. John's University

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

Session 1.3.2 – Panel  
Track: The World of International Business Education

*Internationalization of Business Education: Collaboration across Universities to Create Theme-based Study Abroad Programs*

Presented on: November 13, 2015 -14:00-15:15
In a globalized economy, businesses are looking to hire potential employees who possess the necessary skills to operate in a global environment. Potential employees having a global mindset, exposure to adapt to diverse cultures, and international travel exposure have an edge in the job marketplace. Savannah State University started Global Logistics and International Business (GLIB) as a minor in 2011 and subsequently GLIB was offered as a major in 2013. In order to justify the “global” and “international” component of the program, GLIB faculty has been organizing study abroad trips for their students every year with a particular theme in mind. The panel will focus on students experience, cross-cultural international marketing learning and outcome of the study abroad program. The students will present about a few luxury companies / stores visited and researched as part of their field project in Paris.

**Session 1.3.3 – Competitive Track:**

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

**Institutions Internationalization Strategies and Firm Performance**

**Presented on:** November 13, 2015 - 14:00-15:15

Chair: Wlamir Xavier, Eastern New Mexico University and UNISUL

**European FDI in China: The role of culture**

Katiuscia Vaccarini, University of Macerata
Francesca Spigarelli, University of Macerata
Ernesto Tavoletti, University of Macerata

The purpose of this paper is to investigate to what extent culture and language affect European FDI in mainland China. It provides an in-depth analysis on the perceptions of European and Chinese identity and the role played by culture and language in fostering/hampering FDI. Our research questions are contextualized in time and space through a multiple case study panel of six European companies operating in China in the green tech market. We used quantitative and qualitative data and a three-phase data collection process based on a specific protocol. Case study research is the most appropriate approach because of the exploratory nature of our research questions. Findings suggest that European investors emphasize “intra-Europe” differences rather than a “European collective (id)entity”. Their perceptions in the pre-entry period differ from the ones in the post-entry period. As a matter of fact European investors have more awareness of the intra-China differences after rather than before the market-entry. Culture goes along with language, which, in specific cases, is perceived as a higher hurdle than culture. In international business research practitioners tend split them, although in social psychology they are not stand-alone dimensions. Language is part of culture and both contribute to the concept of identity.

**Strategies and Performance of Emerging Multinational: a qualitative bibliometric study**

Ricardo Floriani, Furb - Universidade Regional de Blumenau
Mohamed Amal, Furb - Universidade Regional de Blumenau  
Paulo Roberto da Cunha, Furb - Universidade Regional de Blumenau  
Carlos Eduardo Facin Lavarda, Furb - Universidade Regional de Blumenau

The main objective of this paper is to study the location strategies and Foreign Direct Investment used by Multinationals from emerging markets and performance. Using a systematic literature review we selected and analyzed qualitative case studies and theoretical papers in IB. Our study started with a literature review to propose research questions related to emerging markets multinationals and their strategies, foreign direct investment and its impact on performance. The main journals in International Business were selected and the first search selected 770 articles. Fast reading was done to identify if multinationals were from emerging markets. Descriptive analysis allows the identification of the quantity of papers and journal per year and the methodology used. We selected qualitative and theoretical papers to analyze with major attention. Key-words extracted from research questions were used to select papers that mentioned studied themes in the text and joined them according to selected thematic. Using selected articles we tried to answer the proposed questions and we analyzed propositions of future research. It seems to be imperative that EMNCs need to overcome institutional weakness of home country and would be able to develop dynamic and absorptive capabilities to compete in the world market.

Determinants of Regional Distribution of FDI in Brazil
Claudia Beatriz Batschauer da Cruz, Universidade do Vale do Itajaí (UNIVALI)  
Dinora Eliete Floriani, Universidade do Vale do Itajaí (UNIVALI)  
Mohamed Amal, Furb - Universidade Regional de Blumenau

Many of the studies about FDI determinants are developed with a broad regional or national perspective. However, these studies are limited when it comes to emerging countries such as Brazil, with its vast territory and marked regional differences. This work investigates the determinants of FDI flows among the Brazilian States, taking into account economic and development aspects. We also attempt to assess the effect of political alignment between States and the Federal governments on the distribution of FDI. Using a panel data, we estimate the regional determinants of FDI in Brazil using the foreign capital census published by the Brazilian Central Bank, which is available for the years 1995, 2000, 2005 and 2010. As the main results, we found a positive relationship between market size, productivity, Human Development Index (HDI) and taxes, and the distribution of FDI among the Brazilian States. However, the political variable has not been found statistically significant. These results prompt us to look for other measurements of the impact of regional politics on companies’ decisions to invest in Brazil.

Session 1.3.4 – Competitive  
Track: International Marketing

Consumer Behavior

Presented on: November 13, 2015 -14:00-15:15

Chair: Nicole Hartley, University of Queensland

Ethical Concerns In The Global Fashion Marketing And Brand Communication
Lena Cavusoglu, Izmir University of Economics  
Mourad Dakhli, Georgia State University

Fashion companies all over the world can achieve competitive advantage in the market on the basis of their ethical stance, and are often able to differentiate their offering on the basis of brand
communication and identity. While many companies have built their businesses and brand image through the use of seemingly unethical marketing practices, a few others have chosen to focus their efforts on what has been termed as “ethical fashion marketing.” This paper contributes to the understanding of various ethical issues in the global fashion marketing and brand communication area and addresses key ethical concerns of consumers and other pressure groups. It argues that companies can be more successful in creating a positive brand image, improving reputation and loyalty, and consequently growing and sustaining sales, by ensuring that ethical and responsible practices are central elements of their global marketing and communications strategy. We review the main ethical issues in fashion marketing and use specific cases and anecdotes to support our assertion that ethical concerns in the global fashion industry affect consumer behavior, and subsequently have important implication for long-term brand success.

Replicating an Australian Fashion Clothing Consumption Study in the U.S.: The effect of Consumer Social Responsibility

Douglas Roy, Saint Louis University
Jase Ramsey, Saint Louis University
Melanie P Lorenz, University of Alabama
Mark Arnold, Saint Louis University

Fashion clothing has both important economic and social significance in many societies. Consumer research on fashion clothing has focused on purchase decision involvement, subjective fashion knowledge, and consumer confidence. O’Cass (2004) published a study with Australian subjects in the European Journal of Marketing entitled Fashion clothing consumption: Antecedents and consequences of fashion clothing involvement. He found that fashion clothing involvement was impacted by materialism, gender, and age. Answering the call for replicating marketing research results, we replicate his study in a different context (United States) and extend the results by adding consumer social responsibility as a moderator.

Customers’ Hidden Motivation and Purchase Behavior: An Identity-Driven Perspective in Emerging Markets

Yimai Zhang, Georgia State University/Institute of International Business

The congruence of psychological benefits of brand and consumers' self-concepts has been examined extensively. Based on this research stream, consumer-brand identification (CBI) influences consumers stronger and longer than products' functional utility does. However, while previous research focused on the external connection between branding and consumers' identification, they overlooked the reason for the connection which comes from the evoking effect through branding's secondary associations. Building on Keller(1993), We believe secondary associations play an important and primary role in congruent with symbolic benefits of recalling consumers' self-identity needs on consumption. Through leveraging secondary associations (e.g., sponsoring an event), brands transfer their symbolic effects, evoke consumers' needs on self-concept and social identity, and activate consumers' purchasing behaviors. In this paper, we examined three research questions:(1) how do brands build internal congruence among their various branding associations, through functional utilities and symbolic benefits or through secondary associations and symbolic benefits? (2) Is there a difference in the "cohesiveness" construction between developed markets and emerging markets? (3) how do brands externalize the internal congruence to meet with the consumers' identity?

Lucky Number Pricing Strategy: Marketers’ Practices And Consumer Perceptions In Singapore

Stanford Westjohn, University of Toledo
Holger Roschk, Alpen Adria Universität Klagenfurt
Peter Magnusson, University of Alabama
Tatjana Mueller, Catholic University Eichstaett-Ingolstadt

The present research examines the use (avoidance) of lucky (unlucky) number price endings by marketers in Singapore and how consumers respond to such pricing strategies. Study 1 analyzes market practices by content analyzing 875 price advertisements from two major Singaporean newspapers. The results indicate that lucky number pricing is practiced especially in the case of higher priced items as compared to lower price items and in the case when the advertising company is based in Singapore or another Eastern culture as compared to companies from Western cultures. Complementing the first study, Study 2 examines how consumers respond to such pricing strategies in a 2 (lucky vs. unlucky price) x 2 (high vs. low superstition) x 2 (high vs. low involvement) experiment with 227 Singaporean subjects. Results provide evidence that superstitious price endings impact consumer responses when the purchase decision is of high personal relevance and when consumers hold superstitious beliefs. Under these situations consumers react more favorably to lucky price endings than to unlucky price endings in terms of price attractiveness, opinion of the deal and likelihood to buy. Managerial implications as well as limitations and future research directions are discussed.

Session 1.3.5 – Interactive
Track: Global Strategy and Competitiveness of the Multinational Enterprise

Global Strategy Theory

Presented on: November 13, 2015 -14:00-15:15

Chair: Li Dai, Ivey Business School

Role of Latent Groups and Social Identities in MNE Decision Making: A Process Model
Mayank Sewak, University of Massachusetts Amherst

This paper attempts to present a process model of decision making in a multinational enterprise (MNE). I propose that coalitions within an organization could be the active latent groups that are based upon the social identity of the employees and managers working in the MNE, both in the parent organization and at the subsidiaries. The latent groups get activated into coalitions based upon triggers in the environment. The members of the coalitions would seek to strengthen the coalitions by recruiting more members in the coalition and recruiting powerful members in the organization, thereby creating the strategic decision influencing coalition within a MNE. I conclude by considering the implications of this process on MNE decision making and functioning.

The Moderating Role Of Corruption On The Relationship Between Corporate Social Responsibility And Multinational Enterprises Performance
Abdul Rahman Beydoun, Beirut Arab University
Karen Paul, Florida International University

Abstract: This study examines the influence on corruption on the relationship between corporate social responsibility and financial performance. We believe that previous studies produced mixed results because it measures the direct effect of CSR on performance without considering the interaction effect of other factors. We developed three hypotheses, and we expect the results will support our hypotheses. We develop implications for MNEs management and research, and finally we mentioned the limitations of the study as well as areas for future research.

A Conceptual Framework To Evaluate Issues And Challenges For MNE’s During Merger And Acquisition
Sriparna basu, International Management Institute, India
Pinaki Dasgupta, International Management Institute, India
This paper examines the key issues that are fundamentally important to address for organizations undergoing Mergers & Acquisitions and to develop a framework from the managerial standpoint. Forging a common standard solution as a devising strategy for both Mergers & Acquisitions would not equip the organizations to deal with the conundrum of transition, as Mergers are inherently different from acquisitions. At the same time, a core understanding is a necessary imperative for understanding the issues at stake for either of the changeovers. This paper is an attempt at laying down a strategic template, so to speak, for organizations undergoing M&A for sustained growth.

*Branding the destination: Shaped by Travel Sites or Customers’ Reviews? A review of Caribbean travel brands*

Reccia N. Charles, St. George’s University
Nazly K. Nardi, Nova Southeastern University

In this paper we explore the use of online reviews, word-of-mouth and user generated social media content (referred to as user-generated content). Websites like TripAdvisor which allow consumers to share their travel experience and impression of a country (not just of the hotel and amenities), have grown in popularity. This is demonstrated by the fact that over 30% of internet users have rated products online (Pew Internet & American Life Project, 2006), more than 80% of web shoppers use other consumers reviews when making purchasing decisions (Forrester, 2006); and six out of 10 consumers prefer websites over peer-written reviews (eMarketer, 2007). Lim et al. (2012) propose that social media has “shifted the paradigm of brand creation” (p. 199). Previously, information was controlled and available solely to the company and insiders; and its dissemination was timed and controlled. Today, that is not the case; due to consumer sharing and consumer-generated information that is distributed throughout the various social media platforms. Instead, a question that has motivated multiple studies, has been about the “importance of reviews in the context of tourism” (Chua & Banerjee, 2013 p. 2). However, not many studies have been conducted on the impact these user-generated content (the review) has on the destination’s branding.

*Session 1.4.2 – Panel*
*Track: WAIB/CCM Special track: Gender in International Business Research/Management*

**WAIB Experts Panel: High-Quality Research on Women and Gender**

Presented on: *November 13, 2015 - 15:30-16:45*

Chair: Susan Forquer Gupta, Monmouth University

Panelists:
Amanda Bullough, University of Delaware
William Newburry, Florida International University
Rosalie Tung, Simon Fraser University Beedie School of Business
Lorraine Eden, Texas A&M University

With this panel, WAIB (Women of the Academy of International Business) offers a discussion of how scholars can increase their rigor on research topics related to women or gender and improve their chances of getting their papers published in premier journals, like the Journal of International Studies. While the general topics of women and gender have been fairly well-established from a research perspective (the glass ceiling, work-family balance, discrimination, etc.), there are still many areas of research that remain unpublished in high-quality journals (women in business in adverse environments, businesswomen in politics, institutions, etc.). The panel is made up of experienced editors and reviewers and leading scholars with experience publishing research in these areas, and reviewing and accepting or
rejecting articles on these topics. The panelists will openly discuss the issues that they feel contribute to either success or failure with getting papers accepted for publication by premier journals.

**Session 1.4.3 – Competitive Track:** Global Strategy and Competitiveness of the Multinational Enterprise and Track: IB Theory, FDI, and Entry Mode Strategies

**Institutions and Trade**

Presented on: **November 13, 2015 -15:30-16:45**

Chair: Wlamir Xavier, Eastern New Mexico University and UNISUL

*Cutting Fat or Cutting Muscle: A Study on the Pharmaceutical Industry and the Effects and Changes Caused by Outsourcing*

Gurhan Burak Boluk, University of Hartford

Over the last decade, there had been great fluctuations in the global financial situation, which affected Pharmaceutical Industry as well as any other. The changes in the stock market, stock prices of Pharmaceutical Companies, revenue stream shifts, decrease in cash flows and net income levels, coupled with the clogging/low-speed in the new product pipe-lines caused for drastic changes in the corporate structures, especially in the R&D departments for different sized Pharmaceutical Companies. What is the role of outsourcing in these changes, and to what extent it has affected the companies of different sizes? What is being outsourced and what stays within the company? What are the pressures to outsource, and how do they differ for the companies of different structure and size? What operations are outsourced? What are the common characteristics of outsourced companies? In order to answer the above questions and many others, we will focus on the analysis of current functions of R&D departments, ongoing changes in R&D strategies, and effects of already implemented changes. For comparison, we will be using results of a decade ago companies’ financial performance and strategies. Based on the findings, we will test our hypothesis of benefits of non-R&D and outsourced R&D strategies.

*So Why Do Companies Relocate?*

Elzotbek Rustambekov, Bryant University

This is a conceptual paper that looks at dynamic capabilities as a specific type of knowledge that is geographically localized. Dynamic capabilities are knowledge-based processes that are developed over time by means of interactions among a company’s resource bundles and capabilities. Dynamic capabilities enhance a company’s capacity to leverage resources and organizational processes to increase profitability. Corporate headquarters were selected as a unit of analysis because of their knowledge-intensive nature. Empirical evidence suggests that just over five percent of headquarters relocate every year and that the reasons for the relocations go beyond tax incentives. It is argued that the geographical proximity of headquarters causes spillover of operational knowledge during interactions between managers. This operational knowledge includes various routines and contains dynamic capabilities. This research links studies on dynamic capabilities and studies on geography of knowledge and headquarters relocations. The information gathered can help to explain why corporate headquarters relocations take place, and how companies may increase profitability by moving their headquarters to a location favorable to building particular dynamic capabilities.

*The Differential Effect Of The Institutional Environment On Foreign And Domestic New Business Activity*

Rich Devine, Florida State
The current study examines the relationship between formal institutions and new business activity, and how this relationship is moderated by entrepreneur type, whether domestic or foreign. More specifically, at the country level, we consider how access to financial resources and regulatory policy affect new business activity. At least implicitly, many scholars treat institutions as if they have the same effect on all firms or entrepreneurs. However, we argue that they have different effects on the efforts of domestic and foreign entities. The study puts forth testable propositions that provide important and interesting considerations for academics and practitioners alike.

Equity-based Foreign Market Entry Mode Choice as a Moderator: Mitigating the Adverse Effects of Institutional Distance  
Daniel Rottig, Florida Gulf Coast University

Much research has been directed toward examining the factors that determine the entry mode choice of firms when expanding to international markets or examining the relationship between entry mode choice and firm performance, thus treating entry mode choice as a criterion or antecedent, respectively. This paper forwards a conceptual model that considers equity-based foreign market entry mode choice as a moderator to examine how the selection of foreign market entry modes may mitigate the adverse effects of institutional distance on the liability of foreignness firms face when expanding abroad.

Session 1.4.4 – Competitive, Friday, 15:30-16:45, Room: Franklin  
Track: International Marketing

Corporate Social Responsibility

Presented on: November 13, 2015 -15:30-16:45

Chair: Melanie Lorenz, University of Alabama

Consumers’ Sustainability Perceptions: A Focus Downstream In The Supply Chain  
Mertcan Tascioglu, Mugla Sitki Kocman University  
Jacqueline Eastman, Georgia Southern University  
Dora Bock, Auburn University  
Karl Manrodt, Georgia College  
David Shepherd, Georgia Southern University

This paper aims to focus downstream in the supply chain by exploring consumers’ perceptions towards sustainability practices. The moderator effect of price and the effect of price in different cultural contexts are also investigated. A quantitative research methodology using scenario-based experiments was employed. Two experiments were conducted using research participants from the US and Turkey. The results reveal that high prices negatively moderate the effect of sustainability on consumer behavior and high sustainability and a low price strategy will lead to an increase in consumers’ commitment, satisfaction, and loyalty levels.

The Impact Of Social Media Marketing On Customer Relationship Capabilities And Firm Performance  
Zhan Wang, Saint Louis University  
Hyun Gon Kim, Rutgers Business School

Social media are becoming ubiquitous and need to be managed by organizations to meet their strategic goals. Businesses are finding it necessary to modify their approach toward Customer Relationship Management (CRM) and develop new marketing capabilities that facilitate customer satisfaction. The purpose of this study is to explore and examine how social media marketing usage impacts firm performance through improving marketing adoption strategies and increasing marketing assets and
capabilities. This study will contribute to existing literatures by connecting firms’ social media marketing with business performance by arguing that social media usage can improve firms’ customer satisfaction and social CRM capabilities based on Resource-Based View (RBV) and dynamic capabilities theory.

The Effects of Diversity-Related CSR Performance on Consumer Evaluation of Corporate Ability and Attitude toward the Company
Stanford Westjohn, University of Toledo
Shubham Singh, University of Toledo

We investigate how consumer evaluations of a firm change after learning about a firm’s positive or negative CSR performance with respect to diversity. We analyze data from a student sample that offer evidence that consumers with higher sensitivity to CSR issues evaluate firms more extremely and that while CSR performance influences overall company evaluation, it does not affect evaluation of the company's corporate ability to produce quality, innovative products. Finally, we find that the magnitude of impact from a negative CSR performance is greater than the impact from a positive CSR performance.

Session 1.4.5 – Interactive
Track: Governments, NGO’s, Global Institutions and State-Owned Enterprises

Government and Politics

Presented on: November 13, 2015 -15:30-16:45

Chair: Min Lu, Monmouth University

Does Symbolic Or Substantive Practice Contribute To The Bottom Line? A Longitudinal Study On The Influence Of Chinese Firms’ Sustainability Practices On Financial Performance
Kun Yang, Central Michigan University
Van Miller, Central Michigan University
Mike Pisani, Central Michigan University

The project probes the relationship between firm sustainability performance (CSP) and financial performance (CFP) from a dynamic perspective, which may explain why the current CSP-CFP results are mixed, inconsistent and contradictory. Applying stakeholder theory, signaling theory coupled with prospect theory, the project tries to answer the research questions including, if investors on the major stock exchange in the world’s largest economy (China) make buy-sell decisions based on the announced symbolic vs. substantive sustainability practices of Chinese corporations; and whether different CSP patterns (e.g. consistent or inconsistent) contributes to positive performance. The sample is 587 Chinese firms listed in the Shanghai Stock Exchange. Among them, some are reporting or used to report to GRI, GW, and/or Bloomberg ESG from 2009-2013. The unbalanced panel data will enable us to investigate the impact of firms’ activities on the market-based and accounting-based performances with multivariate regressions. The project will contribute to the research on CSP and CFP by bringing up a dynamic view on CSP, which shows a more complete picture of the relationship and helps discern why the CSP-CFP results are mixed and contradictory. This study will enrich the research on CSP and CFP in emerging markets, which are considered to have weaker institutions than developed countries. The project will empirically examine and show to practitioners when and how to initiate sustainability activities for best financial performance. It also sheds light on how important of symbolic or substantial sustainability activities for firm’s long term and short term performance.

Latin American governments in the promotion of outward FDI
Jorge Alcaraz, Tecnológico de Monterrey
Johanán Zamilpa, Universidad de Guanajuato
This document is a work-in-progress. The participation by enterprises from emerging economies in the world economy is increasing. A main issue in this growing is the participation of home governments promoting the expansion abroad of home enterprises through outward foreign direct investment (OFDI). This manuscript focuses on governments from Latin American countries and how they are promoting the expansion of home enterprises in international markets. One of the reasons why governments from Latin American countries should promote OFDI is because it allows home enterprises to overcome liabilities providing better conditions to compete in a global environment. This research will shows the trends and orientation of Latin American governments promoting OFDI, analyses the evolution of these trends and describe the measures that governments from this countries are implementing to boost the expansion abroad of home enterprises. The document concludes with theoretical, managerial and policy implications regarding governments from Latin America promoting OFDI.

Using Public Procurement-Based Supplier Evaluation Criteria Importance as Input to International Supplier Bid Strategy Formulation in the US Public Transportation Industry: A Resource Based View
Marc Angus Scott, Georgia Southern University

The resource based theory of competitive advantage, or resource based view (RBV), is a central theme in the study of strategy formulation. RBV is based on the ability of firms to use unique resources to gain advantageous positions in their markets. In the US public transportation industry, the passenger bus market is marked by high levels of competition and government regulation which can impact international supplier competitive advantage. When procuring buses, public transportation agency source selection officers (SSOs) utilize a federally stipulated procurement method, the best value approach, which mandates the use of a multiplicity of supplier evaluation criteria to ensure highest value is returned for money. This research proposes that international bus suppliers can use evaluation criteria information as input into acquiring resources and developing capabilities that give them a competitive advantage when submitting bus procurement bids. The research proposes using the Analytical Hierarchy Process (AHP) to determine the levels of importance of SSO identified industry-specific supplier evaluation criteria in best-value evaluations and then utilizes survey methods to identify the unique resources and capabilities that can be aligned to them to facilitate the formulation RBV strategies that confer supplier competitive advantage in the US public transportation bus market.

The Challenges of Providing Affordable Healthcare in Brazil
Edison P. Moura, Sul Ross State University
David P. Moura, Florida Atlantic University

Many Latin American countries are in the midst of implementing major health care reforms. These reforms, however, are much more complex and challenging than would be in industrialized countries, due to the profound social inequalities common in the region. Brazil, as the largest country in Latin America, and facing a growing and rapidly ageing population, has experimented with a wide range of options to make health care more affordable, including the increasing use of generic drugs. Such approach has been very successful in Brazil’s attempts to deal with the AIDS pandemic, which seems to indicate that generic medicines will become “the drug of choice” in the future. This study will review the relationship between healthcare providers, pharmacists, and consumers and will outline the process by which Brazilian consumers obtain information about medicines. Lastly it will discuss the results of a cross-sectional study of 166 Brazilian pharmacists focusing on the dispensing of antibiotics in a section of the country.

Supply Chain Management in Hospitals - Impetus from Organizational and Behavioral Theories
Melanie Hinterplattner, University of Applied Sciences Upper Austria
The Objective of this paper is to develop and discuss a theoretical foundation of supply chain management (SCM) in hospitals based on organizational and behavioral theories with the aim of explaining how hospitals can structure and manage their SC. 

Design/Methodology/Approach: Theories are discussed according to a potential contribution to better understand SCM in hospitals. Findings: The discussed theories deliver valuable contribution to better understand SCM. The market-based-view helps to analyze the competitive environment by applying Porters Five Forces hospitals. The resource-based-view helps managers to develop an understanding of what their key resources are. Network and stakeholder theory give guidance on how to identify the most relevant partners. As relationships between different actors exists by nature, principal-agent-theory helps to reduce agency-costs. Research limitations/implications: The contribution/influence of theories on the understanding of SCM in hospitals is discussed on a purely conceptual level. Practical implications: A better understanding of theories can provide normative support to management decisions in hospital SCs, such as strategic-alignment, handling essential resources, outsourcing, protection against opportunism, or relations with stakeholders. Originality/value: Theories are discussed; important concepts and aspects of these theories are highlighted and applied in a new field (hospitals) in order to better understand SCM.

Who You Should Have Dinner With? --- A Multi-Dimensional Framework Of Antecedents Of Political Ties In China

Jie Yang, Saint Louis University
Chuandi Jiang, Saint Louis University

Political ties have been widely considered as critical resources for companies in China. Issues related to how political ties affect company performance have been extensively discussed (Cooper, Gulen, & Ovtchinnikov, 2010; Fisman, 2001; Frynas, Mellahi, & Pigman, 2006; Goldman, Rocholl, & So, 2009; Hillman, 2005; Sun, Mellahi, & Wright, 2012; Yadav, 2008). However, issues related to antecedents of political ties have received considerably less attention (Mondejar & Zhao, 2013). The vast majority of previous studies have explored that CEOs’ political membership and previous government working experience could lead political ties (Fan, Wong, & Zhang, 2007; Li, Meng, Wang, & Zhou, 2008; Liu, Tang, & Tian, 2013). However, political membership and previous government working experience only capture the tip of iceberg. In China, people have various approaches to achieve political ties. In this study, through utilizing insights from institutional theory, we apply Scott (1995)’s three-pillar taxonomy to introduce a multi-dimensional framework to further analyze the antecedents of political ties.

International Economic Development and Finance

Presented on: November 13, 2015 -15:30-16:45

Chair: Lydia L Gan, University of North Carolina at Pembroke

Does Ebola Matter? Evidence From African Mutual Funds
Andrea Paltrinieri, University of Udine
Alfonso Del Giudice, Università Cattolica

Financial development and stock markets have been widely considered key factors in economic growth. Institutional investors and mutual funds are also important with their portfolio capital flows to invest in
financial markets and provide financial resources to sustain especially developing countries. Based on a sample of 48 foreign mutual funds for the period 2010-2014, the aim of the paper is to assess the impact of Ebola and Arab Spring on African mutual fund performance and redemption flows. We find that, while asset managers show a picking ability creating wealth for the investors, the flows are affected by exogenous factor. In fact, we show that Ebola has a dramatic positive effect on redemption flows in African mutual funds, much more than Arab Spring, thus reducing overall performance. Our results have several implications for both Government Authorities and asset manager industry.

Economic Growth in Post-Soviet States – The Role of the Great Recession
John Lauren Colson Sharpe, Belmont University
Joonas Johannes Bask, Belmont University
Jacob Lee DeVries, Belmont University
Kurtis Harley Gibson, Belmont University

This research attempts to study and explore the economic growth experienced by post-Soviet states after the fall of the Soviet Union and the role, if any, played by the Great Recession in comparison to countries not previously a part of the Soviet Union. By identifying the structural changes in both the country’s economic and political institutions, we examine the relationship between economic growth and pertinent variables influencing growth in transitioning economies. We find that the post-Soviet states had lower economic growth in response to the Great Recession than in comparison with non-transition economies. In identifying the variables significant in influencing economic growth, the research aims to assist future transitioning economies in identifying proper policy steps to be taken.

A Revisit of Financial Analysts’ Rationality in Making Earnings Forecasts
Zhixin Kang, University of North Carolina at Pembroke

Prior studies find the relationship between financial analysts’ earnings forecasts and stocks’ past returns. But it is still an open question as to whether this relationship exhibits significant variation in the presence of structural changes in stocks’ past returns. This study extends the existing literature by studying financial analysts’ rationality in forecasting stock earnings in different information regimes in stocks’ past returns. Specifically, this study aims to answer the following two research questions (1) whether stock returns exhibit regime switching and (2) whether financial analysts behave differently in making earnings forecasts if there exist different regimes in stocks' past returns. Totally 212 stocks in the U.S. stock market are included in this study. Our study shows that four statistically significant regimes are identified in stocks’ past returns. In those four information regimes, analysts’ responses in making earnings forecasts are significantly different. Furthermore, financial analysts’ reactions to extremely negative and positive past returns in making earnings forecasts are remarkably different. In the presence of the information regime with extremely negative past returns, analysts tend to underreact in making earnings forecasts. On the other hand, analysts’ reactions are almost insignificant to the information with extremely high past positive returns when making earnings forecasts.

Foreign Direct Investment And Skills-Based Inequality: Empirical Evidence From Cross Country Bi-Lateral Fdi Data
Xiaolan Fu, Oxford University
Serena Masino, Oxford University

This study analyses a cross-country panel representing all levels of development to uncover the impact that FDI stocks have on skill-based inequality, measured as wage inequality. It emerges that i) moving from high to low absorptive capacity levels of the hosts increases the reduction effect on inequality. And ii) for every given host group, FDI coming from a more technologically advanced source lowers inequality, while FDI coming from a similarly or less technologically endowed source increase inequality.
The study interprets these findings as the interaction between labour demand and scarcity effect conditions created in the host economies by different types of technology transfer embedded in FDI stocks.

_How The Shari'ah Scholars’ Board Composition Can Affect Asset Allocation And Performance? Evidence From Islamic Equity Indices_

Federica Miglietta, Università degli studi di Bari Aldo Moro  
Josanco Floreani, University of Udine  
Andrea Paltrinieri, University of Udine

Basing our study on a sample of Islamic indices delivered by the major providers covering the period 2007-mid 2015, we investigate the impact of Shari’ah board composition on Islamic indices performance and asset allocation. Our research question addresses the issue focusing on the relation that exists among the composition of the Shari’ah board, the screening criteria set by the boards and their impact on asset allocation and performances. Our hypothesis is, then, that Shari’ah board composition can affect indices asset allocation first and, through the screening criteria, the indices performance. While many authors have compared performance of Islamic equity indices with conventional ones, none of the studies specifically investigated the relation existing between board composition and performance/asset allocation of the indices. Given the impressive growth that Islamic finance has experienced through the last decade and its relationship with ethical principles, the theme is of great interest for the asset management industry (i.e. for the benchmarking strategies of funds and Etfs). Furthermore, the research can contribute to the area of the governance issues linked to the Shari’ah board composition and to the rule of engagement of the scholars.

Session 1.5.1 – Panel  
Track: Global Strategy and Competitiveness of the Multinational Enterprise  

_Practices Of Trade, Global Supply Chain And Doing Businesses With Emerging Economies_

Presented on: November 13, 2015 -17:00-18:15

Moderators:  
Amit Arora, Savannah State University  
Jun Wu, Savannah State University

Panelists:  
Ani Agnihotri, US India Business Summit, UIBS  
Todd Gerken, U.S. and Foreign Commercial Service  
David “Fish” Mihuta, Freightliner of Savannah, Inc.  
Deepika Paul, United Community Bank  
McLeod Rominger, Colonial Energy/Colonial Group, Inc.  
Rhett Willis, President and CEO, D J Powers, Inc.

During this session, panelists will share some of their research and practice in one of the current hot topics in doing business with emerging economies. Focusing on emerging countries such as China, India, Mexico etc. various international business issues will be addressed. The relevant differences and similarities among these emerging economies in areas such as management strategy, innovation, institutional knowledge, internationalization, exporting, SMEs, competitiveness, political climate, opportunities and challenges of global supply chain, and some of the challenges and opportunities to make business successful will be included in the conversation. Also, the panelists will share their experience about what they have done, what has worked, what has not worked, and also their suggestions for persons who aspire to invest in an emerging economy. During the second part of the
panel, the floor will be opened for a follow up interactive discussion about the potential implications for doing business with emerging countries and global trade.

Session 1.5.2 – Competitive
Track: Master's and Undergraduate Students - International Business Research

General IB Topics

Presented on: November 13, 2015 -17:00-18:15

Chair: Pinaki Dasgupta, International Management Institute, India

Corporate Social Responsibility and Tax Avoidance: A Literature Review
   Veselina Vracheva, North Central College
   David G. Stephenson, North Central College

Tax avoidance as a CSR issue is critically important to a firms’ long term viability and the government’s ability to function. Aggressive tax avoidance schemes for shareholder wealth maximization are problematic since governments are left powerless to sustain basic services when earnings are stripped and sent to lower tax jurisdictions. This paper examines the extant literature on the subject of tax avoidance as it is presented in the CSR literature. Thirty-seven articles are analyzed and three overarching themes identified: (1) historical developments establishing tax avoidance as a CSR component, (2) ethical aspects of tax avoidance, and (3) the role of governance in tax decisions. The academic community is not in agreement on what constitutes and appropriate managerial course of action regarding tax obligations. Some argue for the alleviation of the tax burden, others for the payment of statutory taxes. The present work consolidates the literature of this emerging field to assess its current state and suggest a way forward.

Should The Devil Wear Prada? Analyzing Consumers’ Responses To Luxury Branding
   Esmira Gheisary, Savannah State University

Fashion is a product of a society where upward movement between classes is possible and desirable. In today’s world, a luxury fashion brand plays a major role in political, business and social spheres. Luxury fashion brands are the face of high-level prestigious brands fulfilling people’s physical and psychological needs. This research investigates consumers’ responses towards luxury fashion brands. The research offers insights and implications for academics and practitioners in luxury fashion industry.

The Influence of Culture on Job Satisfaction: A Vietnamese Study
   Uyen Nguyen Hill, Savannah State University

Successful global organizations around the world understand the importance of their employees and treat them as one of their most valuable assets. Several organizations spend a lot of time to learn the cultural perspectives and understand the customs of the host countries in order to increase the job satisfaction of diverse employees in global workplace. This paper aims to study the influence of culture on the quality of the professional exchange between a supervisor and a subordinate, in turn, the influence of the exchange quality on the subordinate’s job satisfaction of Vietnamese employees working in domestic and global organizations. The research utilizes Hofstede’s five cultural dimensions include power distance, collectivism/individualism, masculinity/femininity, uncertainty avoidance, and long-term orientation to answer the following questions: How does culture affect the quality of leader-member exchange? Does leader-member exchange quality subordinates’ job satisfaction? Consequently, does culture affect subordinates’ job satisfaction?
The Evolution of Spanish Football and Its Impact on Spanish Society
Alexis Laufer, Stetson University
Carolyn B Mueller, Stetson University

Football (soccer to Americans!) has long been an integral part of the Spanish culture. Modern Spanish football teams are among the most talented and popular throughout the world. However, throughout Spain’s three main historical periods and modern day Spain, football was, and is, more than a mere spectator sport. Spanish history proves that football was utilized as a political tool heavily manipulated by the Franco regime to further its vested interests in portraying the concept of a unified nation. As the oppression of the Franco regime weakened, football became a useful instrument for the people to express their dismay and disapproval of the dictatorship. In other words, football became a means of political expression in a time of fierce suppression. Today, football continues to play an integral role within Spanish politics as well as is economy and culture. Therefore, football can be viewed as playing a vital role in the country’s transition from dictatorship to democracy, and it still has a major impact on Spanish society today. In fact, noted author on Spanish football and its effects, Jimmy Burns, once correctly noted, “…you can’t separate Spanish Football from its politics” (Fascism and Football). Therefore, the focus and purpose of this paper is to look at Spain’s political, economic, and cultural self through the lens of football from a national and societal perspective.

Simulations in Business Education: A case study using CESIM™ Global Challenge
Andres Aguilera, Universidad EAN
Camila Fuquene, Universidad de la Salle
Federico Lozano, Universidad de la Salle
William Rios, Universidad de la Salle

This document provides an overview of the use of CESIM™ Global Challenge, a simulation in an undergraduate business program at a University in Bogotá, Colombia. Within this simulation, students working in teams had to manage and make decisions for a fictional company that manufactured and commercialized mobile phones. The document’s structure is: a brief literature review, description of the simulation, analysis of the data compiled by the simulation and a survey to students. It closes with a discussion on the potential gains of the use of simulations in business education and in corporate training.

Session 1.5.3 – Competitive
Track: WAIB/CCM Special track: Gender in International Business Research/Management

Global Considerations of Gender and Employment, Expatriate Assignments, and Leadership

Presented on: November 13, 2015 -17:00-18:15

Chair: Everlyn Misati, Florida International University

Gender Wage Discrimination and Employment Participation- Implication for Economic Growth and Development
Eunice V. Akoto, Henderson State University

The quest for equality and justice in the labor market has deep historical roots, and has inspired much debate, from Adam Smith’s (1957) theory of productivity to Marx’s plea for a proletariat uprising to today’s journey toward achieving engendered justice in the working world. The issue of gender and employment discrimination is not exclusive to women; rather, it bears on questions of how society can
maximize its productivity and the well-being of its citizens, both men, and women, in a framework of justice and equity. The debate on gender discrimination in the labor market is particularly pressing with respect to the employment situation of women since they must overcome historical disadvantages in an unfavorable economic environment. The analysis is based on data from the Organization for Economic Co-operation and Development (OECD), the World Bank and USA Bureau of Labor and Statistics data. We analyzed the relationship between GDP per capita, gender pay gap, and employment participation rates in the USA and other OECD countries during a 10-year period to assess the impact on economic growth and development. The analysis shows that gender pay gap in OECD countries is still an important cause of lag in economic growth. It was observed that gender pay gap as an indicator of gender discrimination in the production sector, will affect production of goods and services, distort the allocation of talents and therefore lead to lower female to male labor participation rates and the resultant reduction in per capita GDP and lower economic development of nations. The paper provides some recommendations, including the need for non-competitive market conditions created by government interventions to significantly decrease the level of gender employment discrimination over time.

Reasons For The Underrepresentation Of Female Expatriates In South African Multinational Enterprises
Adolf Johan Vogel, University of Pretoria
Natalie Patricia Macdonald, University of Pretoria

Though South Africa currently ranks eighth out of 189 countries in terms of female representation in parliament and the South African government has implemented a number of initiatives to increase the representation of females in the work place, females are still underrepresented on international assignments in South African MNEs. As a result, this qualitative study, utilising in-depth case-studies focussed on 12 South African MNEs drawn from six industries, investigated the reasons for this underrepresentation. Though this study confirmed the fact that international experience is valued by South African MNEs and as a result can advance your career within the MNE, South African female employees were less interested in pursuing expatriate careers than their male counterparts. The study also found that the location of the international assignments, and in particular the host country conditions contributed greatly to this underrepresentation.

Session 1.5.4 – Competitive
Track: Global Strategy and Competitiveness of the Multinational Enterprise

Advantages and Disadvantages of Going Global

Presented on: November 13, 2015 -17:00-18:15

Chair: Suman Niranjan, Savannah State University

Reverse Innovation 6 Years Later: A Systematic Review Of The Literature
Marine Hadengue, Polytechnique Montreal
Thierry Warin, HEC Montreal
Nathalie Marcellis-Warin, Polytechnique Montreal

There is an increasing interest surrounding reverse innovation (RI). According to our research more than 200 reliable sources (scientific publications, books and working papers) are interested in or at least discuss the concept as such. As RI is gaining in popularity, subtle differences are beginning to take hold over time thereby creating a fragmentation of the ideas behind the concept. We propose to review the concept of RI in a systematic way. Through the analysis of all documents retrieved from our systematic
research, we first provide an overview of the contributions to and around the concept of RI. We show that RI is a more and more popular concept but that this popularity is accompanied by confusion around its definition. We then highlight theories, key concepts and fields that might be influenced by the change of paradigm brought by RI. We finally give recommendations for further research.

**Liability Of Foreignness In Industry Context: Evidence From Indian Manufacturing**

Mayank Sewak, University of Massachusetts Amherst  
Anurag Sharma, University of Massachusetts Amherst  
Robert Nakosteen, University of Massachusetts Amherst

The liability of foreignness thesis suggests that foreign firms are at a disadvantage vis-à-vis local firms, and that is largely because of their lack of local know-how. We hypothesize that industry characteristics, specifically the type of customer targeted and the relationship intensity, could have differential effect on the liabilities of foreignness of Foreign MNE subsidiaries. We test the hypotheses on a matched sample of independently listed subsidiaries of foreign MNEs and independently listed affiliates of local business in the manufacturing industry over a period of eight years. While we found support for the type of consumer targeted we did not find support for relationship intensity. Further analysis revealed that subsidiaries of foreign firms and local firms in our sample had different levels of engagement with customers.

**Outward Investments From China And Russia: Macroeconomic And Institutional Perspective**

Andrei Panibratov, St. Petersburg University  
Liubov Ermolaeva, St. Petersburg University

Outward FDI from China and Russia are traditionally studies that are independent of each other: explained by both the more advanced position of China in the global marketplace and Russia’s delay in this process. Most recently, Russia’s investments have been increasingly more significant than those made in the prior two decades, which makes Russia and the Russian context for OFDI more appropriate for comparing both these two countries and their respective OFDI. In this paper, we ask to what extent can Chinese and Russian OFDI be treated similarly; what distinguishes these two economies from other emerging markets; and what are the major common features of OFDI originating from these two countries? Based on the investigation of the macroeconomic and institutional determinants of Russian and Chinese OFDI, we found that for China and Russia these factors play almost equally significant role, which also shapes the FDI exchange between these two countries. We also argue that Chinese firms have some advantage in operating in locations with more corruption and tend to use this factor to their benefit, transferring, therefore, capital to Russia. Meanwhile Russian firms escape from the unfavorable home-country environment of corruption and transfer capital to destinations safer than China.

**How Demographics Of The Board Leads To Various Levels Of Risk-Taking In Global Investment Bank**

Elzotbek Rustambekov, Bryant University  
Anil Nair, Old Dominion University  
Michael McShane, Old Dominion University

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

**Session 1.5.5 – Interactive**
**Track: Cross-Cultural Measurement, Research Methods, Analytics and Metrics** AND **Track: Culture, Culture Theory, Cultural Distance, Psychic Distance**

**New Perspectives in Cross-Cultural Influences on Research Methodology and Cross-Cultural Research**

**Presented on:** November 13, 2015 - 17:00-18:15

Chair: Inessa Korovyakovskaya, Savannah State University

**Influence of Facebook and Internet Usage on Student Achievement and Face-to-Face Communication: A Multi-Country Perspective**
Suman Niranjan, Savannah State University
Inessa Korovyakovskaya, Savannah State University
Mahesh Raisinghani, TWU
Prashant Salwan, Indian Institute of Management – Indore
Shilpa Iyana, Abu Dhabi University

Facebook and Internet is an integral part of most college students across developing and developed nations. More than 90 percent of college students in United States, India, Russia, and United Arab Emirates have access to Internet. There is a strong correlation between the amount of time students spend on internet and browsing social networking websites. Undoubtedly Facebook is the most popular social networking website in United States, India, Russia, and United Arab Emirates. Obsession to the Internet and online social network sites can affect a student’s academic achievement both positively and negatively. The middle ground is to be a controlled user, and this could may result in positive influence on student’s academic achievement. In this research we study the influence of Facebook usage, Internet usage, and online media usage on college student’s academic performance and face-to-face communication skills in four countries. Further we investigate the moderating role of polychronicity and student interest in university on the aforementioned relationships. In order to draw logical comparisons and inferences across countries from eight scales, the scales should first undergo a measurement invariance test. We propose to conduct structural equation modeling to evaluate the hypotheses. Currently we have completed data collection in four countries.

**Mindfulness And Its Relationship To Belief In Determinism/Free Will**
William Collier, UNC Pembroke
Xinyan Shi, UNC Pembroke

This purpose of this study was to examine whether mindfulness is related to a belief in determinism or free will. To study that, we designed two experiments. In the first experiment, participants were randomly assigned to read either free will statements, determinism statements, neutral statements. In the second experiment, the procedure is similar to the one in the first experiment except that before reading the statements, participants listen to a 30 minutes guided meditation. Following these procedure in both experiments, participants answer questionnaires (on mindfulness, determinism/free will beliefs and emotion). We found that the people with higher mindfulness scores are more likely experiencing positive affect than negative affect, and vice versa for the people with lower mindfulness
scores. We also found that reading the statements on free will or determinism tend to make high mindful people take longer time to respond and make low mindful people less time to respond. The result is reversed if people read neutral statement.

Research Methods and Statistics: Are IB Masters' Programs Different?
Carolyn B Mueller, Stetson University
John Rushing, Barry University
Sandra L. Roberts, Barry University

This paper is a continuation of an exploratory study that evaluated the research methods and statistics course requirements for Master’s Degree programs in International Business versus those in traditional MBA programs. Given the greater complexity of conducting international business, it seems logical that graduate IB programs would include different, more complex requirements, in areas critical to reliable and valid research studies, than those found in more general MBA programs. This study reviews and evaluates published materials from almost 250 domestic and overseas institutions’ core curricula in an effort to more deeply understand the issue. In addition, a 2 x 3 matrix is developed based on the manner in which technology, specifically computer simulation, becomes manifest in research designs.

Taking Stock Of What We Know About Within-Nation Regional Culture: A Review And Research Agenda
Aycan Kara, IU Southeast
Mark F. Peterson, FA

National and regional culture as well as cultural stability and change are much examined topics in international management. National cultural differences have been examined since 1900s by anthropologists then by management researchers. Aside from identification of national cultural dimensions, recent debates focus on cultural stability and change (Kara & Peterson, 2012; Tung, 2008; Taras, Steel, Kirkman, 2011). However another important topic, within-nation regional culture has taken a back seat. Current evidence points out that within-nation regional cultural differences exist and these differences matter. Yet, we have little information about how to construct meaningful regions, how to use cultural dimensions at within-nation regional level and which organizational phenomena these differences affect. The purpose of this paper is to collect all relevant information on within-nation regional culture theory, measurements, and to shed some light on the path ahead. We use functional, institutional and critical events theory to explain emergence of regional culture. Then we comment on within-nation regions as a context of cultural differences and list all the measures used to date to construct regional cultural dimensions and outcomes studied. We conclude by examining the relevance of regional cultural differences and offering a research agenda.

Session 1.5.6 – Interactive, Friday, 17:00-18:15, Room: Reynolds
Track: Master’s Students International Business Research

Sustainability and Economic Development

Presented on: November 13, 2015 -17:00-18:15

Chair:  Alexander Assouad, Belmont University

China's Africa-Safari: Can China Contribute To Africa’s Economic Development?
Alize Dumoulin, ISC Paris Business School
Sabine Bacouel-Jentjens, ISC Paris Business School

China’s Africa policy has effected the economic development of many African countries within the last fifteen years. The China - Africa relationship has been closely followed in public either with admiration
or fear. Between these two opposite visions, it seems difficult to have an objective judgment on the Chinese commitment toward Africa. This report aims at determining whether the Sino-African economic partnership leads to the development of Africa. It looks at what kind of actor China is in Africa, and analyses China’s Africa policies from Chinese and African perspectives pointing to the economic benefits and drawbacks for both stakeholders.

*Sustainability as Strategy: A Qualitative Study of the Biofuels in Relation to the Automotive Industry*

Kim Thi Khanh Nguyen, Florida Gulf Coast University
Nicholas Vaccarella, Florida Gulf Coast University
Tori Bishop, Florida Gulf Coast University
Steven Brown, Florida Gulf Coast University
Andrew Bauer, Florida Gulf Coast University

The world is faced with an ongoing challenge to produce enough energy to meet its seemingly insatiable demand. The expanding global population and growth in energy consumption per capita has led to environmental degradation and climate change which poses serious threats to the habitability of planet Earth. To address these issues, the world must find new sources of clean energy rather than relying on non-renewable resources - such as petroleum, coal, and natural gas - that will be fully depleted in time. Furthermore, the vast deposits of fossil fuels controlled by countries with significant political risk has contributed to destabilization and conflicts between nations. These factors create an urgent need to identify, develop, and exploit clean, renewable, and conflict-free sources of energy.

It is within this framework that biofuels have become an intriguing and innovative possibility. This paper sets out to examine the viability of the industry by first identifying its key features and then exploring how it can be leveraged as a part of a firm’s strategy to differentiate amongst competitors; with particular emphasis on those firms in the transportation industry. This examination utilizes qualitative and quantitative research, as well as interviews obtained from a number of industry players.

*Sustainability as a Strategy: A Case Study of Firms Connected By Value Chains*

Jane Schappert, Florida Atlantic University
Daniel Rottig, Florida Gulf Coast University
Sandra Maritz, Florida Atlantic University
Andrew DeFoe, Florida Atlantic University
Chery Fee, Florida Atlantic University

While nearly all companies in most industries have implemented sustainability programs, not all companies have recognized sustainability as a key driver for innovation (Nidumolu, et al, 2009). The opportunity and urgency for sustainable innovation has never been greater, as most industries are currently in the early stages of the next long-term growth cycle in innovation, which will be based on technologies that enable system-level sustainability (Seebode et al., 2012). This study examines the topic of sustainable innovation in order to gain a better understanding of how multinational corporations can utilize sustainability as a strategy to build a global competitive advantage. Using a qualitative approach based on executive interviews and secondary data research, this study examines the sustainability programs of four multinational corporations in related industries that are part of the same, overlapping value chains: FedEx, Pitney Bowes, Staples, and Xerox. In so doing, this paper analyzes the stages of as well as barriers to sustainable innovation, examined the key challenges to sustainable innovation and discusses best practices MNCs use to manage sustainability as a strategy.
About Higher School of Economics

National Research University Higher School of Economics (HSE) was founded in 1992 in Moscow, Russia.
HSE campuses: Moscow, St. Petersburg, Nizhny Novgorod, Perm

HSE mission: to promote economic and social reforms in Russia through education of a new generation of researchers and practitioners, and production and dissemination of modern economic knowledge to the Russian business and government communities.

In its education and research programs HSE is committed to addressing important issues in society at national and international levels. As a research-intensive university, HSE combines graduate education with cutting-edge research, which builds on almost two decades of HSE leadership in Russia in social and economic sciences. HSE aims to use its research to contribute to a better understanding of complex social issues.

HSE has 33 faculties and schools offering programs for over 25,000 students (around 15,000 undergraduate, 3,750 master’s, and around 600 doctoral students) and 25 double degree Bachelors, Masters, and PhD programs with international partners.

HSE develops academic cooperation including double diploma program with ESCP Europe. HSE is a full member of the European Foundation for Management Development (EFMD). HSE also acts as a Russian knowledge hub for postgraduate and continuing professional education offering over 300 programs for 12,000 students annually.

Presently, HSE is the largest center for socioeconomic analysis in Russia and Eastern Europe implementing about 400 basic and applied research projects through 38 research institutes and centers, 11 international research labs, and joint research projects with international partners.

See www.hse.ru for details.
Session 2.1.1 – Panel
Track: The World of International Business Education

Teaching International Business Through Experience

Presented on: November 14, 2015 - 9:00-10:15

Panelists:
Karen Lynden, Rowan-Cabarrus Community College
Vasyl Taras, University of North Carolina at Greensboro
Saba Colakoglu, Berry College
Bindu J. Vyas, King’s College
Danielle Morin, Concordia University
Anne Marie Zwerg-Villegas, Universidad de la Sabana
Anna Svirina, Kazan National Research Technical University
Artem Bardas, National Mining University, Ukraine

Experiential learning is a “hot” topic in International Business and Cross-Cultural Management Education (IB-CCM), but the use of this approach is limited due to a lack of information and understanding on what tools are available and how to incorporate them in the curriculum. The proposed panel will bring together 5 academics who have developed and successfully used various experiential learning projects in IC-CCM education programs. The goals of the panel are to share information about the existing EL projects, share experiences, discuss challenges and best practices of using EL to improve IB-CCM education, provide a networking opportunity for academics interested in the EL approach, and discuss how this panel can contribute to further discussion on the role of EL in IB-CCM education, possibly through special issues on EL in academic journals, targeted conferences and seminars, and better research on the issue.

Session 2.1.3 – Competitive
Track: The World of International Business Education

Designing Study Abroad Programs For Competitive Future Graduates

Presented on: November 14, 2015 - 9:00-10:15

Panelists:
Reccia N. Charles, St. George’s University
Michael Tyler, Barry University
Sheron Lawson, McPherson College
Ruth Clarke, Nova Southeastern University

Employers want applicants who have international experience; studying abroad have been conceived by universities as the solution. This panel will address if the traditional format of a semester, a week or the newly evolved summer programs can adequately meet the workplace needs. Essentially the panelists will outline the advantages of studying international business abroad as well as the best time for student students to study abroad. The panelists will also try to address where should an international business student study abroad along with what is the best balance of cultural and academic content needed in a study abroad program. Bearing the aforementioned points in mind and utilizing open forum discussion
to discuss and exchange ideas the panel will ultimately seek to answer: What is the best program type – university-based or university-sanctioned private programs or solo student travels?

Session 2.1.4 – Competitive, Saturday, 9:00-10:15, Room: Franklin
Track: International Accounting, Economics, and Finance

International Finance

Presented on: November 14, 2015 -9:00-10:15

Chair: Lydia L Gan, University of North Carolina at Pembroke

Impact Of Small Business Sector On Quality Of Life In Russian Regions
Dina Clark, Bloomsburg University Of PA
Natalia Filimonova, Vladimir State University

The purpose of this research is to understand the relationship between corporate social responsibility (CSR), green supply chain management (GSCM), organizational citizenship behavior (OCB) and cultural distance. This study focuses on how CSR affects GSCM in the context of U.S. Subsidiary at the maquiladora. More specifically, this paper examines the moderating effect of OCB and cultural distance on CSR and GSCM. This paper uses institutional theory to explain the adaptation and implementation of CSR in the U.S. Subsidiary at the Maquiladora.

Knowledge Transfer and Accounting Practices in Mexican Firms Subsequent to the Adoption of the North American Free Trade Agreement
Clark M. Wheatley, Florida International University
Angel Arturo Pacheco Paredes, Florida International university
Elizabeth Turner, University of Texas Rio Grande Valley

Abnormal accruals are often seen as indicators of earnings management. We investigate whether publically traded Mexican companies increased their abnormal accounting accruals in the years following the adoption of the North American Free Trade agreement [NAFTA]. The study provides evidence that aggressive accounting strategies did not spillover from US firms to Mexican firms after NAFTA. Rather, the accounting practices of Mexican firms appear to have become more conservative in the post-NAFTA period. This issue is of regulatory importance in that it examines changes in accounting practices internationally - particularly concerning practices in developing nations as firms adopt International Financial Reporting Standards and capital markets become increasingly globalized. When we partition our sample by firm size, we further find that this increasing conservatism is confined to large firms.

Does Education Affect the Price Elasticity of Demand for Medical Tourism?
James R Frederick, University of North Carolina at Pembroke
Lydia L Gan, University of North Carolina at Pembroke

As health care prices rise in the United States, more American health care consumers are traveling abroad for treatment – a practice called medical tourism. The price elasticity of demand for medical tourism reflects U.S. consumers' perceptions of the degree of substitutability between treatment in domestic hospitals and treatment in foreign hospitals. By estimating this price elasticity, this study sheds some light on U.S. consumers' willingness to go abroad for certain kinds of medical treatment. It also examines how a consumer's income and education affect the consumer's price elasticity of demand. The data for this study came from a survey of 964 potential consumers of medical tourism from diverse areas in the states of North Carolina and Illinois. It asked their willingness to go abroad for
five types of treatment at different prices. Demand curves for each treatment were estimated simultaneously in a seemingly unrelated regressions model, using feasible generalized least squares estimation. Preliminary results indicate that having more education increases a consumer’s demand for medical tourism. Furthermore, the price elasticity of demand for medical tourism increases as the consumer’s level of education increases, though this effect was only statistically significant for the most expensive treatment in the study.

**Session 2.1.5 – Interactive**  
**Track: Global Supply Chains and International Trade (Conference Theme)**

**Sustaining Global Supply Chain Relationships for the Future**

Presented on: November 14, 2015 - 9:00-10:15

Chair: Glenn Richey, Auburn University

*Looking for the bright side of long-distance offshoring partnerships*  
Melanie P Lorenz, University of Alabama  
Jack Clampit, University of Alabama  
Jase Ramsey, Saint Louis University

Most international business theories suggest that multinational enterprises (MNEs) attempt to avoid institutional distance in order to reduce the negative effects associated with the liability of foreignness. Yet the diversity literature has demonstrated that differences can sometimes lead to positive outcomes. Accordingly, we suggest that institutional distance can positively impact innovative performance in MNEs. Specifically, environmental munificence and the search for complementarity may drive organizations to seek distance in order to innovate. We aim to contribute to the emerging “positive distance” literature stream by demonstrating its effects on innovation.

**Emergent Supply Chain Sustainability Strategies of Top Sustainable Manufacturers**  
Gerard Burke, Georgia Southern University  
Amit Arora, Savannah State University  
Anas Wakhani, Georgia Southern University

This study seeks to advance research and practice on supply chain sustainability by exploring strategies associated with market-oriented supply chain sustainability. We capture a holistic view of supply chain sustainability by integrating all key stakeholders into strategy development through the notion of market-oriented sustainability. Data in the form of sustainability reports of leading organizations of four manufacturing industry sectors was objectively coded and analyzed using text analysis software and linear programming techniques. Based on our analysis we propose a framework of seven market-oriented supply chain management sustainability strategies. Further, our analysis reveals that innovation as a market-oriented sustainability strategy has strong interactions with the other six market-oriented sustainability strategies.

**An Integrated Index For Triple Bottom Line Performance Of The Big Three Firms In The Logistics And Shipping Services Industry**  
Gerard Burke, Georgia Southern University  
Amit Arora, Savannah State University  
Nihar Kumthekar, Georgia Southern University

This research investigates a crucial aspect of managing sustainability in organizations, i.e., sustainability performance measurement, with a focus on developing a methodology for jointly measuring and
comparing the sustainability performance of companies in a particular industry. We utilize two complementary methodologies – linear aggregation and data envelopment analysis, to create a unique index consisting of sustainability indicators. The method is demonstrated using three major firms in the logistics and shipping services industry. The mathematical models formulated in this research are flexible to include or exclude any number of sustainability indicators and provide an easy-to-comprehend tool for the managers to evaluate their sustainability efforts over a period of time. This research contributes to practice by aligning social and environmental indicators on the same scale and comparing the performance of companies using the ratios of these indicators.

*The Impact of Corporate Social Responsibility (CSR) on Green Supply Chain Management (GSCM): Implication for U.S. Subsidiary at the Maquiladora*

Wootae Chun, Saint Louis University

The purpose of this research is to understand the relationship between corporate social responsibility (CSR), green supply chain management (GSCM), organizational citizenship behavior (OCB) and cultural distance. This study focuses on how CSR affects GSCM in the context of U.S. Subsidiary at the maquiladora. More specifically, this paper examines the moderating effect of OCB and cultural distance on CSR and GSCM. This paper uses institutional theory to explain the adaptation and implementation of CSR in the U.S. Subsidiary at the Maquiladora.

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**Session 2.1.6 – Interactive**

**Track: Organization and Human Resources of the MNE/International OB**

**Trust/Favoritism and Talent Management in Russia: Implications for MNEs**

Presented on: November 14, 2015 -9:00-10:15

Chair: Edward O. Akoto, Henderson State University

**Can Talent Management Practices Be Considered As A Basis For Sustainable Competitive Advantages In Emerging Market Firms? Evidence From Russia**

Marina Latukha, Graduate school of management, St.Petersburg State University

This study aims to prove the influence of talent management (TM) practices on competitive advantage (CA) in internationalized Russian firms. As a phenomenon TM is rather new and controversial in the emerging market context and despite the certain amount of research devoted to TM practices, there is little said about how TM influence CA in emerging market firms. This study explores the peculiarities of TM practices in Russian companies and empirically proves a positive relationship between TM practices and CA in the emerging market context. The paper identifies a number of specific TM practices, which influence CA. We argue that succession planning and career development have a greater impact on CA in Russian firms.

**Favoritism In Russia: Is It A Killing “Hug” Or A “Brick” For Rebuilding Trust?**

Irina Naoumova, University of Hartford

Dinara Safina, National Research Volga Region University

Irina Volkova, National Research University – Higher school of Economics

This is a conceptual paper that investigates different aspects of favoritism in Russia and connects it with some recent findings regarding dual (positive and negative) effect of guanxi in China. We intend to understand the nature of business relationship in Russian society and find out whether there are some close to Asian guanxi model forms, and if so, were they equally accepted before in the recent Russian history meaning that they could have had cultural roots. We implied perceptions (based on semi-
structured interviews) of the business owners and managers that grew up and worked in the Soviet Union, the country with the different ideology to compare to modern Russian business norms. We used unethical behavior framework to better understand the current situation in Russia regarding favoritism and nepotism. We expect that institutional and interpersonal trust will be predictors for favoritism and nepotism level.

**Session 2.2.1 – Panel, Saturday, 10:30-11:45, Room: Oglethorpe**

**Introduction to Meta-Analysis Workshop**

*Presented on: November 14, 2015 - 10:30-11:45*

*Presenter: Alan Mackelprang, Georgia Southern University*

This workshop will introduce the basic principles of meta-analysis methodology including: the benefits and challenges of integrating findings across studies, overcoming the “apples vs oranges” problem, and what types of research questions can be evaluated with a meta-analysis. Based on my experience in publishing meta-analyses, I will also provide my “lessons learned” regarding both conducting a meta-analysis as well as getting a meta-analysis through the review process.

**Session 2.2.2 – Competitive Track: Culture, Culture Theory, Cultural Distance, Psychic Distance**

**Organizational and National Culture**

*Presented on: November 14, 2015 - 10:30-11:45*

*Chair: Lance Eliot Brouthers, Kennesaw State University*

*Role of Organisational Culture on Association between Strategy and Adoption of Corporate Social Responsibility*

Bedanand Upadhaya, Macquarie University
Rahat Munir, Macquarie University
Yvette Blount, Macquarie University
Sophia Su, Macquarie University

Corporate social responsibility (CSR) has become an integral part of business strategies in recent times. Anecdotal evidence suggests that some organisations embrace CSR as their core business strategy, while others practice CSR for greenwashing purpose, which follows that understanding of link between strategy and CSR still remains unclear. Although there is abundant literature on strategy, and CSR, little attention has been paid by the researchers towards the role of mediating variable, namely organisational culture, and its impact on CSR adoption. This study investigates whether adoption of CSR is associated with differentiation strategy, and if so, whether the association is mediated by organisational culture. Based on a survey data collected from 132 companies operating in a developing country, Nepal, the results suggest that adoption of CSR is directly linked to differentiation strategy, while further Partial Least Squares Structural Equation Modelling (PLS-SEM) analyses reveal that the link is fully mediated by organisational culture. Overall, our findings provide managers valuable insights into the role of organisational culture on (re) aligning CSR into their strategies, which in turn may help create value for their shareholders as well as stakeholders.

*Taking Advantage of Cultural Distance: Value of the Global Account Manager’s Cultural Intelligence and Individual Level Trusts in Trust-Based International Exchange Relationships*
Yen-Hung Steven Liu, Georgia State University
Leigh Anne Liu, Georgia State University

The trust literature has been calling for studies integrating multiple levels of trust (e.g. individual level trust and organizational level trust) from specific research contexts. Because the global account managers stand as the crucial communication channel between international buyers and sellers, they present an ideal sample to explore trust at multiple levels. This paper presents a preliminary study to discuss the role of buyer’s individual trust toward the seller’s global account managers in trust-based international exchange relationships. Specifically, the international exchange relationship research stream accepts that cultural distances create communication barriers and necessarily lead to unfavorable consequences such as weakened relational bonds between organizations. This paper thus proposes that (1) the global account manager’s personal capability (i.e. cultural intelligence) can possibly overcome the disadvantage of cultural distances between organizations, (2) the buyer’s individual cognitive and affective trusts toward the seller’s account manager are positively associated with the buyer’s organizational trust toward the seller, and (3) both the buyer’s individual trust toward the seller’s account manager and organizational trust toward the seller enhance the relationship performance. This paper encloses with theoretical extensions as well as empirical implications.

Emotional Intelligence: A Comparison of US and Indian Subjects
Stephen Brian Salter, MTSU
Gaurav Gupta, Pacific Lutheran University
Philip Lewis, Eastern Michigan

The concept of emotional intelligence, that we can develop and use our emotions and those of others to influence decisions is very attractive. Since Mayer and Salovey (1997) defined Emotional Intelligence (EI), studies have linked EI to outcomes such as job performance, quality of relationships, and well-being (e.g., Walter et al., 2011; Brackett et al., 2006; Côté & Miners, 2006; Lopes et al., 2004). Very few studies have used this concept in non-North American settings (Moon 2011). We therefore test the cross-cultural application by applying the instrument in the USA and India. We collected data from 197 MBA’s in India and the USA. Our findings indicate that the high individualism and lower power distance students in the USA demonstrate higher emotional intelligence than Indians.

Session 2.2.3 – Competitive
Track: Global Supply Chains and International Trade (Conference Theme)

Uncovering Practical Realities in Global Supply Chain Management

Presented on: November 14, 2015 - 10:30-11:45

Chair: Amit Arora, Savannah State University

Modern Slavery in the Supply Chain: An Uncomfortable Reality
William "Rick" Crandall, University of North Carolina at Pembroke
John A. Parnell, University of North Carolina at Pembroke
Richard E. Crandall, Appalachian State University

In this paper, we overview the presence of modern slavery in the supply chain, particularly as it relates to overseas outsourcing. While consumers and managers in the United States and other developed nations have debated the merits of outsourcing, a more serious problem has emerged. There is growing evidence that some “sweatshops” either promote or tolerate the use of forced labor in their facilities. Completely eradicating this problem is a monumental task that begins with awareness and requires
organizations to take the problem seriously, and investigate and monitor practices beyond tier-one suppliers.

*Digital consumer activism: leveraging economic power through social media and implications for firms’ operations*

Aleksandr V. Gevorkyan, St. John's University
Amber M. Chenevert, St. John's University

Consumer movements, and therefore consumer activists, challenge social order and transform it through their consumption in hopes of dramatically changing mainstream views, public policies, corporate consumer practices and more. Consumer activism has proven particularly powerful in a capitalist system like the United States whose economy heavily depends on consumer choice and participation. During the American Civil Rights movement, bus boycotts primarily led by African-Americans, heralded larger social change all over the country. However, in the age of social media, it is important to understand how companies have continued to transform their operations driven by evolutionary dependence on consumer demand in the context of modern technology. The implications for supply management and logistics are immediate. Specifically, consumer activism is a critical and significant push factor in modern firms. Firms adapt to the vocal consumer demands. Many consumer-activist campaigns have local origins but quickly outgrow specific market constraints and spillover across wider scales. In this paper we explore a simple schematic methodology to understanding the cycle of business model shifts as consumer activists’ demands are amplified via social media.

*The Boeing 787 Dreamliner and the Global Supply Chain: An Analysis and Implications for the Future*

William "Rick" Crandall, University of North Carolina at Pembroke
John A. Parnell, University of North Carolina at Pembroke
Richard E. Crandall, Appalachian State University

When Boeing introduced the 787 (Dreamliner), it introduced a systems integrator outsourcing model. Following this approach, Boeing worked with global supply partners that were responsible for innovating and building the wings, the fuselage, and other major aircraft subassemblies. The decision was controversial in that many of the outsourced activities were associated with the firm’s core competency, the ability to engineer and design aircraft. This paper overviews and assesses the strategic approach Boeing employed in its supply chain, and evaluate implications that could emerge from this strategy.

*Supply Chain Alignment and Segmentation Directed by Customer Logistics Requirements*

Ted Farris, University of Applied Sciences Upper Austria, Logistikum, Steyr, Austria
Markus Gerschberger, University of Applied Sciences Upper Austria
Michael Plasch, University of Applied Sciences Upper Austria, Logistikum, Steyr, Austria

Purpose: Companies are pressed to adopt customer value strategies in order to grow profits and ensure long term survival. The objective of this paper is to share a procedure for categorizing customers by logistics demands and identify underlying consequences and efforts for internal and external supply chain flows. Methodology: The study adopts an inductive approach and uses the case method of investigation. A longitudinal case study was developed from primary (semi-structured interviews, workshops) and secondary sources. In addition to information gathered from interviews and workshops, hundreds of pieces of documentation were used to reconstruct past events (including past customer orders, documents from order initiation to order fulfilment) permitting triangulation. Pattern-matching logic was employed as case development progressed, continuously comparing 1) theoretical background and 2) customer segmentation made at different points in time from expert opinions. Findings: Among the factors influencing customer alignment and segmentation from a supply chain perspective, lead
time, order quantity, product specification, storage and production mode have major impact on 1) the appropriate allocation of customer into segments and 2) cause-based allocation of costs. Research limitations: The study is limited by the specific research setting (country and industry) and the applicability to producing companies. Practical implication: Assists Supply Chain managers in prioritizing customers based on customer logistics requirements. Originality: A practical procedure using customers’ logistical requirements to develop customer segments and delivery channels is offered beyond the extant literature.

Session 2.2.4 – Competitive
Track: International Accounting, Economics, and Finance

**Banks and Islamic Finance**

**Presented on:** November 14, 2015 - 10:30-11:45

Chair: Andrea Paltrinieri, University of Verona

*Value creation drivers in European banks: does the capital structure matter?*
Josanco Floreani, University of Udine
Maurizio Polato, University of Udine
Andrea Paltrinieri, University of Verona
Flavio Pichler, University of Verona

The aim of the paper is to investigate the main value creation drivers in European Banks. We start by identifying three business models using balance sheet characteristics of a large sample of European banks. Moreover we try to analyse the most important accounting profit and capital absorption drivers. In particular for retail funded bank we try to assess the impact of the loan loss provisioning (LLP) together with a wide array of credit-risk exposure on value creation measured by EVA. We develop a model for assessing whether accounting policies, such as those related to LLP, and the quality of loan portfolio play a significant role in explaining banks economic performance. We endogenize the effect of growth opportunities as well. Our results suggest that provisioning policies are positively and significantly related with EVA through the impact on asset returns volatility and equity betas. We account for a relation between betas and growth opportunities as well. Our study has several implications, in particular at light of changing European regulation on non-performing exposures reporting and forbearance practices alongside with regulators forcing banks to strengthen their capital base.

*Towards the Institutionalization of Screening and Measuring for Social Impact: Implications for Islamic Finance*
Jeffrey Kappen, Drake University
Kavi Chawla, Baton Global
Matthew Mitchell, Drake University

This paper examines the creation of values/mission based investing metrics for impact investors within the conventional financial system to identify potential points of convergence, lessons learned, and best practices that may be applicable to the development and execution of Sharia based investment strategies. Based on primary and secondary data, we explore how conventional investors, both institutional and individual, have developed and applied both positive and negative screens in the development and execution of values/mission based investment strategies. We also provide a historical view of the organizational processes that led to the development and implementation of different impact metrics and regulatory frameworks that have influenced the growth and development of conventional values/mission based investment industry. We then propose how these findings could benefit the Islamic finance industry, and specifically Sharia driven asset managers and investors. Finally,
we analyze the potential value of mission/values based investing for the economic development of the MENA region countries.

The Response of EU-based Commercial Banks to Credit Stimuli
Denise Williams Streeter, Howard University

This paper calls upon the theory of financial intermediation and the credit channel theory of monetary policy effectiveness to show how commercial banks responded to the trillions of dollars of innovations to stimulate the credit markets during the 2008 global financial crisis. Specifically, loan-level data is used to address the research question of, “Did European Union-based commercial banks respond to credit stimuli with increased commercial lending during the stimulus period of October 1, 2007 through September 30, 2011 when compared to the non-stimulus period of October 1, 2002 through September 30, 2006 five years prior?” Based on univariate and regression analyses, we find interesting results. The univariate analysis on 754 commercial loans to publicly traded companies in the stimulus period and 698 commercial loans in the non-stimulus period issued by nine commercial banks based in the European Union (EU) countries of France, Germany, and the United Kingdom (EU3) reveals an increase of $18 billion. Commercial lending was up in quantity and dollars, but not percentages of totals. The regression analysis reports a lack of significance in eight of the nine stimuli studied, which infers that the increase in commercial lending is not in response to the credit stimuli.

Session 2.2.5 – Interactive
Track: IB Theory, FDI, and Entry Mode Strategies

Determinants of Growth and Stability in a Newly Developing or Turbulent Economy

Presented on: November 14, 2015 - 10:30-11:45

Chair: Jack Clampit, University of Alabama

Greek Financial Crisis, to be continued! Revisit Policies and Politics of the Crisis
Robert C Moussetis, North Central College
George Nakos, Clayton State University
Ali Abu Rahma, Abu Dhabi University

The complexity and ambiguity of the continuous Greek financial crisis derives from misguided or misaligned past policies and politics. A crisis generates challenges in terms of policy tools and the capacity and capability by political parties to unravel the complexity and ambiguity of the crisis in order to identify a policy (Boin, 2004; Drennan and McConnell, 2007). In this research effort, we have reviewed literature on the politics and policies of the current ongoing financial crisis, exploring how the governments react to taxation, pensions, informal welfare system, the human reaction, corruption, and protests. Incidentally, this research effort found itself in a precarious position with the events of June and July 2015 with tectonic shifts in terms of policies and politics; hence, the crisis continues!

Regional Trade Blocs and FDI Attraction: The Case of Africa
Edward O. Akoto, Henderson State University
Nacasius Ujah, University of Nebraska, Kearney

This paper seeks to highlight an integrative framework to address one of the challenges to Africa’s growth and development—the lack of investments and capital. The paper focuses on FDI attraction through regional trade blocs as a viable tool for Africa’s growth and development, and suggests that higher levels of integration are necessary to attract the needed investment to Africa.
Institutional Distance and Performance of Multinational Subsidiaries in Brazil
Henrique Correa da Cunha, FURB
Marianne Hoeltgebaum, FURB
Mohamed Amal, Furb - Universidade Regional de Blumenau

Although several studies have addressed the strategies and patterns of multinational companies in Brazil and Latin America, very few studies have discussed the determinants for the performance of multinational subsidiaries. The study’s main objective is to investigate the effects of institutional and cultural distances and the mediating effects of experience and industry for the performance of foreign subsidiaries in Brazil. Using quantitative methods, we collected data from 38 foreign subsidiaries operating in Brazil during the period between 2000 and 2011. We tested such effects using a long-term perspective, with the application of a panel data technique. The results demonstrated opposite behavior between formal and informal institutions, contradicting other empirical studies. Cultural distance negatively correlated with the performance of the subsidiary. Results show that the institutional distance has a positive effect on the performance of a foreign subsidiary operating in Brazil. A cross-section with 82 subsidiaries from developed and developing countries indicate that companies from more developed countries perform better when compared to companies from developing countries. The interaction of formal and informal institutions was negatively correlated, pointing to a more substitutive relationship. Finally, the findings concluded that while experience and industry do not matter, the firm’s resources were highly significant.

Institutions and Export Specialization of Selected Low-Wage, Newly Developing Economies
Terry Tomlinson, Cleveland State University
Susan Storrud-Barnes, Cleveland State University

In the past four decades, sweeping changes in the volume and structure of global trade have occurred. The Balassa Index of Revealed Comparative Advantage is a measure of actual export specialization (Balassa 1965), and will be used to focus on the export specialization structure of developing economies. In its development, it seeks to address the effects of institutional changes on the export specialization of nations; and whether the Balassa Index can be used in a robust predictive model of export specialization changes for newly developing nations. The paper proposes to use the 16 nations predicted to replace China as low-wage, low-capital-intensive producers as the sample for testing the applicability of Balassa Index.

Session 2.2.6 – Interactive Track: The World of International Business Education

Experiential Approaches to Enhance Student Learning

Presented on: November 14, 2015 - 10:30-11:45

Chair: Carolyn Mueller, Stetson University

Experiential Cross-Disciplinary Approach to Teaching Entrepreneurship and Print and Online Media Production
Raina M. Rutti, Dalton State College
Gulnara Z. Karimova, KIMEP University

Innovative teaching methodologies are widely used in higher education institutes to increase students’ motivation and enhance the learning outcomes. Cross-disciplinary and experiential teaching are some of the innovative teaching formats. The cross-disciplinary approach to education amalgamates two or more disciplines while experiential education provides opportunity to enact and apply theoretical concepts into practice. This study demonstrates how the combination of these two teaching methods
can significantly enrich the educational experience of students. Using the example of Entrepreneurship and Print and Online Media Production courses, this paper illustrates how two faculty members can work together exposing students to the dynamic processes of the “real business world” and complexity of business relations and communication

*Hybrid (blended) vs. face-to-face delivery in an Introduction to Global Business class: Design issues and delivery strategies to ensure student success*

Virginie Pioche Khare, Eckerd College

This study compares the design, delivery and setup of an Introduction to Global Business course taught in a private liberal arts college over two years as a hybrid (or blended) and as a face-to-face (F2F) class. Student academic performance and student evaluations are analyzed and demonstrate that the course learning objectives were achieved and that student satisfaction was similar and attained using either method of delivery. Implications for those considering switching to a hybrid structure are provided.

*Lesson Learned From a Social Justice Field Experience in a Third World Country*

Rebecca Oliphant, Stetson University
Charles Oliphant, Stetson University

Traveling with undergrads is not without its’ challenges. Depending on the size, the length of stay, the accommodations and the cost of the trip, students will react differently. Taking students to a third world country to volunteer lends itself to an entirely different set of criteria during recruitment, before travel, during travel and after the volunteer experience is over.

The current research will focus on preparing both students and faculty to lead trips for field service work in a third world country. Specifically the authors will be focusing on Cambodia and Vietnam and a trip which started with 17 students but ended with 16 due to a student who could just not assimilate. The authors will focus on recruitment for the trip, information passed on to students and parents and overcoming obstacles which included; a student leaving early, students not satisfied with accommodations, price increases due to airlines and university permission taking longer than expected and a director at the volunteer site who made more than one student cry during the two week stay in Cambodia. It is hoped that when the entire paper has been completed it may serve as a guide to field studies which involve a group of students larger than ten although it could relate to any size. It will help give both students and faculty a guide to conduct the most cost effective and realistic experience for both students and faculty. All students can bring something to the experience if prepared correctly.

After reading the reflection papers from the students concerning the field experience for the class it was evident that a meaningful and life changing experience was achieved by the students. In the future the authors hope to collaborate with other faculty whom have led these types of excursions to share information.

*Is X-Culture an Effective Way to Teach International Business?*

Leilani O Baumanis, Johnson & Wales University
Barbara R. Dastoor, Nova Southeastern University
Maureen Lloyd-James, Johnson & Wales University

The concern for national culture has become more significant as organizational forms and structures of corporations has become global. In order to be competitive in an ever-growing global economy, organizations must develop a global mindset and the development of a global orientation programs has to start from the grassroots. The X-Culture project is a large scale research project that involves several universities comprising of over 6,000 students studying in over 80 universities from 43 countries. The teams’ project during X-Culture is to produce an international business plan for a client to enter a new global market. Overall, cultural differences, language barriers and time differences were found to be the
biggest difficulty in working together as a global virtual team. Students enjoyed the knowledge sharing of ideas and building relationships with peers from all over the world.

**Identifying Key Success Factors As The Basis For Developing Business Strategy**

Nikolay Dimitriadi, Rostov State University of Economics
Denis Karasev, Rostov State University of Economics
Marina Butova, Rostov State University of Economics

The research is devoted to the development of university strategies aimed at attracting matriculants. The article identifies and analyzes the quantitative aspects of Key Success Factors presented in a mathematical model while taking into account the direct operation of the market and influence of all its participants as a basis for developing effective business strategies and optimizing their investments.

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**Session 2.3.1 – Panel, Saturday, 14:00-15:15, Room: Oglethorpe**

**Track: Cross-Cultural Measurement, Research Methods, Analytics and Metrics**

**Research in the Caribbean: Challenges and Opportunities**

**Presented on:** November 14, 2015 - 14:00-15:15

Panelists:

- Reccia N. Charles, St. George’s University
- Nazly K. Nardi, Nova Southeastern University
- Betty Jane Punnett, University of the West Indies
- Grisel E. Melendez Ramos, University of Puerto Rico

The Latin American and Caribbean region has made significant advances in the past decades. However, while there have been numerous studies about Latin America, in contrast the Caribbean is under-researched in the IB literature. There have been calls for more research about the Caribbean region over the years, and these call have been left mostly unanswered.

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**Session 2.3.2 – Competitive**

**Track: Organization and Human Resources of the MNE/International OB**

**Global Teams and Diverse Workforce: Strategies and Effectiveness**

**Presented on:** November 14, 2015 - 14:00-15:15

Chair: Sabine Bacouël-Jentjens

**The effect of CSR and organizational citizenship behavior on team creativity**

Eman Lotfy ElShenawy, Suez Canal University
Islam ElGamal, Suez Canal University

We assume that team creativity is a process that is produced due to the interaction between some organizational factors and team processes. Teams are more creative if their environments foster creativity. Team environment will be more creative when organizations are more socially responsible and when team members are good citizens of the organization. Team creativity research focused on team factors or organization factors but not on both. We offer an overlap interaction between organizational-level factors and team-level factors and its effect on creating creative environments in teams. The results support positive association in the assumed direction.
Expect the unexpected: Demystifying cross-cultural issues in task-based Global Virtual Teams
Andres Velez-Calle, Universidad EAFIT / Rutgers University
Misha Mariam, Rutgers University
Maria Alejandra Gonzalez-Perez, Universidad EAFIT

The purpose of this paper is to study the process by which Global Virtual Teams (GVTs) address challenges to ensure effective functioning and accomplishment of desired outcomes. Qualitative analysis of data from over 500 participants reveals two broad set of findings. First, the expected problems - predominantly cross-cultural in nature - are more often than not eclipsed by other team and task-based phenomena during the course of project. In this regard, we find that culture is not the ultimate threat that it is portrayed to be in the context of contemporary GVTs. The second set of findings concern distinct schemes which GVTs apply in order to deal with expected and unexpected challenges. These include challenge reconstruction schemes and solution generation schemes. An implication of these schemes is that the effective way to deal with the myriad of challenges embedded in a Global Virtual Team (GVT) context is to minimize the unfamiliarity associated with the broader context rather than addressing each issue is isolation. We elaborate upon factors that make cultural differences irrelevant in contemporary virtual team contexts, and highlight the positive outcomes of multi-cultural teams.

Free-Riding in Global Virtual Teams: An Experimental Study of Antecedents and Strategies to Minimize the Problem
Vasyl Taras, University of North Carolina at Greensboro
Piers Steel, U. of Calgary
Thomas O’Neil, U. of Calgary
William Tullar, U. of NC Greensboro

Free-riding is a major problem in workgroups, particularly in global virtual teams (GVTs). This study explores mechanisms by which free-riding affects group dynamics and performance in GVTs, and experimentally test several commonly available strategies to alleviate the problem. The study was conducted using 2,163 GVTs composed of 15,453 people from over 40 countries who worked real business challenges presented by international companies. The results confirmed that the damage caused by free-riding is disproportionately higher than the loss in manpower and that a number of strategies implemented before the team starts working on the project and/or after the problem of free-riding occurs can be remarkably effective in preventing and mitigating the problem. Presented here are the initial results of the study.

Managing Culturally Diversified Workforce: Organizational Support Theory Revisit
Shih Hao Liu, Saint Louis University
Sang Bong Lee, Saint Louis University
Zhan Wang, Saint Louis University

Drawing on the organizational support theory used to predict work-related behavioral outcomes, this article aims to address the challenges MNEs face in cross-cultural management. More specifically, taking note that the role of perceived coworker support (PCS) is frequently ignored, this article highlights the salient role of PCS when employees form the perceived organizational support (POS), especially in the case of employees with collectivistic cultural characteristics. Furthermore, with incorporation of the dyadic relationship between direct supervisor and subordinate into the POS framework, this paper argues the cultural dissimilarity alters the dynamic of the proposed framework. More specifically, we theorize that if employees face large cultural dissimilarity with their supervisor, PCS plays a more significant role than does PSS when they perceive organizational support. The results of the survey on Chinese and Korean employees working at MNEs support the notion that
both supports received from supervisor and coworkers play critical roles in forming the employees’ POS. Regarding the cultural dissimilarity, the proposed hypotheses are not supported due to the relatively fewer respondents working with foreign supervisors. However, the results reveal the plausible moderating effect of the cultural dissimilarity that can be detected by increased sample size in the further study.

Session 2.3.3 – Competitive, Saturday
Track: Cross-Cultural Measurement, Research Methods, Analytics and Metrics AND
Track: Culture, Culture Theory, Cultural Distance, Psychic Distance

Quantitative Methods in Cross-Cultural Research

Presented on: November 14, 2015 - 14:00-15:15

Chair: Anne Marie Zwerg-Villegas, Universidad de la Sabana

Moderator Variables in Cross-Cultural Marketing Communication Research
Sandra Simas Graca, Eckerd College

The objective of this research paper is to analyze the use of cultural dimensions as moderating variables in global business studies and to determine which dimensions can best predict communication behavior in marketing models. The study is threefold; first a discussion of the cultural dimensions derived from the studies of Hofstede (1991), the Project GLOBE (House, et al., 1994), and Hall (1976) will be discussed. Second, factor analysis is conducted on the Project GLOBE and Hofstede cultural dimensions. The correlations between all cultural variables are generated using statistic software and analyzed to determine what dimensions are more closely associated with communication. Lastly, the results suggest that two of Hofstede’s cultural dimensions are more closely related to Hall’s high and low-context cultural dichotomy, and are best suited to predict communication preference and behavior in global business situations. The use of Hofstede’s Individualism (IND) and Power Distance (PDI) as moderators in cross-cultural business communication models are justified and their use is advised for hypotheses generation. A summary of the main considerations regarding culture as moderator in marketing models is provided, along with future research direction.

A Simplified Method for Normalizing the Degree Of Internationalization
Victor B. Marshall, Kennesaw State University
Lance Eliot Brouthers, Kennesaw State University

Can scholars measure a firm’s degree of internationalization while taking into account the size of the firm’s home country market in relation to the global economy? Asmussen developed such a firm level measure of internationalization. Unfortunately his measurement system requires data frequently not reported by MNEs. It also cannot be applied to firms headquartered outside the triad regions. Here we offer a new measure, the Normalized Degree of Internationalization, that is mathematically equivalent to Asmussen’s overall measure but uses fewer more readily available variables and can be applied to any MNE that reports its foreign and domestic revenues and its home country, not just to Triad nation firms. We also show how our measure differs from other measures of the degree of internationalization. Implications for future research are discussed.

Colonial History: The Moderating Effects on the Relationship between Cultural Distance and International Diversification
Chuandi Jiang, Saint Louis University
International diversification is the strategy for MNEs to acquire competitive advantages, especially location advantage and internationalization advantage, as John H. Dunning suggested in the eclectic paradigm in 1980. The development processes of international diversification involve multiple cross border business operations, where the culture environments are different from the home country of MNEs. A large number of empirical studies argue that culture distance is an obstacle of cross border business operations, however, a growing number of MNEs enter foreign markets in cultural distant countries to seek competitive advantages. The underlying reason that explains MNEs’ market expansion to cultural distant countries still remains uncovered by IB scholars and requires further investigation. By examining the market expansion activates and cultural distances among five Asian countries with colonization history and three colonial power countries, I propose that the colonization history has a moderating effect on the relationship between cultural distance and international market expansion, which attenuates the impeding effect of cultural distance. The existence of colonization history can partially explain the weakened effect of cultural distance in international market expansion process and the trend of MNEs abnormal market expansion activities.

Session 2.3.4 – Competitive
Track: International Accounting, Economics, and Finance

Risk and Asset Management

Presented on: November 14, 2015 - 14:00-15:15

Chair: Josanco Floreani, University of Udine

Auditors’ Assessment of the Capital Market Liability of Foreignness
Joan Wiggenhorn, Florida Institute of Technology
Kimberly Gleason, University of Pittsburgh
Yezen Kannan, Duquesne University

The Liability of Foreignness paradigm has been applied to capital markets participants who exhibit a “home country bias” when they make and evaluate their investments. We apply the Capital Market Liability of Foreignness (CMLOF) framework to a sample of foreign firms cross-listed on U.S. exchanges. This paper is the first to apply the CMLOF to examine whether auditors price aspects of foreignness of their non-U.S. headquartered clients. Examining the factors that mitigate perceived agency costs, we determine that auditors price the liability of foreignness, and that the costs are higher to shareholders of firms headquartered in countries exhibiting greater institutional distance, greater information asymmetry, and greater unfamiliarity.

Corporate Risk Management: Does Demography Have Any Impact?
Mohammad Rahman, University of North Carolina, Pembroke

There is a large theoretical and empirical interest on executive compensation using agency framework that investigates the conflict of interest between shareholders and corporate executives. That interest has been largely aligned with the use of managerial performance dependent on observable measures of firm performance. Since US manufacturing firm is largely exposed to foreign exchange transactions by design, I investigate if the value of in-the-money unexercised vested executive stock option has any impact on foreign exchange rate exposure. I investigate if the value of in-the-money unexercised unvested executive stock option has any impact on executive stock option. I explore total compensation and see if it has any impact on foreign exchange rate exposure. I also examine two demographic determinant gender and age to observe their effect on foreign exchange rate exposure. Using pooled OLS, fixed effect panel data and random effect panel data, I find that in all 3 model value of in-the-
money unexercised vested executive stock option has negative coefficient and is statistically significant. At the same time in all 3 models the value of in-the-money unexercised unvested executive stock option is positive and is statistically significant. I do not observe evidence of gender effect on foreign exchange rate exposure. I also do observe any evidence of age effect on foreign exchange rate exposure. I also do not find any statistically significant relationship between total compensation and foreign exchange rate exposure.

Session 2.3.5 – Interactive Track: International Marketing

Marketing and Emerging Markets

Presented on: November 14, 2015 - 14:00-15:15

Chair: Stanford Westjohn, University of Toledo

Is There a Luxury Curve in China?
John Jinkner, Jacksonville University
Taralynn Fender, Jacksonville University

The premise for this unique research proposal is to gain a better understanding of the underlying motivation of the Chinese consumer as it correlates the consumption of luxury goods with today’s new and much younger Chinese consumer. With China being an important importer of luxury brands it is important for international product managers to understand what motivates these buyers and thus be able to attract this large populous, and their large purchasing power, to their brands. As stated in a recent Wall Street Journal article, “If a Western brand is to be successful in China, it must be able to be recognized as a global brand [and] not a foreign brand” (Doctoroff, 2012). We look at several key underlying factors and statistics that assist the international marketer on how to market their brands and services successfully to this new and burgeoning Chinese market.

Sustainable economic development and the informal economy: lessons from an emerging market economy
Eghosa O. Igudia, University of Northampton
Chijioke Uba, University of Northampton

Globalisation has brought about changes in the way businesses are conducted globally, as new economic spaces that are neither linked to specific territories, nor subject to state’ controls now dominate the business landscape. The implication is that Multinational Enterprises (MNEs) have become powerful, flexible, and borderless, as it has become easier for businesses to relocate to other countries, as well as sell their goods and services in the international market from their borderless locations. On the one hand, this presents an opportunity to MNEs and Small and Medium Enterprises (SMEs) indeed. On the other hand, it represents a challenge for regulators who find it increasingly difficult to regulate such businesses that are able to relocate to other countries when conditions in the host country are perceived as not favourable (e.g., due to high corporate tax in the operating host country). Despite that, it is important to note that large corporations bring some benefits to their host countries, especially developing countries where the role of MNEs and SMEs in poverty reduction and growth facilitation has been documented. In particular, it is argued that by providing goods and services that are relevant and practical (e.g. through re-designing and adapting existing products originally meant for the top in terms of features, size, shape and usage), MNEs can reduce poverty for those at the Bottom of the Pyramid (BoP) in developing countries. Thus there are both ethical and business-case justifications for MNEs’
operations in a country. However, studies on poverty alleviation have largely focused on the nature and operations of businesses in the formal economy, whilst individuals at the bottom of the pyramid are considered passive recipients of “aid” in the form of goods and services from actors in the formal economy. Thus a huge gap exists on what we know about how those at the BoP in specific nationality contexts, “actively” run their own-business in the informal economy to enhance sustainable livelihoods for themselves and their wider communities. The current paper builds on this as its point of departure. Specifically, our study considers the role played by indigenous business actors operating in the informal economy within a developing country context. In particular, we employ data collected from 597 participants in the Nigerian informal economy to carry out this study. Preliminary results show that indigenous actors’ in the Nigerian informal economy actively contribute to the enhancement of economic growth, sustainable livelihoods and development in their local communities and country at large.

*Marketing Dynamic Capabilities of International Firms: A Knowledge Integration Mechanism Perspective*

Xun Zhang, Hohai university
Yue Guo, Hohai university
Biao Xu, Nanjing University
Jiasheng Peng, Nanjing University

This study examines marketing dynamic capability of companies from the perspective of knowledge integration mechanism comprising of the breadth and depth of knowledge. We develop a conceptual model of marketing dynamic capability based on the view of a knowledge-based theory. Our research findings show that knowledge integration mechanisms have a significant impact on marketing dynamic capability of firms. Moreover, formalization has a moderating effect on the relationship between knowledge integration mechanisms and the breadth of knowledge. Learning culture shows little moderating effect on the paths between knowledge integration mechanisms and the breadth and depth of knowledge. The paper rounds off with a discussion of expected contributions

*Sustainable Practices of the Largest Mexican Multinationals*

Johanan Zamilpa, Universidad de Guanajuato
Jorge Alcaraz, Tecnológico de Monterrey

This research analyzes the key sustainable practices of the twenty largest Mexican multinationals. The literature review distinguish the relevant studies between Mexican multinationals (MM) and their practices of Corporate Social Responsibility (CSR). The methodology analyzes information directly from the annual sustainability reports and corporate websites grouped by industry. The results show the areas where sustainable practices mostly are performed and the variability of these depending on certain variables such as the industry they belong to, the degree of risk they have, the standards used, the allocation of resources they have, the region where they are located and their financial performance. It is concluded that the most common sustainable actions taken by the Mexican multinational companies are concentrated in five areas: (i) waste management and recycling, (ii) energy and operational efficiency, (iii) water efficiency, (iv) emission control and, (v) forest restoration and conservation.

*The Impact of Organization Citizenship Behavior (OCB) on Relationship Marketing Performance*

Wootae Chun, Saint Louis University

This study attempts to examine the impact of organizational citizenship behavior (OCB) on the relationship marketing in the context of commitment and trust. Furthermore, I analyze how OCB can moderate the relationship between trust, commitment, and relationship marketing performance.
Finally, I argue that OCB can positively moderate the relationship between trust, commitment, acquiescence, cooperation, functional conflict, and relationship marketing efficiency.

Session 2.4.1 – Panel
Track: Global Strategy and Competitiveness of the Multinational Enterprise

The Nexus among Business Growth, Water Scarcity, and Emerging Markets

Presented on: November 14, 2015 - 15:30-16:45

Panelists:
- Mourad Dakhli, Georgia State University
- Evaristo Doria, Georgia State University
- David Bruce, Georgia State University
- Pedro Carrillo, Georgia State University
- Erica Kovacs, Georgia State University

A recent survey conducted by PWC among 220 private-company leaders, including 122 in the product sector and 98 in the service sector, revealed that these companies expect to derive only 17% of their revenues from international markets in the coming 12 months. Despite all the conversational capital about the importance of international business, it seems that companies still show a significant prioritization on domestic markets, disregarding the fact that more than 70% of the global wealth is outside of the U.S and consequently losing the chance of accelerating topline growth.

The World Economic Forum’s 2015 Global Risk Report indicates water crisis as one of the most important drivers of future global instability. The Water Resources Group – a consortium that includes representation from the United Nations, individual governments, companies and non-governmental organizations – predicted that China and India could potentially suffer a combined fresh water deficit by 2030 estimated at 248,950 billion gallons. This amount is equivalent to about one million Empire State Buildings full of fresh water! As a result, water scarcity became one of the top five priorities identified in the latest 2015 – 2018 Work Plan by BRICS nations. According to the World Bank, Brazil is blessed with 1,500 trillion gallons of internal renewable fresh water per year – no other country in the planet has such an amount available: a water driven offshoring wave from China and India into Brazil can be expected in an age of increasing collaboration among these three nations.

Session 2.4.3 – Competitive
Track: International Marketing

Culture and Consumer Spending

Presented on: November 14, 2015 - 15:30-16:45

Chair: Suman Niranjan, Savannah State University

Global Convergence of Consumer Spending Behavior: An Empirical Examination
Ayse Ozturk, Georgia State University

The marketing literature has a common assumption that consumers across countries are becoming more similar in their consumption behavior over time. However, this assumption of global convergence of consumer needs and wants has not been studied or tested in the literature. We develop measures and methods to test whether convergence is observed across markets and product categories over time. Our findings show that there is an overall convergence pattern in global consumer spending behavior,
confirming the increasing similarity of consumers’ needs and wants across borders. The findings of this study have considerable theoretical and managerial implications on substantial marketing topics including internationalization and global marketing strategy.

The Impact of Culture on Customer Expectations
Alexander Assouad, Belmont University
Jeff Overby, Belmont University

A critical component of customer satisfaction is in the understanding of customer expectations. In this work we propose that culture plays an important role in molding those expectations. Utilizing five cultural dimensions we develop testable propositions that aims to dissect the possible impact of culture upon five sources of customer expectations: personal needs, explicit promises, implicit promises, word-of-mouth, and past experience.

Does ownership matter? Strategy behavior comparison among State-owned enterprises and Private-owned enterprises in China
Juan Zhao, University of Adelaide
Georges Baume, University of Adelaide
Christopher Smith, University of Adelaide

Since last round of academic discussion about SOEs’ privatisation of Eastern Europe in 1990s, recently the furious debate about intensive Chinese Outward-FDI (most of them from SOEs), political intention of Asian Infrastructure Investment Bank (AIIB) verses Trans-Pacific Partnership (TPP), along with the Guo jin min tui (expanding state sector and a shrinking private sector) after financial crisis, is calling for this seemingly dinosaur topic back to the front stage. Rather than continue the performance investigation as previous privatisation empirical discussion, or deductive study based on context description and then presumed government preferential treatment as well as political strategy intention as most of internationalization studies, this study tries to borrow from cognitive science and supplement current institutional studies by explore SOE’s strategy response pattern(rule) towards various of institution pressure. During this process, we are able to explore their collective strategy framework, or we say commonly held causal assumptions or “theory in use” across managers. More importantly, we can also add to the current pending debate about the dynamics of emerging market multinational company internationalization where resources based view plays a key role in the discussion. In order to obtain the close to ground and overall picture of the pattern, as well as achieve in-depth understanding of the formation of the pattern in transition context, we apply grounded theory by using causal mapping technique to mining annual report as panel data of core groups of Chinese auto-parts firms.

Session 2.4.4 – Competitive
Track: Organization and Human Resources of the MNE/International OB

Commitment, Values and Intercultural Competencies: Managing Across Borders

Presented on: November 14, 2015 - 15:30-16:45

Chair: Andres Velez-Calle, Universidad EAFIT / Rutgers University

Perception of Inflation on Commitment and Citizenship: Comparing U.S. and Ghana Samples
Edward O. Akoto, Henderson State University

This study investigated the effect of perceived inflation, an economic volatility construct, on the relationship between organizational commitment and citizenship across two national samples; U.S. and Ghana. Moderated multiple regression was used to test the hypothesized relationships that; perceived
inflation differentially moderates the commitment-citizenship relationship. The outcome supports the mitigating effect of the volatility construct in both settings, but the impact is more severe among the Ghana respondents than the U.S. respondents. Implications of the findings are discussed.

Alexander James Corner, Georgia State University
Leigh Anne Liu, Georgia State University

Researchers and practitioners agree that intercultural competence is essential for managers and employees due to the globalized business world faced by their organizations. Cross-border interactions are ever more common and the rapid economic growth of emerging markets has focused attention on their unique characteristics. However, existing measures of intercultural competence are almost exclusively based on research in developed markets and lack contextualization and validation in emerging markets. We examine the existing measures and assess their applicability to the emerging markets context by first exploring in detail the differences between emerging and developed markets, and then evaluating their suitability in response to the specific demands of this dynamic environment. We propose the key areas of intercultural competence in emerging markets to be building relationships, dealing with uncertainty, and sensitivity to a different perspective. We delineate specific aspects of existing assessments that apply to emerging markets, and discuss theoretical and practical implications for researchers and professionals.

Understanding individual cultural values in predicting organizational commitment: Focusing on the interactive effects with transformational leadership
Soyeon Kim, Meiji University

Researchers and practitioners agree that intercultural competence is essential for managers and employees due to the globalized business world faced by their organizations. Cross-border interactions are ever more common and the rapid economic growth of emerging markets has focused attention on their unique characteristics. However, existing measures of intercultural competence are almost exclusively based on research in developed markets and lack contextualization and validation in emerging markets. We examine the existing measures and assess their applicability to the emerging markets context by first exploring in detail the differences between emerging and developed markets, and then evaluating their suitability in response to the specific demands of this dynamic environment. We propose the key areas of intercultural competence in emerging markets to be building relationships, dealing with uncertainty, and sensitivity to a different perspective. We delineate specific aspects of existing assessments that apply to emerging markets, and discuss theoretical and practical implications for researchers and professionals.

Session 2.4.5 – Interactive
Track: International Marketing

Brands, Service and Retail

Presented on: November 14, 2015 - 15:30-16:45

Chair: Nicole Hartley, University of Queensland

The Interactive Effects of Brand Sound Meaning and Brand Origin on Global New Product Diffusion
Sangwon Lee, Ball State University

This study explores the effects of brand sound meaning and brand origin on attitude toward the radically new product. Employing theoretical underpinnings from processing fluency theory, this study
demonstrates that brand sound meaning and brand origin independently and jointly affect new product evaluations. Consumer individual difference (e.g. technological sophistication and perceived newness) also affects the brand sound meaning and brand origin effect on new product evaluation. Results from the experiments conducted demonstrate that (1) brand sound meaning matters more to the consumers who feel a lower perceived newness level to the new products than consumers who feel a higher perceived newness level, (2) brand origin effect is more pronounced if the consumers are technologically more sophisticated and (3) brand sound meaning and brand origin interact in different perceived newness level to determine the attitude toward the product such that in low perceived newness level, brand sound meaning matters more in developed country brand origin than in developing country brand origin.

Understanding the Drivers of Import Purchase Intent in the Millennial Generation.
Dev Das, Pace University
Pradeep Gopalakrishna, Pace University

TRA provides a strong yet simple conceptual framework to understand purchase intent and behavior. This research would like to extend the application of the theory to a new product category (imports) and within an important new subpopulation (Millennial generation). An individual’s interest in purchasing (usually cheaper) imports depends on both the individual’s attitude towards the import as well as the attitudes of the individual’s immediate social circle e.g. family and friends. This research will test the potential of using two time tested scales, CO and CET, to represent the Individual Attitude and Subjective Norm components of the TRA model. A plethora of research has been conducted with these scales in the past decades and several research streams explored. This research will be an attempt at adding to the existing learning by using the scales simultaneously within the same theoretical framework. The research will focus upon 18-34 year old Americans who are often referred to as the “millennials”, “generation Y”, and “global generation” as they grew up in last years of the second millennium in an increasingly global world. Despite widespread mentions of this group in popular media and industry market research, relatively little academic research has been conducted with this group within a global marketing context. A lot of the extant academic work with this population has focused on cultural differences and whether it is more narcissistic versus prior generations. Finally, the research will attempt to shed light on whether the CO and CET scales are related to one another and whether or not they can play a mediational role with the other in determining import purchase intent (IPI). In so doing, it will also address one of the complaints against the TRA i.e. that it doesn’t do justice to understanding the possible redundancies between the components. The area of mediational analysis with the components of the TRA is a fertile ground for further exploration.

Determinants of Retailer’s Loyalty in context of Malaysian Mall
Melissa Wendy Migin, Multimedia University (MMU)
Mohammad Falahat, Universiti Tunku Abdul Rahman (UTAR)
Negin Ahmadi Saber Doust, Queensland University of Technology

Due to the increase in tourism and expatriates in Malaysia, the shopping centres’ industry has attracted the attention of policy makers and industrial players. However the main challenge that is faced by this industry is retaining tenants to avoid the decrease in revenue. This paper aim to examine the retailer loyalty in attracting and retaining mall tenants in Malaysian malls. Data was collected through self-administrative questionnaire from retail managers. A total of 264 qualified questionnaire were collected. The results shows that maintenance, security and marketing significantly influences on retailer’s loyalty.

International Diversification and Performance: A Cultural Portfolio Perspective
Extended from strategic fit perspective in recent international marketing research, we investigate the cultural values' fitting (direct and moderating effects) in geographic diversification strategy. For examining cultural effects, we adopt the GLOBE study. Based on the scores and differences among cultural values, we further treat MNEs' subsidiaries as portfolio and investigate the relationship between the diversification of portfolio and MNEs' performance. Modern Portfolio Theory (MPT) is the main theory backing up our hypotheses. Building on MPT and GLOBE, we answer three research questions: (1) how GLOBE cultural values directly influence MNEs' propensity of international diversification. (2) how GLOBE cultural differences moderate the relationship between MNEs' degree of international diversification and firm performance. (3) how MNEs' diversification-performance relationship works from a cultural perspective.

Healthcare service delivery in Ghana: An empirical study
Kwabena Gyasi Boakye, Georgia Southern University
Charles Blankson, University of North Texas
Victor Prybutok, University of North Texas
Hong Qin, University of Texas - Pan American

Healthcare organizations have recently made considerable leaps in their level of customer responsiveness and market orientation. Quality healthcare, value for money and satisfaction sought by customers are critical facets of healthcare organizations’ survival in the marketplace. The aim of this research is to operationalize a customer-derived conceptual framework of service quality, perceived value and satisfaction in Ghana. More specifically, this study investigates the role and effect of service quality on patient satisfaction and perceived value in Ghana's healthcare delivery. Data were gathered through surveys administered to 113 healthcare patients in Ghana. Partial Least Square – Structural Equation Modeling analysis was used to empirically test the research model. Results show healthcare quality significantly influences satisfaction and perceived value of healthcare delivery. Additionally, perceived value’s impact on satisfaction and behavioral intention shows that increasing perceived benefits while reducing perceived costs leads to repeat behavior and paves the way for retention strategy for healthcare management. This study contributes to the literature by (1) examining the effects of healthcare service quality on patient satisfaction, perceived value, and on patients' behavioral intention, and (2) testing our proposed framework in Ghana, a fast growing and economically liberalized emerging country in sub-Saharan Africa.

Session 2.4.6 – Interactive
Track: Master's Students International Business Research

Masters of IB

Presented on: November 14, 2015 - 15:30-16:45

Chair: Hailee Tindale, ISC Paris Business School

MNC CSR-Strategies at BoP-markets – A Progress in Poverty alleviation?
Sarah El Hauari, ISC Paris Business School
Sabine Bacouel-Jentjens, ISC Paris Business School

Poverty is a multidimensional phenomenon which is mobilizing many actors worldwide with the objective of alleviation. However, more than four million people still live in extreme poverty, representing more than 50% of the world population. This population at the bottom of the pyramid (BOP) has become the focus of many CSR strategies of MNCs. This article aims at a better understanding
of existing BoP strategies and at analysing their impact on poverty alleviation. We are particularly interested in the question if economic and social profit objectives could be reconciled for MNCs at the bottom of the pyramid.

*The Soft Power Of The Music Industry: From The United States To Japan*

Mathilde Cerqueira, ISC Paris Business School
Sabine Bacouel-Jentjens, ISC Paris Business School

The Cold War had deep political and economic impacts to our society and specifically to the global music industry. Throughout the event from 1945 to 1990, the supremacy of the United States became increasingly challenged by countries all over the world which fought to balance their own power by asserting their native tastes and maintaining local demand. With our growing global connectivity through the advancement of technology, the necessity of developing countries to assert their cultural identity has become profound. This paper explores a case-study of how Japan, a previously imperialist regime, is able to preserve its native music culture amidst the presence of U.S. and western influences on local demand through the “soft power” concept.

*Managing Through Post Merger and Acquisition Integration*

Joey Lau, Florida Gulf Coast University
Megan Humeniuk, Florida Gulf Coast University
Dan Asquith, Florida Gulf Coast University
Maritza Payan, Florida Gulf Coast University

Based on a qualitative research approach using executive interviews, this paper address four crucial issues in the post-acquisition integration in the context of multinational corporations: managerial problems, organizational culture concerns, internal corporate communication, and post-acquisition failure in integration. In so doing, we explore managerial hubris, self-interested actions by executives, and group think, analyze how the corporate culture affects managers and executives’ actions during the post-acquisition integration and explore remedies for these issues by examining Human Resource (HR) strategies. We further explore strategies for internal corporate communication to mitigate the aforementioned issues and address acquisition failure in the overall context of post-acquisition integration. This paper has important practical implications, building on the insights of experienced executives that provided valuable interview data for this projects, and will help executives and managers of multinational corporations to better understand and manage the key success factors in post-acquisition integration.
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Call-for-Papers for Special Issues
International Marketing Review

The International Marketing – Supply Chain Management & Logistics Interface


Guest Editors:
Glenn Richey, Auburn University
Peter Magnusson, University of Alabama
Tomas Hult, Michigan State University

In collaboration with the Academy of International Business – SE’s annual conference, International Marketing Review invites submissions to its special issue on global supply chain management. Supply chain management and logistics (SCML) research has long-supported the need for strong international, marketing-oriented relationships. Firms rely heavily on these relationships to efficiently and effectively move the product across international borders from raw materials extraction to the final customer. To allow firms to accomplish this task, supply chain and international marketing scholars have often touted the benefits of collaboration, integration, and other relational strategies. Research also points to evidence supporting the benefits of information exchange, knowledge sharing, and effectively managing business partner relationships. Surprisingly, little research has been conducted to define SCML’s relationship to international marketing. Huge gaps remain unexamined. Accordingly, this special issue welcomes contributions that advance and enrich our managerial and scholarly thinking at the intersection of international marketing and global supply chain management. For more information, visit: http://www.emeraldgrouppublishing.com/products/journals/call_for_papers.htm?id=6202

Please direct queries to: Professor Peter Magnusson, e-mail: pmagnusson@cba.ua.edu

Cross Cultural Management
Gender in International Business and Management

Co Guest-Editors
Lorraine Eden, Texas A&M University
Fiona Moore, University of London
Susan Forquer Gupta, Monmouth University
Amanda Bullough, University of Delaware
Tugba Kalafatoglu, ESADE Business School

Summary
Gender is also often presented as a “problem issue” in both the academic and popular literature, such that the difficulties of women in management are highlighted, obscuring the more nuanced role which gender can play. As Adler and Izraeli (1994) argued, gender is a flexible tool, and the idea that women “inherently” face obstacles in cross-cultural management while men “inherently” do not, does not necessarily fit the evidence (see also Taylor et al. 2004). Tung (2004) suggests women may even be better suited to certain cross-cultural management roles than men. These strengths must be acknowledged while not denying the very real challenges female international managers can encounter (Mayrhofer and Scullion 2002). Even the problematization of gender is rendered more difficult by the fact that prejudice is frequently unconscious, and thus difficult to address easily (e.g. Davison and Punnett 1995, Santacreu-Vasut et al. 2014).

Please direct queries to: Professor Susan Forquer Gupta, e-mail: sgupta@monmouth.edu
Sustainability, Institutions, and Internationalization in Emerging Markets: Roles of Sustainable Innovation for Sustainable World Development

Firm innovation and internationalization in emerging markets are intertwined with sustainability and the need for sustainable world development. Economic dimensions of sustainability focus on increased return on investment, increased revenue (extended markets and accelerated product/service innovation), lower cost, and reduced assets, leading to reductions in wastes and financial risk; environmental concerns encompass voluntary or regulated activities to protect, conserve and restore ecosystems and natural resources (e.g., climate change policies, preservation of natural resources, and minimization and prevention of toxic wastes); and social dimensions address conditions and actions that specifically affect humanity (e.g., poverty, unemployment, education, injustice, human health and rights). The need for sustainability is critical for the developing world to ensure long-term business success while significantly contributing towards sustainable world development through a healthy environment and a stable society.

Within this special IJoEM issue, we intend to raise questions in the context of sustainability, international business and emerging economies similar to the ones raised by Peng, Wang, and Jiang (2008): 1) What drives firm strategy in international business? 2) What determines the success and failure of firms around the world? and the key question in emerging economies, posed as 3) “How to play the game, when the rules of the game are changing and not completely known?” (Peng et al., 2008). Any contribution that furthers these topics, or related ones, in the context of MNCs in emerging markets is most welcome. In line with the above topic, we are editing a special issue of the International Journal of Emerging Markets (IJoEM) examining these issues.

The special issue features some of the best papers from the Academy of International Business Southeast (AIB-SE) chapter meeting held in Miami, Florida in October 2014.

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