



Note from the President

Robert Grosse
AIB President

Dear AIB Colleagues,

I hope that you are coming to the end of a happy, healthy and successful 2013 and looking forward to a bright new year in 2014. Our Academy is doing well, after a very successful conference in Istanbul back in June-July, and as we look forward to meeting again in Vancouver in June 2014. Our membership is growing steadily, with lots of activities in our existing chapters, and new chapters being created in Africa and in Bolivia.

AIB continues to seek to serve the interests of all of our members, and this means ensuring opportunities for all of us to advance knowledge in international business and to learn from the work that we are all doing. The Chapter meetings are one way, in addition to the world-wide annual meeting, that AIB members can present their research, participate in discussions of theoretical and empirical work on IB phenomena, and generally to build our awareness and expertise in the field. Many of our Chapters are holding vibrant annual meetings, with dozens of paper presentations and plenary sessions that offer AIB members the opportunity to get more involved with colleagues and talk about key issues. And as the number of Chapters grows, more opportunities for participation are arising. This is a wonderful feature of our growth – while at the same time we need to look for new ways to develop and share our ideas in the field. And I want to say that Beth Rose is doing an excellent job in interacting with existing chapters to encourage them,

as well as to work with professors in additional countries/regions to try to launch new Chapters. Thanks, Beth! (And thanks to the other Executive Board members who are working with individual Chapters to support them.)

Another initiative that is underway, and on which I have reported to you before, is the attempt to get AIB involved with publishing additional journal(s) that may complement JIBS. The idea is to continue to build the quality and prestige of JIBS and at the same time to dig deeper into specific aspects of IB such as macro issues, or managerial issues, or small business, etc. This way we may offer a portfolio of publications and perhaps online outputs that advance the field and make our work more widely known. There is a long way to go in this effort; I hope to be able to report to you in early 2014 that we will have gotten one or more of these new journal/publication efforts off the ground successfully. I would like to thank particularly new Board members Ram Mudambi and Jeremy Clegg, along with Tricia McDougall, for their efforts to advance this initiative.

You will be hearing from Klaus Meyer very soon about the 2014 Annual Meeting in Vancouver, and I hope to see many of you there. Klaus and the local organizing team at Simon Fraser University are putting together a first-rate program and experience for us in Vancouver, so I hope you will be able to be there. Information about the meeting is already available on the AIB website.

As a long-time member of AIB, I am

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 repeatedly amazed at the way in which our field has developed over the years, from our early focus on understanding (large) multinational enterprises and also relations with national governments. By now we have moved to much more nuanced approaches to looking at business phenomena that cross national borders. We have expanded from a base in economics, management and marketing, to encompass analyses that originate in thinking from disciplines ranging from psychology to political science to economic geography. I would say that it is a challenge to all of us to understand enough from these disciplines to be able to interpret their contributions to our understanding of international business. And that is precisely what makes us a unique organization! We are interested in understanding international business phenomena, using whatever tools help us to better deal with the problems, opportunities, etc., that relate to those phenomena. This common element hopefully will continue to tie us together, as our other academic disciplines move more and more in their own directions.

My own entry into our field came through a Ph.D. thesis focusing on international business-government relations. Over the years, this subject has been explored in quite some depth and from many points of view. What is most striking to me is that in the 21st century we now have additional non-government actors in our IB environment who have major impacts on our business activities. Ranging from pressure groups seeking to preserve the environment to organizations trying to protect weak or disadvantaged groups of people, it turns out that international businesses really have to understand the motivations and capabilities of these groups in order to navigate a path that will enable them to survive and succeed. The legitimacy of the (international) company has to be demonstrated in new and often unexpected contexts. Well, the point of this digression is to say that all of us face challenges of incorporating the relevant considerations of other stakeholders into our analysis, when formerly we were able to block out many of them. We certainly live in interesting times.

Rob Grosse, AIB President

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JOIN US FOR AIB 2014!

**AIB invites you to join us at the 2014 meeting
in Vancouver, Canada**

June 23-26, 2014

Please visit <http://aib.msu.edu/events/2014> for all event information

Call for Papers

Theme: Local Contexts in Global Business

Submission Deadline: Wednesday, January 15, 2014

Program Chair: Klaus Meyer, China Europe International Business School, aib2014@ceibs.edu

Globalization is increasing opportunities for business to create value by bridging across different local contexts. At the same time, these local contexts retain their distinct characteristics in terms of, for example, culture, regulations, resources and human capital. Increasing interactions across nations, however, does not necessarily lead to convergence: Local communities retain their distinctiveness. In fact, for many, local identity may even become more important in response to the anonymous forces of globalization. On the other hand, some communities, such as our host city Vancouver, thrive on the interaction of people from a diversity of backgrounds, and become hubs of global business. Communities also build on local values, which can themselves become global. Vancouver, the home of Greenpeace, aspires to be the world's greenest city and the home to companies producing green technologies.

The tension between the globalizing and localizing forces in our societies create major challenges for businesses. For example, how do firms and individuals engage with the dual demands of acting both local and global? How do companies exploit the diversity of the world economy to gain competitive advantage in a variety of local markets? How do global (or regional) MNEs manage to deliver locally

relevant products and services? How do MNE operations in multiple localities shape global innovation processes? How do local concerns about social or environmental issues in communities of place and indigenous societies get heard in a world of global business? How are global concerns, such as global warming, violent conflicts, and financial crises, reflected in local decisions by businesses?

This tension also creates profound challenges for how we do research in the field of international business. For example, how do we incorporate aspects of local context in our theorizing? How can we make highly abstract theories relevant for different local contexts? How can we derive relevant theoretical insights from single context studies? How can we ensure our measurements of abstract constructs are valid in different cultural contexts?

1. People and Careers in Cross-Cultural Business

Track chair: Davina Vora, State University of New York at New Paltz, 2014track1@aib.msu.edu

People both drive and are affected by international business. This track explores the challenges faced by people working in MNEs, interacting with MNEs and/or crossing national borders in their professional lives.

Papers exploring cross-cultural management issues from the individual and/or group perspective are welcome in this track. Indicative research questions for this track include: How do individuals, with their distinct personal experiences and abilities, shape the evolution of international business? How do people acquire the capabilities to effectively operate in, and lead, business operations across cultural contexts? How does international business impact people personally, for example as leaders or employees with multiple roles within and outside the organization? How do individuals' capabilities and values evolve over generations, and how does that impact their engagement with businesses as employees, consumers or critical stakeholders? How does diversity of people along various dimensions influence international business activity?

2. Entrepreneurship, SMEs, and Born Globals

Track chair: Shameen Prashantham, Nottingham University Business School, 2014track2@aib.msu.edu

You don't have to be big to play on the global stage. Large numbers of small and medium-sized enterprises (SMEs) are participating in international trade, investment, and collaboration. Their internationalization is facilitated advanced information and communications technologies, and other globalization trends. International new ventures ("born globals") are even conducting international business right from their founding. For many small businesses, initial activities on the international stage are low profile transactions such as sourcing and selling (i.e. import and export) or partnerships with businesses based in other countries. Indicative research questions for this track include: How do entrepreneurs / SMEs use non-equity modes of business to engage in international business? Through what processes do they upgrade from low commitment modes to higher commitment modes at more mature stage of their development? How do the features of local and global environments affect international activity of entrepreneurs and SMEs? How does personal prior experience shape individuals entrepreneurial behavior?

3. Organization, Management and Human Resources of the MNE

Track chair: Dana Minbaeva, Copenhagen Business School, 2014track3@aib.msu.edu

MNEs organize across borders. This track seeks to explore new ways in which MNEs operate across diverse international contexts, and how they configure themselves internally and externally. We are particularly interested in novel forms of organization that cross geographic locations such as virtual teams, internal knowledge networks, and offshored divisional headquarters. How do different organizing frameworks help MNEs manage the complexity and tensions inherent in their activities, and in turn create capabilities and competitive advantage? How do organizing frameworks affect intra-firm and inter-firm innovation and knowledge flows? How do novel organizational structures, systems, strategies influence firm performance? Further, how do management and organization of the MNEs affects and is affected by diverse and changing local and global environments?

4. Marketing and Consumers in IB

Track chair: Janet Murray, University of Missouri-St. Louis, 2014track4@aib.msu.edu

Reaching customers in other countries is the prime motive for many firms to go international. This track addresses challenges of entering and growing in foreign markets and interacting with diverse sets of customers. We welcome contributions focusing on any aspect of marketing and consumer behavior, especially work offering new conceptual and empirical insights into the nature and processes of cross-border marketing. Mainstream marketing issues such as segmentation, product positioning, channel development, and pricing are also encouraged, especially studies exploring how and why local context matter for these aspects of marketing. We are particularly interested in papers that examine the impact of the global and local environment on marketing-related issues. How and why does consumers behavior vary across countries? What are consumers attitudes to global and local brands? What modes of entry are appropriate for which kind of local contexts?

5. Global Value Chains and the Geography of IB

Track chair: Vikas Kumar, University of Sydney, 2014track5@aib.msu.edu

Globalization provides new opportunities to organize business geographically. This track invites papers focusing on any aspect of the spatial organization of business. As value creation is becoming increasingly dispersed around the globe, linkages between global centers of excellence are becoming more important, often complementing networks in the local environment of an operation. These trends underpin the evolution of business strategies and practices, such as offshoring and outsourcing of increasingly sophisticated activities to emerging economies and the growing dispersal of innovative activities within MNE networks. Indicative research questions for this track include: How do firms manage the increasing complexity of global value chains and industry networks? How do businesses structure their organizations to best exploit opportunities of value creation across multiple local contexts? How do the determinants of location of economic activity evolve under the pressures of globalization?

6. Innovation and Knowledge Management

Track chair: Felipe Monteiro, INSEAD, 2014track6@aib.msu.edu

Knowledge is for many firms the most important source of competitive advantage. This track addresses how knowledge is created, transferred, assimilated, transformed and used internationally. This can occur through the processes of innovation, learning, research and development (R&D), etc. The track will explore how MNCs and internationalizing firms learn, manage knowledge and innovate. Some examples of topics of interest include: Why do global and local networks of innovation interact? How do firms manage cross-national systems of open innovation for the benefit of all partners in a collaborative innovation initiative? Which governance mechanisms are most conducive for knowledge development? How do MNEs transfer knowledge and organizational practices across borders during a changing global geography of innovation? How do firms manage knowledge acquisition and sharing across emerging economies? We

especially welcome studies that address global knowledge management issues in the context of diverse and challenging global and local environments.

7. Competition and Collaboration in IB

Track chair: Aya Chacar, Florida International University, 2014track7@aib.msu.edu

Firms compete, yet at the same time they cooperate. This new track incorporates research that examines how firms interact with each other in terms of both competition and collaboration, including partnerships and alliances. We welcome studies of the dynamics of competition on the global stage and between foreign and local firms, for example in emerging economies. At the same time, firms use a wide variety of collaborative arrangements ranging from informal partnerships to equity joint ventures. Key research questions include: How do local firms compete with foreign entrants in their home markets? When do firms collaborate rather than compete? What determines the choice of organizational form for partnerships and strategic alliances? How does the local environment, for example regulatory institutions, influence strategies and practices of competition and collaboration?

8. Global Strategy, M&As and Competitiveness

Track chair: Jordan Siegel, Harvard Business School, 2014track8@aib.msu.edu

For MNEs, the global economy is the stage on which they develop their strategies. This track invites conceptual and empirical papers that deal with firms' global strategies and their impact on competitiveness. Globalization is creating numerous forms of new business opportunities; yet to exploit such opportunities, businesses need to design strategies that constructively exploit international diversity while keeping costs and frictions of diversity under control. In the pursuit of such global strategies, MNEs frequently employ M&As and hence face challenges such as target selection, due diligence, and post-acquisition integration. We encourage papers that examine how global and regional strategies relate to institutional or economic changes in home and host countries. Finally, how do parent-subsidiary relationships processes of formulating and

implementing global strategies that enhance MNE performance?

9. Home Economies and the MNE

Track chair: Pavida Pananond, Thammasat University, 2014track9@aib.msu.edu

National roots matter in international business. This track explores how the origins of MNEs matter for how they evolve on the global stage. We in particular welcome papers on MNEs from non-traditional origins, such as emerging economy MNEs. Some researchers argue that emerging economy MNEs are a new phenomenon that requires new theories, while others argue that their behavior can be easily explained with existing theories. This track welcomes studies contributing to this debate. Moreover, we welcome papers investigating strategies or practices that are, or appear to be, associated with MNEs from particular origins, such as strategy asset seeking FDI by emerging economy firms. Indicative questions include: Does the national origin matter, and if so for what aspects of their international strategies? How do ownership arrangement and organizational forms prevalent in certain countries, such as business groups and state owned firms, impact on outward investment strategies? How can aspects of the home country be incorporated into theories of the MNE?

10. Theories of the MNE and of FDI

Track chair: Gabriel Benito, BI Norwegian Business School, 2014track10@aib.msu.edu

Theory development is a core objective of the social sciences, including the field of international business. This track aims to advance the development of IB theory in terms of both enhancing existing theories and developing new theories. We welcome especially papers that explore various aspects of the MNE and FDI, including motivations for undertaking investment, drivers and determinants of location choices and entry and operation mode decisions, and issues pertaining to how MNC headquarters and affiliates interact with and affect host-country firms, governments and institutional environments. This track also invites papers that explore the nature of MNE decision making and strategies in uncertain economic, political and institutional contexts. We welcome pure theory papers as well as theoretical advances supported by empirical tests.

11. Stakeholders, Responsible Leadership and Governance

Track chair: Sheila Puffer, Northeastern University, 2014track11@aib.msu.edu

Businesses exist not only to benefit shareholders, but they have broader roles and responsibilities in the societies in which they operate. This track covers research on all aspects of social, ethical and environmental issues that either impact on businesses, or that businesses themselves pursue. In particular, we are looking for research that places international businesses in the broader realm of the societies in which they operate, and hence the social and environmental concern expressed in those societies. For example, how do initiatives taken by businesses under the headings of 'corporate social responsibility' or 'triple bottom line' impact both the firm's own performance, and the stakeholders concerned. How do business leaders handle situations of unclear or conflicting ethical demands when operating across multiple local contexts? How do MNEs respond to challenges posed by NGOs and other stakeholders based outside their country of operation? How do changes in the economic and institutional environment in developed and emerging economies affect CSR practices?

12. The Institutional and Political Environment of IB

Track chair: Pei Sun, Fudan University, 2014track12@aib.msu.edu

Internationally operating firms face a plethora of different rules, regulations and politics. This track invites manuscripts that examine how such institutions influence the behavior of MNCs, domestic firms and decision makers and how the actions of these actors, in turn, shape the institutional environment. Studies of global or comparative aspects of corporate governance codes or practices are also invited to this track. Papers examining a variety of levels of analysis - individual, firm, industry, regional, country and global - are especially encouraged. Relevant institutional characteristics include both formal and informal rules such as law, culture, and social norms that shape actions of firms and individuals. Indicative research questions include: How do changes in regulatory environment, for example in emerging economies, affect the

strategies of business? How do MNEs deal with institutional idiosyncrasies and institutional voids in emerging economies? How do emerging market MNEs manage institutional and regulatory demands from developed economies? How do supra-national institutions and organizations, such as WTO, affect the behaviors of internationally operating firms? How do firms manage anticipated institutional change and evolving sources of political risk?

13. International Finance and Economics

Track chair: Lars Oxelheim, Lund University, 2014track13@aib.msu.edu

The theoretical tools and empirical methods developed in contemporary economics and finance provide key insights for IB research questions. This track calls for papers written from a discipline base of Economics or Finance or papers covering issues or topics in International Finance (e.g. M&As, valuation, capital flows, transfer pricing, etc.), and Economics (e.g., international trade, exchange rates, international political economy, international economic development, etc.). Applied or theoretical economics papers and/or economics research methods papers or papers developing theory using the tools of economics should also be sent to this track. Papers examining finance and economics research questions such as international trade and development are also appropriate for this track. Papers in this stream are expected to draw on the economics and/or finance literature but speak to the broader community of IB scholars.

14. Special Track: Research Methodology in IB

Track chair: Timothy Devinney, University of Leeds, 2014track14@aib.msu.edu

This special track on research methodologies aims to address methodological issues encountered by IB researchers. We welcome submissions that evaluate applications of current methods or describe the development of new methods that offer IB researchers innovative design and data analytical strategies to address substantive research questions.

15. Special Track: Teaching IB

Track chair: Andreas Schotter, Ivey Business School, 2014track15@aib.msu.edu

Most IB scholars spend a great deal of time and energy on teaching! The goal of the track is to provide AIB members the opportunity to share innovative approaches to making the process of teaching IB at all levels more effective and enjoyable for all involved — both students and lecturers.

Submissions

We will be accepting two types of submissions — papers and panels. Paper and panel submissions need to be categorized into one of the thirteen topical tracks or into one of the two special tracks described above. Each paper or panel proposal must be submitted to only one track. For the special tracks on teaching and research methods, please contact the track chairs to discuss the preferred format of the sessions.

All submissions will be handled through the AIB online submission system. All manuscripts and proposals must be submitted by **January 15, 2014**. For up-to-date information about the conference and related events, please check the conference website at <http://aib.msu.edu/events/2014/>. Any questions regarding this call for papers should be addressed to the track chairs or the Program Chair, Klaus Meyer.

Klaus Meyer
Program Chair, AIB 2014 Annual Meeting
China Europe International Business School
aib2014@ceibs.edu



Support WAIB! Together We Can Make A Difference!

WAIB is working to inspire and reach out to women around the world.

Our mission is to promote gender diversity in general and, specifically, women's role and visibility within AIB.

This includes the support for business women, faculty and PhD students from emerging markets, and the establishment of connections with business women in the corporate world.

This year, the new WAIB board will start a mentorship program, and initiate and take part in research on gender issues in international contexts. In addition, we will maintain the various social and academic activities that you are already familiar with during AIB annual meetings.

The 2013 -2015 WAIB Executive Board includes:

President — Gabriele Suder
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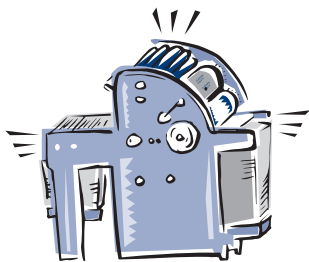
Our goal is to foster the networking platform between members and to promote it to the wider community.

WAIB can undertake these initiatives only with your generous support.

Your support will help design and maintain WAIB activities and is crucial for the WAIB Helping Hands Awards that aids women who are low-resource, high talent full-time faculty members and women full-time Ph.D. students/candidates.

Please visit our website, and support our gender diversity initiative, to ensure that talents can and will reach their potential.

Donation forms can be found at:
<http://kelley.iu.edu/waib/>



Just off the Press

- ⇒ **Tanya Bondarouk** (University of Twente, The Netherlands) and **Miguel R. Olivas-Luján** (Clarion U. of Pennsylvania, USA) co-edited *Social Media in Human Resources Management* (Emerald Group Publishing Ltd., ISBN: 978-1781909003). Social media have radically shifted the way people relate with each other and with organizations in technology-mediated ways; few areas are being impacted more strongly than Human Resources or Personnel Management. Attraction of candidates, internal communication with employees, communication with and among people; creation, design, testing and promotion of new services, new ways of organizing are appearing and changing the landscape at record speeds. This volume in the Advanced Series in Management offers contributions from ten different countries, with empirical and theoretical approaches to shed light on this exciting set of emerging uses of technology that stretch creativity beyond conventional limits.
- ⇒ **Jens Gammelgaard** (Copenhagen Business School, Denmark) and **Christoph Dörrenbächer** (Berlin School of Economics and Law, Germany) have published *The Global Brewery Industry* (Edward Elgar Publishing, ISBN: 978-1-78100-634-4). This unique book explores some of the key topics of international business through the context of a global industry, focusing on the challenges brewery companies face as they operate in globalized markets. It examines the strategies of individual firms to develop markets and explores new insights into recent company rivalries, both globally and locally. In addition, it offers detailed analysis of some of the major players in the industry through longitudinal studies. Drawing on a range of perspectives, the contributing authors explore six overarching themes: international market develop-
- ments and firm performance; host country institutional effects; multi-point competition and rivalries; cross-border M&A integration and subsidiary development; leadership and internationalization; and boundless customer interfaces through such elements as social media and tourism. The Global Brewery Industry will prove insightful for scholars across international business, as well as providing an appealing case study for advanced students. It will be invaluable to those investigating the brewery sector specifically, or working with brewing firms.
- ⇒ **Geoffrey Jones** (Harvard Business School, USA) has published *Entrepreneurship and Multinationals* (Edward Elgar Publishing, ISBN: 978-1-78195-194-1). This fascinating volume explores the roles played by entrepreneurship and multinational enterprises in the development of the modern world. Geoffrey Jones demonstrates how multinational corporations have driven globalization through the transfer of innovation and cultural values. The selected essays cover a range of topics, including studies of global industries and major corporations including Beiersdorf and Unilever. Additional chapters explore economic and corporate development in countries, such as India, Iran and Turkey. Merging evidence with discussion of the current state of global business, this book reveals how examining entrepreneurial activity and multinational strategies deepens explanations of global patterns of wealth and poverty. It offers compelling new perspectives on current debates about globalization from one of the most prominent scholars in the field of business history. This volume will appeal to students and professors of economics, entrepreneurship, international business and history as well as anyone with an interest in understanding the past, present and future of globalization.

☞ **Miguel R. Olivas-Luján** (Clarion U. of Pennsylvania, USA) and **Tanya Bondarouk** (University of Twente, The Netherlands) co-edited *Social Media in Strategic Management* (Emerald Group Publishing Ltd., ISBN: 978-1781908983). Social media are changing the way businesses interact in technology-mediated ways with most of their stakeholders. Strategically-minded managers, researchers and students cannot afford to ignore the new ways in which interactions with customers, employees, shareholders, and many other important constituents are taking place as a result of the widespread availability and creative use of these new technologies. Conventional wisdom is being challenged and virtual workspaces that had never been conceptualized are opening at blistering speed. This volume in the *Advanced Series in Management* series bridges empirical and theoretical approaches to identify and demystify this new family of user generated content technologies. With contributions from ten countries and about a range of economies, from emerging to established, researchers and informed practitioners will find intriguing perspectives on how the social media revolution is challenging management practitioners and scholars. Involving disciplines as different as management, communications, information technology, personnel, finance and others, contributions in this book will be cited in future research projects or used in classrooms and other training settings by those more likely stay in the leading edge of this family of innovative tools.

☞ **Karl P. Sauvart** (Columbia University, USA) Padma Mallampally and Geraldine McAllister have edited *Inward and Outward FDI Country Profiles (New York: VCC, 2013) 2nd Edition* (Vale Columbia Center on Sustainable International Investment; 2nd Edition). This second edition (available free of charge as an ebook from VCC's website, at www.vcc.columbia.edu) contains a series of 77 standardized country profiles dealing with the inward and outward foreign direct investment (FDI) performance of 40 economies. The profiles have been peer-reviewed by a global network of experts. The publication is intended to contribute to the analysis of trends in foreign direct investment and policy issues related to

them. More specifically, the individual profiles discuss FDI trends and developments (country-level developments, the corporate players); effects of the recent global crises; and the policy scene. Each profile contains a standard set of tables, including on FDI stocks and flows, sectoral and geographical FDI distributions, the largest M&As and greenfield investments, the principal foreign affiliates (for inward FDI), and the principal multinational enterprises (for outward FDI). The standardized template used to produce the profiles allows cross-country comparisons. The volume is meant to be a reference tool for anyone interested in foreign direct investment.

New AIB Members

AIB welcomes the following 76 new members who joined our community between August 2, 2013, and November 1, 2013.



Adeoye Adegorite
Steven Altman
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