42nd Annual EIBA Conference

Liabilities of Foreignness vs. the Value of Diversity

December 2–4, 2016
WU Vienna

Pocket Guide

www.eiba.wien
Facts & Figures

### Submission Types
- Competitive: 381
- Interactive: 111
- Poster: 68
- Panel: 20

### Submissions Per Track

<table>
<thead>
<tr>
<th>Track</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poster</td>
<td>122</td>
</tr>
<tr>
<td>Panel</td>
<td>19</td>
</tr>
<tr>
<td>Competitive</td>
<td>146</td>
</tr>
<tr>
<td>Interactive</td>
<td>176</td>
</tr>
</tbody>
</table>

### Average Number of Reviews per Submission
- 2.61

### Reviewers with completed Reviews
- 520

### Average Number of Reviews per Reviewer
- 2.63

### Presentation Types
- Interactive: 176
- Competitive: 146
- Panel: 19
- Poster: 122

### Withdrawals: 52
- Acceptance Rate Competitive Papers: 42.9%
- Overall Acceptance Rate: 88.8%

### Number of Sessions and Avg. Number of Papers per Session

<table>
<thead>
<tr>
<th>Track</th>
<th>Number of Sessions</th>
<th>Avg. Number of Papers per Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competitive</td>
<td>53</td>
<td>2.8</td>
</tr>
<tr>
<td>Interactive</td>
<td>38</td>
<td>4.6</td>
</tr>
</tbody>
</table>

### Participants Per Country

<table>
<thead>
<tr>
<th>Country</th>
<th>UK</th>
<th>DE</th>
<th>FI</th>
<th>AT</th>
<th>SE</th>
<th>ES</th>
<th>NO</th>
<th>FR</th>
<th>PL</th>
<th>US</th>
<th>BR</th>
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<th>GR</th>
<th>RU</th>
<th>IE</th>
<th>BE</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Participants</td>
<td>70</td>
<td>58</td>
<td>55</td>
<td>42</td>
<td>34</td>
<td>33</td>
<td>24</td>
<td>21</td>
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<td>11</td>
<td>9</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td></td>
</tr>
</tbody>
</table>

| Country | CH | IL | KR | SI | IN | NZ | LT | CY | NP | MY | CZ | TH | TR | EE | SK | CO | PE | AE | OM | QA | EC |
|---------|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| No. of Participants | 7  | 6  | 5  | 4  | 2  | 2  | 2  | 2  | 2  | 1  | 1  | 1  | 1  | 1  | 1  | 1  | 1  | 1  | 1  | 1  | 1  |
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**Disclaimer**

Please note that this pocket guide includes updates until November 23, 2016. Any changes made after this date are not reflected in the printed, but can be seen in the online program. All data concerning authors, papers and session chairs were directly imported from ConfTool and are therefore based on information provided by participants.
General Information

OPENING HOURS OF CONFERENCE INFORMATION DESK/OFFICE:
› **Friday:** 8:00–17:00
   Location: Teaching Center, 4th floor, 4.02
› **Friday:** 17:00–22:00
   Location: Learning Center, Gallery
› **Saturday:** 8:30–17:30
   Location: Teaching Center, 4th floor, 4.02
› **Sunday:** 8:30–17:30
   Location: Teaching Center, 4th floor, 4.02

EMERGENCY
In case of emergency, please call campus security: +43-1-313 36-4000

ADMISSION POLICY
› The event is open to registered delegates only
› All attendees are required to wear their conference badges at all times
› Attendees are expected to not participate in canvassing, demonstrating, and not to engage in inappropriate behavior, or other disrupting activity
› Please mind that the dress code for EIBA 2016 is business casual
› The organizers reserve the right to enforce these rules through exclusion

COMPANIONS
Partners are welcome to participate in the social program. Please register them as accompanying persons through our registration system.

FIRST AID ASSISTANCE
If first aid is required, please inform a member of the staff immediately.

LOST & FOUND
The lost and found is located at the conference office in TC.4.02.

TRANSPORTATION IN VIENNA
Each participant can purchase a ticket for the Vienna public transportation at a special reduced fare that is valid for the duration of the conference. This includes zone 100; the Vienna airport is outside this zone. Please find more information on eiba.wien/vienna.

TAXIS
Taxis offer a relaxing and easy way to get around Vienna. Each trip has an initial fee of EUR 2.50, and then costs about EUR 1 per km. Taxis can be found on the streets and at taxi stations, or can be called in advance (EUR 2.50 extra).
› Taxi 31300: tel. +43-1-313 00
› Taxi 40100: tel. +43-1-401 00
Welcome to Vienna

DEAR EIBA MEMBERS,

As the EIBA President and Conference Chair of EIBA 2016, I warmly welcome all participants to WU Vienna. My team and I are happy to host you on our new campus, which we hope offers a great environment for this conference.

This year’s conference marks a record in EIBA history. For one, because we have received a total of 586 submissions. This makes this year’s conference the largest conference in terms of submissions in the history of EIBA. We believe this response from scholars around the globe is the consequence of a combination of great events we took over from past EIBA conferences and novel features in the program. For example, as in many past EIBA conferences, we combine the conference with numerous pre- and post-conference workshops. The pre-conference activities provide opportunities for junior scholars, specifically PhD students, to get feedback on their research ideas. More than 100 participants are involved in this part of the program this year. In addition, we offer three exciting post-conference workshops that received a high number of registrations: workshops on qualitative and quantitative methods, and a workshop on doing business in emerging markets. In addition, as an example for the novel features, we made an effort to increase the attractiveness of the poster session as we see this as a great opportunity to present early stage work. Almost 50 senior scholars agreed to come and provide feedback to presenters in a dedicated session scheduled as a plenary event, with no other concurring sessions at the same time. Overall, over 100 papers were accepted in this category and 70 contributions were explicitly submitted for this format. Besides the stimulating academic program we have also organized a diverse cultural and social program
including a traditional “Traditional City and Christmas Market” tour, opera and theater visits, a campus tour, conference bars and of course the famous EIBA gala dinner. We very much hope that our efforts regarding all these program points will be well-appreciated by all of you!

All submissions for this conference were handled by our 14 track chairs who did an outstanding job for the conference, both with regards to timeliness and quality. Overall, 518 reviewers were involved in the reviewing process and all papers submitted received at least two reviews, with an average of 2.61 reviews per paper. Despite this rigorous reviewing process and resulting strict acceptance policy, we are able to report the second record for this year’s conference. This year’s conference has the largest number of contributions (more than 400) as well as participants (more than 600) in the history of EIBA. We believe that the combination of the high numbers of papers and presentations combined with the rigorous reviewing process provides all of us with the great opportunity to make the conference a success for everyone involved and to maintain and develop the spirit that makes EIBA conferences so special.

Please, enjoy your stay at WU and do not hesitate to ask either me personally, my organizing Team – Thomas and Moritz – or the many volunteers in the purple WU polos if you have any open questions.

Jonas Puck,
EIBA 2016 Conference Chair
EIBA President
Welcome to WU

DEAR PARTICIPANTS,

WU is pleased to welcome the participants of the Annual Conference of the European International Business Academy. We are happy to host this important event on our Campus, which in my opinion is a perfect location for your international conference: More than just a place for academic research and teaching and learning practical skills, it is also designed to create an innovative space for social life, communication, and networking.

The Opening Ceremony of this conference is being held in the imposing Library & Learning Center (LC), designed by the late Iraqi-British architect Zaha Hadid. The building is the manifestation of the central importance of research and teaching at WU. The LC is surrounded by six building complexes, including the Teaching Center, which houses most of WU’s auditoriums, the WU Executive Academy building, and the Department buildings. As impressive as the buildings may be, the top priority in planning the new campus was to create an environment for WU students and researchers that is conducive to productive work and communication.

Hosting renowned research events is always an honor. Research is an essential element of WU’s identity. Investigating economic and social problems and issues such as your conference’s topic, “Liability of Foreignness vs. Value in Diversity,” and providing practical approaches to solving current economically relevant problems are part of WU’s responsibility to society. Thank you for attending this important event, and thanks to the Institute for International Business for bringing the EIBA 2016 to WU. I hope you will find the infrastructure supportive and the Campus atmosphere inspiring.

I wish you an enjoyable and productive time at WU!

Edeltraud Hanappi-Egger
Rector WU Vienna
EIBA Board 2016

CHAIR
Philippe Gugler
University of Fribourg, Switzerland

VICE CHAIR
José Pla Barber
University of Valencia, Spain

PRESIDENT
Jonas Puck
WU Vienna, Austria

PAST PRESIDENT
Jorge Carneiro
Pontifical Catholic University of Rio de Janeiro, Brazil

PRESIDENT ELECT
Lucia Piscitello
Politecnico di Milano, Italy

EXCETUIVE SECRETARY
Ene Kannel
EIASM, Belgium

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Leo Sleuwaegen
Chang Hoon Oh
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Dorota Piaskowska
Orly Yehezkel
Lucia Piscitello
Chie Iguchi
Rob van Tulder
Ilan Alon
Barbara Jankowska
Susana Costa e Silva
Andreja Jaklič
Joaquin Alegre
Lena Zander
Dirk Morschett
Roger Strange
Ronaldo Parente
John Cantwell
Pervez Ghauri
Ana Teresa Tavares-Lehmann
EIBA Fellows

Peter Buckley  
John Cantwell {Dean of EIBA Fellows}  
John H. Dunning (†)  
Juan Duran  
Mats Forsgren  
Pervez Ghauri  
Philippe Gugler  
John Hagedoorn  
Jean-François Hennart  
Seev Hirsch  
Jorma Larimo  
Sarianna Lundan  
Reijo Luostarinen  
Klaus Macharzina  
Lars-Gunnar Mattsson (Inactive)  
Krzysztof Obloj  
Lars Oxelheim  
Marina Papanastassiou  
Rebecca Piekkari  
Lucia Piscitello {Secretary/Treasurer}  
Francesca Sanna-Randaccio  
Vítor Simões  
Örjan Sölvell  
Marjan Svetličič  
Danny Van Den Bulcke (†)

The objectives of the EIBA Fellows are: (i) to recognize outstanding contributions to the scholarship and practice of international business; (ii) to exercise a leadership role in education and scholarship in the field, particularly among European teachers and researchers; (iii) to support and encourage the development of EIBA; and (iv) to provide a forum for interaction among the Fellows as well as for the dissemination of knowledge in the field of International Business.

The EIBA Fellows meet annually, and undertake to arrange one plenary or semi-plenary session at each EIBA Annual Conference, with the agreement of the conference organizers. The intention of the Fellows is that the theme of the Fellows’ Session will be broad, have a visionary purpose, and be open to multidisciplinary viewpoints. This topic is intended to deal with thematic perspectives rather than empirical details, reflecting the wider picture of scholarship and the global economy, but with some appeal to practitioners as well as to academics. The Fellows are also engaged in a number of other initiatives in support of EIBA.
Program Committee and Conference Tracks

PROGRAM CHAIR
Jonas Puck
EIBA 2016 Program Chair

ORGANIZING COMMITTEE
Thomas Lindner
Co-head of the organizing committee
Moritz Putzhammer
Co-head of the organizing committee

CONFERENCE TRACKS AND CHAIRS
1. Theme track: Liabilities of foreignness vs. the value of diversity
   Günter Stahl & Christof Miska
2. Developments in IB theory and methods, trends and critical approaches
   José Pla Barber
3. Distance and institutions
   Dirk Holtbrügge
4. FDI and foreign market entry
   Desislava Dikova
5. Headquarters – subsidiary relationships
   Phillip Nell
6. International corporate governance, finance and accounting
   Trond Randøy
7. International HRM, global leadership, language and cross-cultural management
   Alex Mohr
8. International marketing
   Jorma Larimo
9. Internationalization process, SMEs and entrepreneurship
   Pavlos Dimitratos
10. Knowledge management and innovation
    Ronaldo Parente
11. MNE strategy and organization
    Jan Hendrik Fisch
12. MNEs, governments and sustainable development
    Chang Hoon Oh
13. Teaching International Business
    Elizabeth Rose
Publisher Stands

The following exhibitors participate in EIBA 2016:

› Edward Elgar Publishing  
  Represented by Ms. Francine O’Sullivan

› Emerald Group Publishing  
  Represented by Ms. Zoe Morris and by Mr. Gareth Bell

› Springer  
  Represented by Mr. Prashanth Mahagaonkar

› The Case Centre  
  Represented by Ms. Antoinette Mills

The exhibitor area is located in the Teaching Center of WU in room TC.4.16.
The Case Centre

We are your global one-stop shop: browse and buy cases, journals and book chapters to learn about European international business from the world’s best management brains. www.thecasecentre.org

Come on a workshop

Join us in France at HEC Paris in January 2017 for case writing and teaching workshops plus ‘cases and accreditation’ to find out how cases can help your school gain accreditation. www.thecasecentre.org/HECParis2017

Meet us at the EIBA Conference 2016

We’re exhibiting at this event and would love to meet you. Visit our stand to find out what we can do for you. See you there!

www.thecasecentre.org

The Case Centre is dedicated to advancing the case method worldwide, sharing knowledge, wisdom and experience to inspire and transform business education across the globe.
Pioneered in 1998 by Prof. Hamid Etemad and his colleagues at McGill University Montreal, the McGill International Entrepreneurship Conference series has brought together insightful academic scholars, practitioners and policy makers with interests in international entrepreneurship, SME internationalization and export growth. The aim of this annual conference is to invite research papers that examine and bring to light the frontier issues related to entrepreneurial internationalization and internationalization of entrepreneurially-oriented small firms in increasingly diverse, complex and fast-moving global markets. In their various manifestations, International Entrepreneurs, International New Ventures, Born Globals, High Growth and Rapidly Internationalizing Enterprises, have significantly contributed to the growth of the global economy in recent decades.

Conference Chair:
Dr. Natasha Evers,
Marketing Discipline,
JE Cairnes School of Business & Economics,
NUI Galway, Ireland.

Call For Papers & Proposals - Key Dates:
Abstract submission deadline - May 1st 2017
Feedback / Acceptance - June 5th 2017
Submission deadline for full papers - July 3rd 2017

Go to: www.conference.ie for full details
Awards and Nominees

**DANNY VAN DEN BULCKE PRIZE**
The best papers of each track are nominated for the Danny Van Den Bulcke prize for the best overall paper presented at the conference.  
*Selection committee*: John Cantwell, Desislava Dikova, Philippe Gugler, Lucia Piscitello and Jonas Puck.  
*Prize*: 1,000 Euro  
*Award ceremony*: Gala Dinner

**GUNNAR HEDLUND AWARD**
Four finalists are nominated for this award given to the best Ph.D. thesis in the field of IB. Dissertations will be presented in the Session 1.4.0 Saturday at 13:30.  
*Sponsor*: Stockholm School of Economics  
*Prize*: 10,000 Euro  
*Award ceremony*: Gala Dinner

**COPENHAGEN BUSINESS SCHOOL PRIZE**
Awarded to the best paper written by authors under the age of 40.  
*Prize*: 3,000 Euro  
*Award Ceremony*: Gala Dinner

**EIBA BEST DOCTORAL PROPOSAL IN IB AWARD**
*Prize*: 500 Euro  
*Award Ceremony*: Gala Dinner

**IBR BEST JOURNAL PAPER OF THE YEAR AWARD**
Presented to the author(s) of the best IBR article published in the previous year’s volume.  
*Prize*: 1,000 Euro  
*Award Ceremony*: Gala Dinner

**BEST PAPER IN EACH TRACK AWARDS**
The awards will be presented to the best papers in each track as nominated by the track chairs. This includes two dedicated awards:

**GSJ GLOBAL STRATEGY RESEARCH PRIZE**
Awarded to the best paper in Track 11. MNE Strategy and Organization  
*Prize*: 500 Euro  
*Award Ceremony*: Gala Dinner

**IMR INTERNATIONAL MARKETING PRIZE**
Awarded to the best paper in Track 8. International Marketing.  
*Prize*: 500 Euro  
*Award Ceremony*: Gala Dinner
EIBA recognizes the voluntary work of the reviewers, who diligently indicate the strengths and weaknesses of papers submitted to the conference. Among the outstanding reviewers – as indicated by the Track Chairs – presented below (in alphabetical order), one will be announced at the Gala Dinner as the recipient of the Management Review Quarterly EIBA 2016 Best Reviewer Award:

Aradhna Aggarwal
Tamar Almor
Claudia Braga da Cunha
Cheryl Marie Cordeiro
Marlena Dzikowska
Samuel Edward Davies
Laetitia Em
Franziska Engelhard
Susan Maria Freeman
Richard Glavee-Geo
Christine Holmstrom Lind
Lucas Humphries

Andreja Jaklic
Perttu Kähäri
Antonios Klidas
Emilene Leite
Joan Lofgren
Alexander Mohr
Antonio Benedito Oliveira Jr
K. S. Reddy
Salman Saleem
Khadija van der Straaten
Therese Strand
Piotr Trapczynski
Harun Emre Yildiz

MRQ (MANAGEMENT REVIEW QUARTERLY) BEST REVIEWER AWARD
Awarded to the overall best reviewer at EIBA 2016
Selection committee:
Organizing Committee and Track Chairs
Prize: 500 Euro
Award Ceremony: Gala Dinner
# Program Overview

## FRIDAY, DECEMBER 2

**Paper Development Workshops***  
8:15–18:00 TC Building, 4th Floor

**Doctoral Workshops***  
8:30–17:00 TC Building, 4th Floor

**New Member Meet & Greet**  
17:30-18:30 LC Building, Festsaal 2

**Opening Plenary**  
18:30-20:30 LC Building, Forum

**Opening Reception**  
20:30-22:00 LC Building

**Conference Bar**  
22:00–24:00 Restaurant “Das Campus”

## SATURDAY, DECEMBER 3

**Parallel Sessions**  
8:30–10:00 TC Building, 4th & 5th Floor

**Coffee break**

**Poster Session**  
10:30–12:15 TC Building, 2nd Floor

**Lunch, Mensa**

**Parallel Sessions**  
13:30–15:00 TC Building, 4th & 5th Floor

**Coffee break**

**Parallel Sessions**  
15:30–17:00 TC Building, 4th & 5th Floor

**Energy Break (powered by Red Bull)**

**Social Program**  
(see page 62 for infos)

**Conference Bar**  
(see page 62 for infos)

**Conference Bar**  
17:10–21:00 Several Options

**Conference Bar**  
21:00–open end Bar Procacci

## SUNDAY, DECEMBER 4

**Parallel Sessions**  
8:30–10:00 TC Building, 4th & 5th Floor

**Coffee break**

**Conference Plenary Session**  
10:30–12:15 TC Building, Audimax

**Lunch, Mensa**

**Parallel Sessions**  
13:30–15:00 TC Building, 4th & 5th Floor

**Energy Break (powered by Red Bull)**

**Parallel Sessions**  
15:30–17:00 TC Building, 4th & 5th Floor

**Gala Dinner Welcome Drinks**  
19:00–20:00 Aula der Wissenschaften

**Gala Dinner**  
20:00–2:00 Aula der Wissenschaften

**Afterparty**  
2:00–open end Bar Cabaret Fledermaus

## MONDAY, DECEMBER 5

**Faculty Development Workshops**  
9:00–17:00 AD Building

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*Events start and end at different times*
**Friday, December 2**

**PAPER DEVELOPMENT WORKSHOPS**
The PDWs provide scholars with developmental feedback on their current projects.

There will be workshops by International Business Review, Journal of International Business Studies and the EIBA Early Career Network.

<table>
<thead>
<tr>
<th>PAPER DEVELOPMENT WORKSHOP</th>
<th>PAPER DEVELOPMENT WORKSHOP</th>
<th>PAPER DEVELOPMENT WORKSHOP</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>IBR PDW</strong></td>
<td><strong>JIBS PDW</strong></td>
<td><strong>EIBA ECN PDW</strong></td>
</tr>
<tr>
<td><strong>Chair:</strong></td>
<td><strong>Chair:</strong></td>
<td><strong>Chair:</strong></td>
</tr>
<tr>
<td>Pervez Ghauri (1),</td>
<td>José Pla Barber (1),</td>
<td>Tilo F. Halaszovich (1),</td>
</tr>
<tr>
<td>Roger Strange (2)</td>
<td>Ulf Andersson (2)</td>
<td>Marlena Dzikowska (2)</td>
</tr>
<tr>
<td>1: University of Birmingham;</td>
<td>1: University of Valencia;</td>
<td>1: University of Bremen;</td>
</tr>
<tr>
<td>2: University of Sussex</td>
<td>2: Mälardalen University</td>
<td>2: Poznan University of</td>
</tr>
<tr>
<td><strong>Room:</strong> TC 4.14</td>
<td><strong>Room:</strong> TC 4.18</td>
<td>Economics and Business</td>
</tr>
<tr>
<td><strong>Time:</strong> 8:15–12:15</td>
<td><strong>Time:</strong> 8:30–12:30</td>
<td><strong>Time:</strong> 14:00–18:00</td>
</tr>
</tbody>
</table>

**Coffee Break Possibility:** 10:00–11:00; TC 4th Floor

**Lunch Break:** 12:30–14:00; Mensa

**Coffee Break Possibility:** 15:00–16:00; TC 4th Floor
**DOCTORAL WORKSHOPS**

**8:30–17:00, Campus WU (D1)**

The European International Business Academy (EIBA) conference features two events specifically designed for PhD students who wish to discuss their research proposals with experienced faculty: the Doctoral Tutorial and the Doctoral Symposium.

<table>
<thead>
<tr>
<th>DOCTORAL WORKSHOP</th>
<th>DOCTORAL WORKSHOP</th>
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<tbody>
<tr>
<td>30th EIBA EIASM John H. Dunning Doctoral Tutorial</td>
<td>5th EIBA Doctoral Symposium</td>
</tr>
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</table>
| **Chair:** Gabriel R.G. Benito (1), Jean-Francois Hennart (2)  
1: BI Norwegian Business School; 2: Tilburg University | **Chair:** Elizabeth (Yi) Wang, Igor Kalinic, Jeremy Clegg  
Leeds University Business School (LUBS), University of Leeds |
| **Room:** TC 4.13 | **Room:** TC 4.12 |
| **Time:** 8:30–17:00 | **Time:** 10:30–16:00 |

**Coffee Break Possibility:** 10:00–11:00; TC 4th Floor

Lunch Break: 12:30–14:00; Mensa

**Coffee Break Possibility:** 15:00–16:00; TC 4th Floor
Friday, December 2

REGISTRATION AND CHECK-IN
17:00–22:00, LC Gallery
Conference attendees should check-in at the information desk located in the Gallery of the LC Library & Learning Center (ground floor).

NEW MEMBER MEET & GREET THE FELLOWS AND BOARD MEMBERS
17:30–18:30, LC Festsaal 2

OPENING PLENARY
18:30–20:30, LC Forum

WELCOME RECEPTION
20:30–22:00, Campus WU (LC Festsaal 1 and 2)
Participants are invited to attend the Welcome Reception in the modern and striking LC Library & Learning Center.

CONFERENCE BAR
22:00–24:00
Restaurant “Das Campus”
OPENING PLENARY
EIBA 2016 Fellows (opening)
Plenary Session
Friday, December 2, 18:30, LC Forum
The Future of “The Future of the Multinational Enterprise”

Chair:
Peter Buckley
(University of Leeds, UK)

Speakers:
Niron Hashai
(Hebrew University Jerusalem, Israel)
Davide Castellani
(University of Reading, UK)
Liena Kano
(University of Calgary, Canada)
Mark Casson
(University of Reading, UK)
Peter Buckley
(University of Leeds, UK)

After a welcome from the WU rectorate, the conference chair, and the main sponsor, the speakers will address the following questions regarding “The Future of the Multinational Enterprise” that was published in April 1976.

› What relevance does the book and the ‘internalization analysis’ of the MNE that it contains have for today and beyond?
› What needs to be updated if the book is to remain relevant?
› How have MNEs and international business research evolved since the book’s publication?
› Are both still relevant?

The opening plenary is followed by a reception in Festsaal 1 and Festsaal 2.
## Overview

### Saturday, December 3

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<td>8:30–10:00</td>
<td><strong>Parallel Sessions</strong> 4th and 5th Floor</td>
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<td>10:00</td>
<td>Coffee break</td>
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<tr>
<td>10:30–12:15</td>
<td><strong>Poster Session</strong> Learning Zone, 2nd Floor</td>
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<td>12:15</td>
<td>Lunch, Mensa</td>
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<td>12:45–13:30</td>
<td><strong>EiBA General Assembly</strong> TC 5.01</td>
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<tr>
<td>13:30–15:00</td>
<td><strong>Parallel Sessions</strong> 4th and 5th Floor</td>
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<tr>
<td>15:00</td>
<td>Energy Break (powered by Red Bull)</td>
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<tr>
<td>15:30–17:00</td>
<td><strong>Parallel Sessions (incl. Meet the Editors)</strong> 4th and 5th Floor</td>
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<td>17:10–18:40</td>
<td><strong>Campus Tour</strong>  WU Vienna Campus</td>
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<tr>
<td>19:00–22:00</td>
<td><strong>Social Program</strong> Several Options</td>
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<tr>
<td>21:00–open end</td>
<td><strong>Conference Bar</strong> Bar Procacci</td>
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</table>
### Saturday, December 3
8:30–10:00

**SESSION 1.1.1 – INTERACTIVE**  
**SESSION 1.1.2 – INTERACTIVE**

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<th>Track: Developments in IB Theory and Methods, Trends and Critical Approaches</th>
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</table>
| Chair: Davide Castellani  
Henley Business School | Chair: Mohammad B. Rana  
Aalborg University |
| Room: TC 5.02 | Room: TC 5.04 |

**Exploring Micro-Level Antecedents of Psychic Distance**  
**Author:** Em, L.  
University of Groningen

**The Value to be Different – Human Resource Management Practices in Russian Manufacturing Subsidiaries of Multinational Corporations versus the Practices in Genuine Russian Industrial Companies**  
**Authors:** Gurkov, I. (1); Morgunov, E. (2)  
1: National Research University Higher School of Economics; 2: The Moscow School of Economic and Social Sciences

**The Changing Geography and Ownership of Value Creation: Evidence from Mobile Telecommunications**  
**Authors:** Ali-Yrkkö, J. (1); Larsen, M. M. (2); Timo, S. (1)  
1: Research Institute of the Finnish Economy; 2: Copenhagen Business School, BI Norwegian Business School

**Soft Skills and Cultural Background: Do Migrants’ Diverse Abilities Enhance Workplace Conditions?**  
**Authors:** Bardy, R.; Rubens, A.  
Florida Gulf Coast University

**Coupling vs Decoupling of GVC: What Creates Firm Competitive Advantage**  
**Author:** Beleska-Spasova, E.  
University of Reading

**How and When Psychic Distance Affects SMEs Internationalization?**  
**Authors:** Safari, A.; Chetty, S.  
Uppsala University

**Re-Conceptualizing Efficiency-Seeking Behaviour of the MNEs**  
**Authors:** Gokh, I.; Filippaios, F.  
University of Kent

**Determinants of Export Performance in Brazilian Agribusiness: competitive resources and institutional environment**  
**Authors:** Oliveira, R. B. (1); Moraes, W. F. A. (2); Kovacs, E. P. (1); Pimentel, M. S. (1)  
1: UFRPE; 2: UFPE

**The Success of a Cultural Misfit: Moving Beyond Cultural Divide Through Value-Based Identification**  
**Authors:** Shakir, F. Y. (1); Soendergaard, M. (2)  
1: IESE Business School; 2: Aarhus University

**A Critical Approach to Understanding of Managerial Power in Saudi Organizations: Theorizing on Bourdieu’s Sociology**  
**Authors:** Algumzi, A. A. (1); Zhang, H. (1); Dimitratos, P. (2)  
1: Lancaster University; 2: University of Glasgow

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<th>SESSION 1.1.4 – INTERACTIVE</th>
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<td><strong>Impact of Relationship Networks and Creativity on Internationalization</strong></td>
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<td><strong>Track:</strong> Internationalisation Process, SMEs and Entrepreneurship</td>
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<td><strong>Chair:</strong> Goudarz Azar</td>
<td><strong>Chair:</strong> Nguyen Khoa Ton-Nu</td>
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<td>Brunel University London</td>
<td>Vrije Universiteit Brussel (VUB)</td>
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<td><strong>Room:</strong> TC 5.12</td>
<td><strong>Room:</strong> TC 5.14</td>
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<tr>
<td><strong>Psychic Distance and Intermediate Level Subsidiaries. A Spanish Case Study</strong></td>
<td><strong>Global Production Network Linkages and Developing Country Firms’ Value Creation: The Evidence from Vietnam</strong></td>
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<tr>
<td><strong>Author:</strong></td>
<td><strong>Authors:</strong></td>
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<tr>
<td>Magomedova, N.</td>
<td>Pham, T. (1); Nguyen, A. (2); Nguyen, M. (2)</td>
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<tr>
<td>Universitat de Barcelona</td>
<td>1: Sheffield Hallam University; 2: Depocen</td>
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<tr>
<td><strong>Building Legitimacy in an Adverse Foreign Environment: When the Liability of Foreignness Can Become a Source of Competitive Advantage</strong></td>
<td><strong>Interorganizational Network Management for Successful Business Internationalization</strong></td>
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<tr>
<td><strong>Authors:</strong></td>
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<td>Caussat, P.; Prime, N.; Wilken, R.</td>
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<tr>
<td><strong>Cross-National Distance and Establishment Mode Choice: The Case of Indian MNCs</strong></td>
<td><strong>Framing Creativity on the Global Scene</strong></td>
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<tr>
<td><strong>Authors:</strong></td>
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<td>Rienda, L.; Claver, E.; Quer, D.</td>
<td>de Vasconcellos, S. L. (1); Lapuente Garrido, I. (2); Couto Parente, R. (3)</td>
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<td><strong>The Psychic Distance Hazards in Cross-Border Acquisition Performance: An Empirical Study of Cross-Border Acquisitions from 26 Countries</strong></td>
<td><strong>Relationships Networks as a Factor to Facilitate Firm Internationalization: A Brazilian Case Study with Igui Swimming Pools</strong></td>
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<td>Santos, J. C. (1); Barandas, H. (2); Martins, F. (2)</td>
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<td><strong>The Concept of Formal and Informal Institutional Compatibility and its Effect on FDI</strong></td>
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<td><strong>Subsidiary Roles, Operations, and Relationships within MNEs</strong></td>
<td><strong>Diversity and HR Management Decisions</strong></td>
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<td><strong>Track:</strong> Headquarters – Subsidiary Relationships</td>
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<td><strong>Chair:</strong> Patricia Klopf WU Vienna</td>
<td><strong>Chair:</strong> Judith Ambrosius FAU Erlangen-Nürnberg</td>
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<td><strong>Room:</strong> TC 5.16</td>
<td><strong>Room:</strong> TC 5.18</td>
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</tbody>
</table>

**Managing a Dual Agency Role in Regional Headquarters**

**Authors:** Conroy, K. (1); Collings, D. (2); Clancy, J. (3)
1: Queen’s University Belfast; 2: Dublin City University; 3: National University of Ireland Galway

**The Legitimacy Dynamics in Headquarters – Subsidiary Relationship: The Role of Regulatory Focus and Organizational Power**

**Authors:** Gammelgaard, J. (1); Kumar, R. (2)
1: Copenhagen Business School; 2: Menlo College

**Network Competence of MNCs: A Subsidiary Perspective**

**Authors:** Uzhegova, M.; Kuivalainen, O.; Torkkeli, L.
Lappeenranta University of Technology

**The Evolution of MNCs’ R&D Foreign Units – The Case of Swedish MNCs in India**

**Authors:** Schweizer, R. (1); Lagerström, K. (2); Jakobsson, J. (1)
1: School of Business, Economics and Law, University of Gothenburg; 2: Uppsala University

**Beyond Nationality: International Experience as a Key Dimension for Subsidiary Staffing Choices in MNEs**

**Authors:** Kim, C.; Chung, C.; Brewster, C.
Henley Business School, University of Reading

**Foreign-owned Firms in Japan and Subsidiary Role in the Multinational Enterprise**

**Authors:** Hasegawa, S. (1); Hasegawa, R. (2)
1: Waseda University; 2: Daito Bunka University

**The Influence of a Strategic Diversity Management on the Resilience of International Organizations: An Empirical Analysis**

**Authors:** Scheuch, I.; Raetze, S.; Duchek, S.
TU Dresden

**Top Management Diversity and Employer Attractiveness – The Mediating Role of Diversity Initiatives**

**Authors:** Orban, F. (1); Dauth, T. (1); Schmid, S. (2); Georgakakis, D. (3); Ruigrok, W. (3)
1: HHL Leipzig Graduate School of Management; 2: ESCP Europe; 3: University of St. Gallen

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<td><strong>Innovation and Knowledge Transfer in the MNE</strong></td>
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<td><strong>Track:</strong> Knowledge Management and Innovation</td>
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<td><strong>Chair:</strong> Mark Pasquine Norwegian University of Science and Technology</td>
<td><strong>Chair:</strong> Youngok Kim UNSW Australia, School of Management</td>
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<td><strong>Room:</strong> TC 4.03</td>
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<tr>
<td><strong>Entrepreneurial Marketing in International Business: A Literature Review and Future Research Agenda</strong></td>
<td><strong>Employee Creativity in Multinational Organization: The Roles of Risk Taking</strong></td>
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<tr>
<td><strong>Author:</strong> Yang, M. University of Vaasa</td>
<td><strong>Author:</strong> Somsing, A. Montpellier University</td>
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<tr>
<td><strong>Value Paradox in International Print Advertising: Insights from Culturally Similar Countries</strong></td>
<td><strong>Thinking with My Heart: The Role of Individual Emotions in the Process of Cross-Cultural Knowledge Transfer within the Multinational Corporation.</strong></td>
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<td><strong>Authors:</strong> Saleem, S. (1); Larimo, J. (1); Kontkanen, M. (1); Vincze, Z. (2); Biedenbach, G. (2); Ummik, K. (3); Kuusik, A. (3) 1: University of Vaasa; 2: Umeå University; 3: University of Tartu</td>
<td><strong>Authors:</strong> Clegg, J. (1); Wang, Q. (2); Gajewska De Mattos, H. (1); Buckley, P. (1) 1: Leeds University; 2: Birmingham City University</td>
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<tr>
<td><strong>A Cross-Sectional Multi-Country Study of Country-of-Origin (COO) in Services Industries</strong></td>
<td><strong>The Effects of Inter-Organizational Collaborative R&amp;D on MNEs’ Innovation Systems</strong></td>
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<tr>
<td><strong>Authors:</strong> Chang, C.; Hsu, Y.-H. Meiji University</td>
<td><strong>Authors:</strong> Iguchi, C. (1); Hayashi, T. (2); Nakayama, A. (3) 1: Keio University; 2: Kokushikan University; 3: Tokyo Metropolitan University</td>
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<tr>
<td><strong>The Effects of Entrepreneurial Orientation and Market Orientation on Export Performance</strong></td>
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<tr>
<td><strong>Authors:</strong> Cho, H. E.; Jeong, I.; Kim, E. Korea University Business School</td>
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<tr>
<td><strong>Export Pricing Decisions in SMEs: Theory and Practice.</strong></td>
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<tr>
<td><strong>Authors:</strong> Setti, A.; Hagen, B. University of Pavia</td>
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<td>Session 1.1.10 – Competitive</td>
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<tr>
<td><strong>New Perspectives on MNE Internationalization</strong></td>
<td><strong>Foreign Market Entry of Family Firms and the Investment Path Model</strong></td>
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<td><strong>Chair:</strong> Noemi Sinkovics</td>
<td><strong>Chair:</strong> Marian Gorynia</td>
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<tr>
<td>Alliance Manchester Business School</td>
<td>Poznan University of Economics</td>
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<tr>
<td><strong>Room:</strong> TC 5.03</td>
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</table>

**Explaining the Globalization of Chinese MNEs – A Dynamic Embedded, Multilevel Framework**

**Authors:**
Lattemann, C. (1); Alon, I. (2); Spigarelli, F. (3); Marinova, S. (4)
1: Jacobs University Bremen; 2: Agder Universiteit; 3: University of Macerata; 4: Aalborg University

**Internalization Theory and Internal Capital Markets of Multinational Enterprises**

**Author:**
Nguyen, Q.
University of Reading


**Author:**
Bjorvatn, T.
University of Agder

**How Do Family Firms Enter Foreign Markets? Firm-Specific Advantages, Regional Integration and Entry Mode Choice**

**Authors:**
Hillemann, J. (1, 2); Oh, W.-Y. (3)
1: Vrije Universiteit Brussel; 2: Henley Business School, University of Reading; 3: Haskayne School of Business, University of Calgary

**EU Countries from Central and Eastern Europe, and the Investment Development Path Model: A New Assessment**

**Authors:**
Gorynia, M. (1); Nowak, J. (2); Trapczynski, P. (1); Wolniak, R. (3)
1: Poznan University of Economics; 2: IBD Business School; 3: University of Warsaw
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<td><strong>Track:</strong> International HRM, Global Leadership, Language and Cross-cultural Management</td>
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<td><strong>Chair:</strong> Farok J. Contractor, Rutgers Business School</td>
<td><strong>Chair:</strong> Jiun-Shiu Chen, McNeese State University</td>
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<td><strong>Perceived Support to Balance Female International Careers and Family</strong></td>
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<tr>
<td><strong>Authors:</strong> Zhao, S. (1); Papanastassiou, M. (1); Pearce, R. (2); Bassiako, Y. (3); Sinani, E. (4) 1: Middlesex University; 2: Reading University; 3: University of Athens; 4: Copenhagen Business School</td>
<td><strong>Authors:</strong> Puchmueller, K.; Fischlmayr, I. Johannes Kepler Universität Linz</td>
</tr>
<tr>
<td><strong>Back to the Future: An Analysis of Subsidiary Internal Embeddedness in The Intra-Corporate Competitive Environment</strong></td>
<td><strong>Encouraging Environmental Sustainability through Gender: A Micro-Foundational Approach Using Linguistic Gender Marking</strong></td>
</tr>
<tr>
<td><strong>Author:</strong> Gillmore, E. Malardalen University</td>
<td><strong>Authors:</strong> Amir, S. (2); Almor, T. (1); Lee, S. M. (3); Ahammad, M. (4) 1: The College of Management; 2: Temple University; 3: Pennsylvania State University; 4: Sheffield Hallam University</td>
</tr>
<tr>
<td><strong>Global Competitiveness through Foreign Subsidiaries’ Differentiation: The Moderating Roles of Competitive Dynamics and Mandate</strong></td>
<td><strong>Advancing Otherness and Othering of the Cultural Other during ‘Intercultural Encounters’ in Cross-Cultural Management Research Implications for Theory and Practitioners in International Organisations</strong></td>
</tr>
<tr>
<td><strong>Author:</strong> Pehrsson, A. Linnaeus University</td>
<td><strong>Author:</strong> Guttormsen, D. S. A. University of Exeter Business School</td>
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</table>
Saturday, December 3
8:30–10:00

SESSION 1.1.13 – COMPETITIVE
Reputation and Relationships in Cross-Cultural Marketing
Track: International Marketing
Chair: Silviu Horia Tierean
Abertay University Dundee
Room: TC 4.17

Cross-National Corporate Reputation Perceptions and Effects: The Role of National Culture
Authors: Swoboda, B.; Hirschmann, J.
Trier University

A Three-Component Model of Country of Origin Image and its Impact on Consumer’s Perception of Foreign Products
Authors: Rosendo-Rios, V.; Cohelo-da-Silva, F.; Martin-Davila, M.
Colegio Universitario de Estudios Financieros CUNEF

Why Does Psychic Distance Inhibit International Buyer-Supplier Relationships?
Authors: Tierean, S. H.; Berens, G.; van Riel, C.
Erasmus University Rotterdam

SESSION 1.1.14 – COMPETITIVE
Risk Perception and Experimentation in Internationalization Decisions
Track: Internationalisation Process, SMEs and Entrepreneurship
Chair: Arnold Schuh
WU Vienna
Room: TC 4.13

A Behavioral and Risk-Management View of Reshoring
Authors: Ciabuschi, F. (1); Lindahl, O. (1); Barbieri, P. (2); Fratocchi, L. (3)
1: Uppsala University; 2: University of Bologna; 3: University of L’Aquila

Managerial Perceptions of Risk and Return in Internationalization Decisions: The Impact of Host Country, Distance and Manager Characteristics
Authors: Ambos, T. C. (1); Cesinger, B. (2); Eggers, F. (3); Kraus, S. (4)
1: University of Geneva; 2: New Design University; 3: University of Groningen; 4: University of Liechtenstein, Liechtenstein

Internationalization of an Arts Organization: The Experimental Expansion Pattern of a Guggenheim Museum to Helsinki
Authors: Ritvala, T.; Piekkari, R.; Franck, H.; Granqvist, N.
Aalto University School of Business

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<td><strong>Policies, Institutions and the MNE</strong></td>
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<tr>
<td><strong>Track:</strong> International Corporate Governance, Finance, and Accounting</td>
<td><strong>Track:</strong> MNC Strategy and Organisation</td>
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<td><strong>Chair:</strong> Trond Randoy</td>
<td><strong>Chair:</strong> Bjoern Schmeisser</td>
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<td>Universitetet i Agder</td>
<td>WU Vienna</td>
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<tr>
<td><strong>Institutional Embeddedness and Risk Perception in International Capital Structure</strong></td>
<td><strong>Identification of Institutional Processes: The Case of Urban Mobility</strong></td>
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<td><strong>Authors:</strong> Stocco, G.; Lindner, T.; Puck, J.</td>
<td><strong>Authors:</strong> Schneider, M.; Hofer, K. M.</td>
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<td>WU Vienna</td>
<td>Johannes Kepler University Linz</td>
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<td><strong>The Impact of Institutions in Influencing IPO Firm Voluntary Disclosure of CEO Salary</strong></td>
<td><strong>Bureaucrats in International Business: A Review of 50 Years of Literature on State-Owned Multinational Enterprises</strong></td>
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<td><strong>Authors:</strong> Hearn, B. A. (1); Oxelheim, L. (2,3); Randoy, T. (3)</td>
<td><strong>Author:</strong> Rygh, A.</td>
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<td>1: University of Sussex; 2: Lund University; 3: University of Agder</td>
<td>Alliance Manchester Business School</td>
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<tr>
<td><strong>Openness, International Champions, and the Internationalization of Multilatinas</strong></td>
<td><strong>Authors:</strong> Hennart, J.-F. (1); Sheng, H. H. (2); Carrera Jr., J. M. (2)</td>
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<tr>
<td><strong>The Net Effect of Clusters on MNEs from Emerging Economies</strong></td>
<td><strong>New Perspectives on Global Value Chains: Internalization Theory and Dynamic Capabilities</strong></td>
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<td>Puig, F. (1); Marco-Lajara, B. (2); Mayrhofer, U. (3); Narula, R. (4); Zucchella, A. (5)</td>
<td>Giroud, A. (4); Oh, C. H. (2); Verbeke, A. (3); Wagner, M. (1); Strange, R. (5)</td>
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<td>1: University of Valencia; 2: University of Alicante; 3: IAE Lyon, Jean Moulin Lyon 3 University; 4: University of Reading; 5: University of Pavia</td>
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<tr>
<td>Social Value Creation in MNCs</td>
<td>The Value of Diversity in Management Education: Perspectives from Asia, Europe and the USA</td>
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<td><strong>Authors:</strong></td>
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<tr>
<td>Holmström Lind, C. (1);</td>
<td>Houston, M. J. (1);</td>
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<tr>
<td>Doh, J. P. (2);</td>
<td>Schlegelmilch, B. B. (2)</td>
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<td>Ghauri, P. (3);</td>
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<td>Sinkovics, R. R. (5);</td>
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<td>Salmi, A. (6);</td>
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<td>Kang, O. (4);</td>
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<td>Ljung, A. (1)</td>
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<tr>
<td>1: Uppsala University;</td>
<td>1: University of Minnesota, US;</td>
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<tr>
<td>2: Villanova University, PA;</td>
<td>2: WU Vienna</td>
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<td>3: University of Birmingham;</td>
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<td>4: Uppsala University;</td>
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<tr>
<td>5: University of Manchester;</td>
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<tr>
<td>6: Lappeenranta University of Technology</td>
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</tbody>
</table>
Saturday, December 3
10:30–12:15

POSTER SESSION

Room: TC Learning Zone (2nd Floor)

In addition to the traditional competitive and interactive papers we are happy to have over 120 posters in all conference tracks presented in a dedicated poster session. This poster session at EIBA 2016 is designed to push early-stage work towards high-impact contributions. Additionally and to provide the best possible experience to poster presenters, we have secured a large number of senior scholars who agreed to give feedback during the poster session.

These renowned scholars include:

There will be no activities parallel to the poster session. This means many additional scholars will be interested in discussing the presented ideas.

Poster Presentations:

Authors: Ahmad, M. S.

Co-Evolutionary Perspective of Corporate Social Responsibility in Multinational Corporations: A Preliminary Finding
Authors: Nair, S.; Chew, Y. T.; Sandhu, M.

The Case for Global Recognition: The Case of Qatar Airways
Author: Al-Kwifi, S. O.

How Does Decision-Maker Personality Influence Entry Mode Decisions?
Authors: Magnusson, P.; Dow, D.; Baack, D.

Institutional Perspectives on Entrepreneurship in Emerging Economies
Authors: Rwehumbiza, D. A.; Marinov, M. A.

Differential Distances in Financial Performance of Multi-Latin Companies Due to Composition and Characteristics of Board of Directors in an Emerging Economy. Preliminary Study of Firms Listed at Lima Stock Exchange Market
Authors: Salcedo, N. U.; Sehnem, S.

Late Globalization: Evolution, Episodes and Epochs in the Danish Textile and Fashion Industry
Authors: Turcan, R. V.; Dholakia, N.; Boujarzadeh, B.

Complementary Pension Plans as Practice of Compensation for Executives in Multinational and Multi-Latin Companies
Authors: Duque, M.; Revuelto, L.

Learning from Wasta: The Arab Way of Managing and Doing Business
Authors: Sultan, N.; Weir, D.; van de Bunt, S.

Effectuation Approach in a Start-Up Nation: Immigrant Entrepreneurship as a Tie to Create International New Ventures
Authors: Cruz, E. P.; Ribeiro, F.; Falcão, R. P. d. Q.

The Role of the Country Manager for Subsidiary Development
Authors: Raziq, M. M.; Benito, G. R. G.; Igoe, J.

When Blood is Thicker: Top Management Team Nepotism and Firm Growth in a Transition Economy
Authors: Greve, P.; Ruigrok, W.

Market-Related Key Influences on the Internationalization of the easyJet
Authors: Kellermann, F.; Cabral, J. E. d. O.; Lima, A. C.; Nagengast, J. C. J.
Limiting Resources of New and Small Firms: A Process and Ecology Based View
Author: Humphries, L.

Are Internal Markets an Answer to Coordination Problems in MNCs?
Author: Egelhoff, W. G.

Internationalization of Grocery Retailing in Poland
Authors: Karasiewicz, G.; Nowak, J.; Trojanowski, M.

Understanding the Impact of the Country-of-Origin Effect in Portugal
Authors: Saraiva, L.; Silva, S. C. e

CEOs’ Origin and their Influence on Microfinance Performance and Risk
Authors: Pascal, D.; Beisland, L. A.; Mersland, R.

‘In the Eyes of the Beholder’: The Perceived Employability of Chinese Business Graduates’
Authors: Pinto, L. H.; He, K.

Obstacles to Operational Flexibility: A Literature Review
Authors: Fisch, J. H.; Puhr, H.

Being Successful in Exports: Understanding Country of Origin Effect and its Influences on Consumer Behaviour in Foreign Countries
Authors: Eduardo, F. S.

Patterns of R&D Relocation Activities and Co-Location to Offshored Production Sites
Author: Kinkel, S.

MNE Subsidiary Country of Origin and Perception on Government Corruption in Host Countries
Author: Hong, S.

Co-Evolution of MNE and Institutional Environment: A Story of Pharmaceutical Manufacturer
Author: Karhu, A.

Multinationalizing Service SMEs – Evidence from Finnish and Chilean Micromultinationals
Authors: Ciravegna, L.; Kuvalainen, O.; Vanninen, H.; Felzensztein, C.; Rattalino, F.

Alliance Diversity and Firm Performance: The Moderating Effect of Alliance Strategies
Authors: Li, K.; Wang, F.

Introducing: IntELS (Internationally Educated Local Staff): Who Are They and Are They ‘Foreign’ in the Workplace?
Author: Lego, M. P.

How to Respond to Institutional Duality – A Practical Insight
Author: Kunczer, V.

The Role of the Family for International Assignment Success: A Critical Review and Future Research Agenda
Authors: Goede, J.; Berg, N.

TMT’s Attitudes Toward Foreignness, The Role of Entry Modes and Internationality of Small and Medium-Sized MNE’s
Author: Tanganelli, D.

Entry Mode of Japanese Automotive Component Suppliers in Foreign Subsidiaries: Experimental Analysis of Bundling Model
Authors: Jiang, T.; Ishii, S.

Authors: Wührer, G. A.; Bilgin Wührer, Z.

Top Management Team Internationalization and Firm Innovativeness
Authors: Wrede, M.; Dauth, T.

The Role of Technological Resources within the Firm: A Systematic Literature Review.
Author: Ceipek, R.

Internationalization of Human Capital Through the Lenses of Migration Theories
Authors: Cruz, E. P.; Falcão, R. P. d. Q.; Ribeiro, F.; Lopes, L. A. C.

Internationalization and Knowledge Transfer: The Role of Partners’ Prior Collaboration, Expected Benefits and Shared Vision in IJVs
Authors: Rotsios, K.; Sklavounos, N.; Hajdimitriou, Y.
Saturday, December 3
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POSTER SESSION
Room: TC Learning Zone (2nd Floor)

Thanks, but No Thanks: Remote Work Arrangements & the Reasons Employees Are Staying in the Office
Author: Schaupp, G. L.

The Impact of Market and Non-Market Strategies on Firm Performance: Evidence from the Electricity Sector in Sub-Saharan Africa
Authors: D’Amelio, M.; Doh, J.; Piscitello, L.; Garrone, P.

Internationalisation of Business R&D – Current Status and Recent Trends
Authors: Dachs, B.; Zahradnik, G.

Corporate-Brand Architecture in Cross-Border Mergers and Acquisitions
Author: Barua, A.

The Go/No Go Decision: The Acceptance or Rejection of Subsidiary Initiatives in MNCs
Authors: Gorgijevski, A. N.; Hamberg Lagerström, K.; Holmström Lind, C.

Developing a Framework for the Diversification Mechanism and Financial Liquidity of the Construction Firms in the UAE
Authors: Al Seyagh, N.; Sundarakani, B.

Localization of Top Management at Japanese Automobile Assemblers’ Subsidiaries in North America
Authors: Zhao, Y.; Ishii, S.

Exploring the Marketing Activity of International New Ventures
Authors: Kowalik, I.; Baranowska-Prokop, E.

Strategy Creativity in Multinational Subsidiaries: The Impact of Subsidiary Ceo Entrepreneurial Self Efficacy
Authors: O’Brien, D.; Scott, P. S.; Andersson, U.

TMT Nationality and the Influence on Entrepreneurial Orientation
Authors: Orban, F.; Dauth, T.

What Makes a Great Leaders Look Great? Actual and Perceived Competence of Leaders
Author: Nasher, J.

Feminine Style of Leadership to Enhance Intercultural Effectiveness – The Multicultural Team Leader’s Most Valued Abilities
Authors: Marufuji, H.; De Mattos, C.

CSR Evolution and Standardization in Emerging Multinational Corporations Operating in Developed Countries: Towards a Theoretical Framework
Authors: Reis, G. G.; Silva, E. M. d.

Learning in Global Virtual Teams
Author: Majdenic, D.

Emerging Market Multinationals: What Do the Main Studies Reveal?
Authors: Dal-Soto, F.; Rosa, M. B. d.; Klein, L. L.; Monticelli, J. M.

Perceptions of Expatriates Facing Emiratisation Strategy in a World Leading Airline and Territorial Perspective in HRM
Authors: Valax, M.; Rive, J.

FDI Determinant to Transition Countries. A Cage Model Approach. The Case of Serbia
Authors: Grujic, N.; Kyrkilis, D.

Expatriates and Partners Living Together Abroad or Apart: Better or Worse?
Authors: Karunarathe, R. A. I. C.; Froese, F. J.

Coevolution for the Dually Embedded MNE Subsidiary
Authors: Ryan, P.; Clancy, J.; Andersson, U.; Giblin, M.

SMEs’ International Strategic Decision-Making Speed. A Purchasing Perspective
Authors: Francioni, B.; Clark, K. D

The Role of MNEs in Fostering Indigenous Entrepreneurship through Vertical Business Linkages: Insights from Egypt
Authors: Garrone, P.; Piscitello, L.; Scalera, V. G.; Rotondi, V.

Psychic Distance: Antecedents, Outcomes and Coping Modes
Author: Ciszewska-Mlinaric, M.
Putting Conventional Wisdom to the Test: A Qualitative Review of Research on Organizational Team Diversity  
Authors: Schoenung, B.; Dikova, D.

Influence of Generational Change as a Kind of Behavioural Patterns on the Internationalisation Process of Small and Medium Sized Family Firms  
Author: Zipper, V.

Innovation Deployment: (Re)Thinking the Transfer and Diffusion of Innovation in Multinational Firms  
Authors: Guérineau, M.; Ben Mahmoud-Jouini, S.; Charue-Duboc, F.

Multinationality and Performance: A Systematic Literature Review from 2000 to 2016  
Author: Schmuck, A.

The Influence of Joint Spousal Decision Making on Purchase Intentions: A Study of Children’s Furniture in India  
Authors: Bogdanovs, A.; Kainth, A.; Pasquine, M.

The Internationalization of Founding Family Firms and its Effect on Corporate Performance  
Authors: Schmuck, A.; Hamberg Lagerström, K.; Hamberg, M.

Sustainable Practices in Industrial Organizations: New Possibilities and Opportunities ARISING FROM the Circular Economy  
Authors: Sehnem, S.; Pereira, S. C. F.; Jabbour, C. J. C.

Designing for Learning: How to Become an IB Strategist?  
Authors: Einola, K.; Zettinig, P.; Berry, M.

Initial Market Entry Process into an Emerging Economy: A Legitimacy Perspective  
Authors: Decker, A.; Adhamamo Fulop, I.

Organizational Climate for Inclusion and the Resulting Challenges and Coping Strategies of Highly-Qualified Migrants  
Authors: Hajro, A.; Zilinskaite, M.

How Diaspora Networks Make Impossible Possible? The Internationalization of One Non-English Speaking Greek SME  
Authors: Elo, M.; Riddle, L.

Expatriate Career Performance and Premature Return Intention  
Author: Kim, K.

Determinants of Speed of Internationalization – Proposed Effects of International Experience, Knowledge Transfer and Institutional Knowledge  
Author: Åkerman, N.

How Can Global Leadership Competences Foster During Expatriation: The Role of Organizational Support and Cross Cultural Training  
Author: Berthelet, M.

The Institutional Approach on Coopetition  
Authors: Monticelli, J. M.; Garrido, I. L.

Which Role Does the Social Network of Expatriates Play in their Career Development?  
Authors: Froese, F. J.; Fu, X.; Davies, S.; Huang, H.; Wang, Z.

The Role of Experiential Knowledge in the Export Development Process of Micro Firms  
Authors: Tiwari, S. K.; Korneliussen, T.

Capturing the Value of the Internationalisation Option  
Authors: Liegler, M.; Lindner, T.; Putzhammer, M.

Teamwork Orientation and Individual Learning: The Relevance of Individual-Level Cultural Values and Value Congruence  
Authors: Mustafa, G.; Gleavee-Geo, R.; Rice, P. M.

Is International Experience (and Lack thereof) an Asset or a Liability?  
Authors: Yildiz, H. E.; Holm, U.; Eriksson, M.

Board Attributes and Foreign Shareholdings in Portuguese Banks  
Authors: Pereira, V.; Filipe, J.

Examination of the Contributions of Venture Capitalists to the Internationalization of Small Firms  
Authors: Moreira, A. A.; Carneiro, J.

Failure as a Part of Experiential Learning in SMEs International Opportunity Creation  
Authors: Kauppinen, A. J.; Juho, A.; Paloniemi, K.
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POSTER SESSION
Room: TC Learning Zone (2nd Floor)

Degree of Internationalization, Technology Intensit-
y and Innovation: A Study on Brazilian Companies
Authors: Machado, B. D.; Zen, A. C.; Amal, M.;
Rhoden, M. I.

International Business Innovations and (a New)
Learning
Author: Pitelis, C. N.

It’s Simply Complicated! On the Subsidiary
Strategic Activities Post Mandate Gain
Authors: Memar, N.; Andersson, U.

Championing Processes and the Emergence of
Industrial Symbiosis: Case of Yandex Data Center
in Finland
Authors: Ermolaeva, L.; Kokouлина, L.; Ritala, P.;
Patala, S.

Competitive Intensity and Market Dynamism
Influences on Performance in Transitional
Periphery Countries
Authors: Lascu, D.-N.; Dickerson, D.; Jamyansuren, B.;
Yadamsuren, O.

The Liability of Foreignness in the Russian
Automotive Market: Micro-Political Perspective
Authors: Krylov, V.; Montenero, V.

Doing Business between Two Emerging
Economies: The Determinants of Performance
of Brazilian Wineries in China
Authors: Winckler, N. C.; Souto, J. M. M.;
Zen, A. C.; Callegaro de Menezes, D.

IntELS (Internationally Educated Local Staff): Are
They ‘Foreign’ in the Local Workplace? (A Case
Study in Vietnam)
Authors: Lego, M. P.; Edwards, R.; As-Saber, S.

Looking into the Business Model of Multinational
Enterprises: A Conceptual Model
Authors: Vilasboas Calixto, C.; Leme Fleury, M. T.

Indirect Foreign Direct Investment –
The Subsidiary Autonomy Context
Authors: Cieslik, J.; Obloj, K.; Trapczynski, P.

Born Global Start-Ups’ Strategy Patterns:
Construction and Positioning Approach in Rapid
Internationalization
Author: Wiercinski, S. A.

The Moderating Effect of National Culture on the
Efficacy of Trust Building Processes: An Event
Study on Trust Building Mechanisms in Strategic
Alliances
Authors: Dahlgrün, P. W. H.; Bausch, A.

The Reshoring Phenomena: What Are the Motives?
Authors: Halse, L. L.; Solli-Sæther, H.; Nujen, B. B.

Understanding Subnational Location Decisions of
Multinational Enterprises
Author: Laine, M. O.

A Revised Model of Factors Influencing Interna-
tionalization Speed in the Medical Technology
Sector Through an Institutional Lens
Authors: Laurell, H.; Gabrielsson, J.

Conceptualizing English as Corporate Language
in the MNE: “Official” English Versus Business
English as Lingua Franca
Authors: Karhunen, P.; Kankaanranta, A.;
Louhiala-Salminen, L.

Integrating Highly Qualified Immigrants (HQIs) Into
European Small and Medium-Sized Organizations:
The Roles of Individual Effort, Organizational
Support and Social Support
Authors: Kühlmann, T. M.; Heinz, R.; Stahl, G. K.;
Hajro, A.; Vodosek, M.

Longitudinal Development of Estonian Born
Globals
Authors: Vissak, T.; Masso, J.

Market Complexity and Business Model Innovation
– A Case Study of an International New Venture
from the Medical Technology Sector Entering the
German Market
Authors: Laurell, H.; Bollue, S.; Wackerbarth, J.

Network Cohesion of Interlocking Directorates in a
Dependent Capitalism
Author: Zdziarski, M.
How Does Agency Work in Strategizing Process in Global Market? A Strategy-As-Practice View  
Authors: Kobayashi, H.; Sato, K.

Gingando Outside Brazil: The Meaning of the Consumption of Brazilian Capoeira in Germany  
Authors: Bussab Porto-da-Rocha, M.; Iara Strehlau, V.; Rossi, G.

Internationalization of Grocery Retailing in Poland  
Authors: Karasiewicz, G.; Nowak, J.; Trojanowski, M.

The Non-Interference Policy and Chinese State-Owned Multinational Enterprises in Africa: A Political Strategy Perspective  
Authors: Fon, R.; Filippaios, F.

Organizational Slack as an Enabler of Internationalization: The Case of Large Brazilian Firms  
Authors: Carneiro, J.; Bamiatzi, V.; Cavusgil, S. T.

Which Cities are Becoming Most Globalized, and Why? A Study of Changing Degrees of Reliance on Global Technological Knowledge Sourcing.  
Authors: Cantwell, J.; Zaman, S.

Measuring Orientation Towards International Markets and its Effect on Performance of European Born Global and Non-Born Global Firms  
Authors: Torres-Ortega, R.; Rialp, J.; Sandberg, S.

Global Integration vs. Local Responsiveness – The Case of Retail Banking  
Author: Parment, A.

Leadership in Multicultural Virtual Teams: Investigating the Roles and Behavior of Successful Team Managers  
Author: Fajen, A.

Cultural Frictions in Post-Merger Integration Processes: A View on ‘Face’ when Dealing with Asian Counterparts  
Author: Durand, M.

The Internationalization of a Family Business From an Emerging Market  
Authors: Floriani, D.; Goede, W.

Cultural Friction in Cross Border Acquisitions: A Moderating Effect of Managerial Perceptions on New Firm Identification, and Job Motivation: A Survey on Middle Managers in Post Merger Integration  
Author: Durand, M.

New Perspectives in Language Sensitive IB and Management Research  
Author: Lecomte, P.

Risk Management on Attracting FDI to Infrastructure Projects in Emerging Markets: A Conceptual Model  
Authors: Sabbag, Z.; Ogasavara, M. H.; Turolla, F. A.

International Entrepreneurial Orientation – Twenty Years of  
Authors: Dannecker Cunha, R.; Moraes, S. G.

Reverse Innovation and the Support of Higher Education Institutions (HEI): A Single Case Study.  
Authors: Domingues, F. M. d. O.; Vianna, S. C. G.; Bondioli, A. C. V.; Lima, M. C.

Cross-Cultural Managerial Risk-Taking: Exploring the Moderating Effects of Type of Consequences and Risk  
Authors: Hemat, H.; Yuksel, U.

Subsidiary Knowledge Integration in the Internationalisation Process by Emerging Economy Firms: A Social Capital Perspective  
Authors: Park, J.-Y.; Lee, H.-Y.; Kwak, D.-W.; Harris, S.

The Influence of Exporter’s Incentives on Overseas Importer Performance  
Authors: Suwannarat, P.; Waranantakul, W.

Diversity Management Gloocalization? The Case Study of Pharmaceutical Companies’ Subsidiaries in Central and Eastern Europe  
Authors: Velinov, E.; Bendl, R.

Exploring Employee Satisfaction in Multicultural Non Profit Organizations: An Examination of P-O Fit and Embeddedness  
Author: Poliner, B.
Saturday, December 3
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SESSION 1.3.0 – AWARD NOMINEE PRESENTATIONS

Gunnar Hedlund Award Session

Chair: Peter Hagström
Stockholm School of Economics

Room: TC 4.01

In 1997, the Institute of International Business at the Stockholm School of Economics (SSE) established the award in memory of SSE Professor Gunnar Hedlund. The idea behind the award is that it should act as a vehicle to stimulate Ph.D. candidates around the world in the field of International Business, and also commemorate Professor Gunnar Hedlund’s important work in the field.

The award is administered by the Stockholm School of Economics, in collaboration with the European International Business Academy (EIBA). The winner receives a medal, a diploma and €10,000, and is announced bi-annually at the Annual Meeting of the European International Business Academy in December.

In this session, the four finalists for the the 2014–2016 Award present their dissertations.

<table>
<thead>
<tr>
<th>Essays on the Relationship between Foreign Market Corruption and Multinational Enterprise Strategy</th>
<th>Global Subunit: an Organizational Perspective</th>
</tr>
</thead>
</table>
| **Author:** Sartor, M.  
Queen’s University | **Author:** Rodriguez, C.  
INCAE Business School |

|--------------------------------------------------------------------------------------------------|-----------------------------------------------|
| **Author:** Mees-Buss, J.  
University of Sydney | **Author:** Eriksson, M.  
Uppsala University |
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<th>SESSION 1.3.1 – INTERACTIVE</th>
<th>SESSION 1.3.2 – INTERACTIVE</th>
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<td>Perspectives on International Collaboration and International Finance</td>
<td>Demographic Approaches to the Liabilities of Foreignness</td>
</tr>
<tr>
<td>Track: International Corporate Governance, Finance, and Accounting</td>
<td>Theme Track: Liabilities of Foreignness vs the Value of Diversity</td>
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<tr>
<td>Chair: Stefan Schmid ESCP Europe Business School</td>
<td>Chair: Marcus Dittfeld TU Dresden</td>
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<td>Room: TC 5.02</td>
<td>Room: TC 5.04</td>
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<tr>
<td><strong>Does Employee Representation on the Board Provide a Comparative Advantage? Evidence from Germany and the United States</strong></td>
<td><strong>Place, Sense of Place, and Liability of Foreignness</strong></td>
</tr>
<tr>
<td>Authors: Feils, D.; Liu, R.; Sabac, F. University of Alberta</td>
<td>Authors: Kennelly, J. J. (1); Sternad, D. (2) 1: Skidmore College; 2: Fachhochschule Kaernten-Carinthia University of Applied Sciences, Villach</td>
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<tr>
<td><strong>Inter-Organizational Diversity and the Formation of Multipartner Syndicates</strong></td>
<td><strong>Distances, Multinational Organizational Learning, and Firm Performance: A New Perspective</strong></td>
</tr>
<tr>
<td>Authors: Dorobantu, S. (2); Lindner, T. (1); Müllner, J. (1) 1: WU Vienna; 2: New York University, Stern School of Business</td>
<td>Author: Metz, P. Dresden University of Technology / International Institute Zittau</td>
</tr>
<tr>
<td><strong>Do International Mergers and Acquisitions Create Value?</strong></td>
<td><strong>Institutional Liability of Multinational Enterprise in Host Country</strong></td>
</tr>
<tr>
<td>Author: Chalencon, L. IAE Lyon, Université Jean Moulin</td>
<td>Authors: Zhong, Y.; Zhu, C. J.; Zhang, M. M. Monash University</td>
</tr>
<tr>
<td><strong>Asymmetries in the Persistence and Pricing of Accruals</strong></td>
<td><strong>The Role of Country Context Distance on Devolution from HQs towards Subsidiaries of Large Agro-Food MNEs</strong></td>
</tr>
<tr>
<td>Author: Papanastasopoulos, G. University of Piraeus</td>
<td>Author: Sels, A. T. KU Leuven</td>
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<tr>
<td><strong>Intangible Liabilities and Firm Reputation. Evidence from the Main MNE</strong></td>
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**Saturday, December 3**
**13:30–15:00**

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<tr>
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<th><strong>SESSION 1.3.4 – INTERACTIVE</strong></th>
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<tr>
<td><strong>Action and Reaction of in the HQ-Subsidiary Relationship</strong></td>
<td><strong>Consumer Perceptions and Preferences in International Marketing</strong></td>
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<tr>
<td><strong>Track:</strong> Headquarters – Subsidiary Relationships</td>
<td><strong>Track:</strong> International Marketing</td>
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<tr>
<td><strong>Chair:</strong> Bernard Wolf Schulich School of Businessss</td>
<td><strong>Chair:</strong> Salman Saleem University of Vaasa</td>
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<td><strong>Room:</strong> TC 5.12</td>
<td><strong>Room:</strong> TC 5.16</td>
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<tr>
<td><strong>Capability Developments as the Subsidiary Evolutionarily Grows</strong></td>
<td><strong>Cultural Distance, Reputation Transferability and Cross Border Acquisitions: A Consumer Perspective</strong></td>
</tr>
<tr>
<td><strong>Authors:</strong> Jakobsson, J. (1); Hamberg Lagerström, K. (2); Schweizer, R. (1)</td>
<td><strong>Authors:</strong> Matarazzo, M. (1); De Vanna, F. (2); Lanzilli, G. (2); Resciniti, R. (2) 1: University of Gothenburg; 2: Uppsala University</td>
</tr>
<tr>
<td>1: University of Gothenburg; 2: Uppsala University</td>
<td>1: Università degli Studi Guglielmo Marconi, Roma; 2: Università degli Studi del Sannio, Benevento</td>
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<tr>
<td><strong>Subsidiary and Headquarter Power Relationship: The Effect of Subsidiary’s Self-Sufficiency and Integration in Innovation-Related Investment Decisions</strong></td>
<td><strong>The Role of National Cultural Value Approaches for CR Perceptions</strong></td>
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<tr>
<td><strong>Authors:</strong> Kang, O. (1); Lindbergh, J. (2)</td>
<td><strong>Authors:</strong> Swoboda, B.; Huber, C.; Batton, N. Trier University</td>
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<tr>
<td>1: Uppsala University; 2: Stockholm Business School, Stockholm University</td>
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<tr>
<td><strong>Towards a More Heterogeneous Steering of Foreign Subsidiaries in Multinational Companies</strong></td>
<td><strong>Chinese Consumers’ Preferences for Marine Oil Products: A Conjoint Study.</strong></td>
</tr>
<tr>
<td><strong>Author:</strong> Proff, H. University of Duisburg-Essen</td>
<td><strong>Authors:</strong> Xu Bryn, R.; Pang, S.; Strand, Ø.; Nesset, E. NTNU Ålesund</td>
</tr>
<tr>
<td><strong>Exploring the Effects of Headquarters Decision Making on Subsidiaries</strong></td>
<td><strong>The Influence of Corporate Social Responsibility Actions on Consumers’ Perceptions towards Global Brands</strong></td>
</tr>
<tr>
<td><strong>Authors:</strong> Nilsson, A.; Dellestrand, H. Uppsala University</td>
<td><strong>Authors:</strong> Inacio, N.; Crespo, C. F. Superior School of Technology and Management, Polytechnic Institute of Leiria</td>
</tr>
<tr>
<td><strong>Headquarters Value Added: How Benevolent Intentions Influence Value Added to Subsidiaries</strong></td>
<td><strong>Region of Origin as an Irrelevant Attribute: Influencing Quality Perceptions and Purchase Intentions of Foreign Products</strong></td>
</tr>
<tr>
<td><strong>Authors:</strong> Nilsson, A.; Dellestrand, H. Uppsala University</td>
<td><strong>Authors:</strong> Pasquine, M.; Glavee-Geo, R. Norwegian University of Science and Technology</td>
</tr>
<tr>
<td><strong>Balancing Integration and Responsiveness Pressures in the Sales Function within Fast-Moving-Consumer-Goods (FMCG) MNEs: A Study of foreign Subsidiaries in Germany</strong></td>
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<tr>
<td><strong>Authors:</strong> Reichstein-Scholz, H.; Yamin, M.; Giroud, A. Alliance Manchester Business School</td>
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| **Chair:** Beatriz Kury  
  PUC of Rio de Janeiro | **Chair:** Melanie Hassett  
  University of Sheffield |
| **Room:** TC 5.14 | **Room:** TC 5.18 |
| **The Role of Social Media in the International Business-To-Business Sales Process: Conceptual Propositions** | **Changes in Foreign Operation Modes: A Structured Literature Review** |
| **Authors:** Fraccastoro, S.; Gabrielsson, M.  
  University of Eastern Finland | **Author:** Putzhammer, M.  
  WU Vienna |
| **The Role of Knowledge on the Level of Market Commitment in Rapid Internationalisation: An Examination of Early Internationalisation Development** | **FDI and Human Capital: Gender Effects and Education Spillovers in European Union** |
| **Authors:** Taylor, M.; Jack, R.  
  Macquarie University | **Authors:** Louloudi, K.; Kottaridi, C.  
  University of Piraeus |
| **Early Mover and Diligent Follower Advantages: Insights from Basque International Niche Market Leaders** | **Influence of Learning, Networks and Readiness on Value Chain Target Selection: Cases of Chinese Agrifood OFDI to Advanced Economies** |
| **Author:** Kamp, B.  
  Orkestra-Basque Institute of Competitiveness | **Author:** Chan, C. S.  
  The University of Sydney |
| **Internationalization, Absorptive Capacity and Innovation Performance of SMEs – A Complementary Triangle** | **Human Capital, Skills and Competencies: A Systematic Approach of the Effects on Inward FDI in the EU** |
| **Authors:** Antonio, P.; Perin, M. G.  
  PUCRS | **Authors:** Karkalakos, S.; Kottaridi, C.; Louloudi, K.  
  University of Piraeus |
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Dresden University of Technology | **Chair:** Lars Håkanson  
Copenhagen Business School |
| **Room:** TC 4.13 | **Room:** TC 5.03 |

**LOF Strategies at Market Entry Level – A Review with a Positive Lens**

**Authors:**  
Elo, M. (1); Vemuri, S. (2)  
1: Turku School of Economics; 2: Charles Darwin University

**How Does Societal Level Ethnic Diversity Affect Subsidiary Ownership and Employee Productivity?**

**Authors:**  
Oetzel, J. (1); Oh, C. H. (2)  
1: American University; 2: Simon Fraser University

**Disentangling the Place of MNEs through International Social Capital: the Role of Communities of Practice**

**Authors:**  
Urzelaí, B. (1); Puig, F. (2)  
1: University of Mondragon; 2: University of Valencia

**Building Different Levels of Legitimacy in Internationalisation: Subsidiary – Civil Society Nexus in Institutional Void**

**Authors:**  
Rana, M. B.; Sørensen, O. J.  
Aalborg University


**Authors:**  
Marco-Lajara, B.; Claver-Cortés, E.; García-Lillo, F.; Úbeda-García, M.  
University of Alicante

**Culture and Intelligence: A Bibliometric Co-Citation Analysis of the Cultural Intelligence Field**

**Author:**  
Bogilović, S.  
Faculty of Administration

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<tr>
<td><strong>Authors:</strong> Müller, M.; Hendriks, G.; Slangen, A. RSM Erasmus University</td>
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<tr>
<td><strong>Ex-Post Performance Implications of Incongruities in Managers’ Perceptions of “Distance” in International Business</strong></td>
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<tr>
<td><strong>Authors:</strong> Azar, G. (1); Drogendijk, R. (2) 1: Brunel University London; 2: University of Groningen</td>
<td><strong>Authors:</strong> Kovacs, E. P. (2); Floriani, R. (1); Amal, M. (1) 1: Furb – Universidade Regional de Blumenau; 2: UFPE – Universidade Federal de Pernambuco and GSU – Georgia State University</td>
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<tr>
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<td><strong>Emerging-Market Multinationals’ Foreign Acquisition Completion</strong></td>
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<tr>
<td><strong>Authors:</strong> Weiss, M. (1); Klein, F. (2); Puck, J. F. (2) 1: University of Erlangen-Nürnberg; 2: WU Vienna</td>
<td><strong>Authors:</strong> He, X. (1); Zhang, J. (2) 1: Durham University; 2: Nyenrode Business Universiteit</td>
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### SESSION 1.3.12 – COMPETITIVE

**Cross-Cultural Integration**

**Track:** International HRM, Global Leadership, Language and Cross-cultural Management  
**Chair:** Iris Fischlmayr  
**Johannes Kepler University**  
**Room:** TC 4.15

**Where, and the ‘Emic/Etic’ Contrast Revisited for International Business Research: Some Reflections from British Social Anthropology**  
**Authors:** Guttormsen, D. S. A. (1); Chapman, M. K. (2)  
1: University of Exeter Business School; 2: Centre for International Business, University of Leeds

### SESSION 1.3.13 – COMPETITIVE

**Multinational Firms and their Link to Politics**

**Track:** MNCs, Governments and Sustainable Development  
**Chair:** Pavlos Symeou  
**Cyprus University of Technology**  
**Room:** TC 4.17

**Home Institutional Imprinting, R&D Intensity and Lobbying Expenditure of Foreign Firms in the U.S.**  
**Authors:** Shirodkar, V. (1); Konara, P. (2); McGuire, S. (1)  
1: University of Sussex; 2: University of Huddersfield

### SESSION 1.3.12 – COMPETITIVE (continued)

**How to Manage Global Integration and Local Responsiveness Simultaneously?: A Configurational View on IHRM Strategy**  
**Author:** Chung, C.  
**University of Reading, Henley Business School**

### SESSION 1.3.13 – COMPETITIVE (continued)

**Who Gains and Who Loses from Globalization: A Study on the Link between Trade and Inequality in Employee Wages and Working Conditions**  
**Author:** van der Straaten, K.  
**University of Amsterdam**

### SESSION 1.3.12 – COMPETITIVE (continued)

**How Generation Y Adapts Technological Innovation: A Study of Nationality, Culture and Gender Differences in Social Networking Users**  
**Authors:** Filippaios, F. (1); Benson, V. (2)  
1: Kent Business School, University of Kent; 2: Kingston Business School, Kingston University

### SESSION 1.3.13 – COMPETITIVE (continued)

**U.S. Multinational Enterprises and Environmental Degradation in the European Union**  
**Authors:** Bento, J. P. (1); Torres, M. (2)  
1: University of Aveiro; 2: University of Leeds
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<td>Founders’ Prior Industry Specific and General International Experience and the International Expansion of New Ventures</td>
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<tr>
<td>Authors: Tierean, S. H.; Berens, G.; van Riel, C. Erasmus University Rotterdam</td>
<td>Authors: Hashai, N. (1); Zahra, S. (2) 1: Hebrew University; 2: University of Minnesota</td>
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<tr>
<td>Authors: Keane, M.; Morschett, D.; Schmid, D. University of Fribourg</td>
<td>Authors: Crespo, N. F.; Aurélio, D. ISEG – School of Economics and Management</td>
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SESSION 1.3.16 – COMPETITIVE

 Networks and Organizational Structures in MNCs

 Track: MNC Strategy and Organisation

 Chair: Clarissa E. Weber
 Georg-August-University Goettingen

 Room: TC 4.14

 Domestic Alliance Networks and the Foreign Divestment Decisions of Firms

 Authors:
 Lurkov, V.; Benito, G. R. G.
 BI Norwegian Business School

 Benefitting from Multinationality through Global Arbitrage: A Transactional Network Perspective on Foreign Operation Upgrades

 Authors:
 Fisch, J. H.; Schmeisser, B.
 WU Vienna

 Understanding Matrix Structures in Today’s MNCs

 Authors:
 Egelhoff, W. G. (1); Wolf, J. (2)
 1: Fordham University; 2: University of Kiel

SESSION 1.3.17 – PANEL

 Global Value Chains, 3D Printing and Additive Manufacturing: Is the Industry 4.0 Scenario Opening New Perspectives to IB?

 Room: TC 5.15

 Global Value Chains, 3D Printing and Additive Manufacturing: Is the Industry 4.0 Scenario Opening New Perspectives to IB?

 Authors:
 Zucchella, A. (1); Petersen, B. (2); Strange, R. (3); Fratocchi, L. (4); Denicolai, S. (5); Hagen, B. (5)
 1: University of Pavia; 2: Copenhagen Business School; 3: University of Sussex; 4: University of l’Aquila; 5: University of Pavia
### SESSION 1.3.18 – PANEL

**One For All And (Or) All For One: Leveraging Cultural Diversity With Global Team Leadership**

**Authors:**
- Zander, L. (1);
- Mockaitis, A. (2);
- Hoch, J. (3);
- Lauring, J. (4);
- Lee, Y.-t. (5);
- Romani, L. (6);
- Zettinig, P. (7)

1: Uppsala University;
2: Monash University;
3: California State University;
4: Aarhus University;
5: IESE Business School;
6: Stockholm School of Economics;
7: University of Turku

### SESSION 1.3.19 – PANEL

**Challenges for Research, Collaboration and Innovation in Emerging Markets: Forecast for CEE**

**Authors:**
- Puslecki, L. (1);
- Gorynia, M. (1);
- Jaklic, A. (3);
- Raskovic, M. (3);
- Trapczynski, P. (1);
- Staszkow, M. (1);
- Panibratov, A. (5);
- Daszkiewicz, N. (4);
- Wach, K. (2)

1: Poznan University of Economics and Business;
2: Cracow University of Economics;
3: University of Ljubljana;
4: Gdańsk University of Technology;
5: GSOM, St. Petersburg State University
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WU Vienna | **Track:** Distance and Institutions |
| **Chair:** Marcus Møller Larsen  
Copenhagen Business School | **Room:** TC 5.02 |
| **Editors:**  
Jonathan Doh  
Villanova University  
Journal of World Business | **Relationship between Debt and Firm’s Performance: The Impact of Institutional Factors** |
| Pervez Ghauri  
University of Birmingham  
International Business Review | **Authors:**  
Tavares, M.; Forte, R.  
University of Porto – Faculty of Economics |
| Philippe Gugler  
University of Fribourg  
Competitiveness Review | **Stepping Out of the Comfort Zone?: An Examination of Regional Orientation in Emerging-Economy MNEs’ Cross-border M&As** |
| Jean Francois Hennart  
Tilburg University  
Journal of International Management | **Authors:**  
Wei, Y. (1); Ha, Y. J. (2)  
1: University of Leeds; 2: University of York |
| Alain Verbeke  
University of Calgary  
Journal of International Business Studies | **Does Institutional Distance Deter or Attract? Incorporating Subsidiaries-Host Distance, Host Context & Knowledge** |
| Joachim Wolf  
University of Kiel  
Management International Review | **Author:**  
Donnelly, R.  
Bentley University |

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<td><strong>Authors:</strong> Sumelius, J. (1); Yamao, S. (2); Smale, A. (1)</td>
<td><strong>Author:</strong> Ferencikova, S.</td>
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<td><strong>Antecedents of Accelerated Internationalization of the Polish and Czech Small and Medium Enterprises</strong></td>
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<td><strong>Authors:</strong> Horn, S. (1); Piekkari, R. (2); Susanne, T. (3)</td>
<td><strong>Authors:</strong> Danik, L. (1); Kowalik, I. (1); Kral, P. (2); Řezanková, H. (2)</td>
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<td>1: Warsaw School of Economics; 2: University of Economics in Prague</td>
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<td><strong>Authors:</strong> Romani, L. (1); szkudlarek, B. (2)</td>
<td><strong>Authors:</strong> Bettiol, M. (1); Burlina, C. (1); Chiarvesio, M. (2); Di Maria, E. (1)</td>
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<td>1: University of Padova; 2: University of Udine</td>
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<td>Lappeenranta University of Technology</td>
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<td><strong>Author:</strong> Schmitz, M.</td>
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<td>University of Goettingen</td>
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### SESSION 1.4.5 – INTERACTIVE

**Questioning and Modelling the Internationalization Process**

**Track:** Internationalisation Process, SMEs and Entrepreneurship

**Chair:** Alfredo D'Angelo  
Università Cattolica del Sacro Cuore Milano

**Room:** TC 5.16

**International SMEs and the Liability of Foreignness: What Distinguishes the Top Performing Firms?**

**Authors:**  
Knight, G. (1); Moen, O. (2); Madsen, T. K. (3)  
1: Williamette University; 2: Norwegian University of Science and Technology; 3: University of Southern Denmark

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### SESSION 1.4.6 – INTERACTIVE

**Risk and the Home and Host Countries of the Firm**

**Track:** MNC Strategy and Organisation

**Chair:** Quyen Nguyen  
University of Reading

**Room:** TC 5.18

**What are the Determinants and Consequences of Shared Service Centers? A Meta-Synthesis of Empirical Literature**

**Authors:**  
Richter, P. C.; Brühl, R.  
ESCP Europe

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**International Business Models Developed Through Brokerage Knowledge and Value Creation**

**Authors:**  
Petersen, N. H.; Rasmussen, E. S.  
University of Southern Denmark

**Facets of Cultural Risk Management: A Strategic Perspective.**

**Authors:**  
Firsova, N.; Vaghely, I.-P.  
Université du Québec à Trois-Rivières

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**Is Internationalization A Remedy to Economic Crisis?**

**Authors:**  
Dzikowska, M.; Gorynia, M.; Jankowska, B.; Mroczek-Dąbrowska, K.; Trąpczyński, P.  
Poznan University of Economics and Business


**Authors:**  
Sutter, M. B. (1,2); Borini, F. M. (1,2); Silva, D. d. (3,4)  
1: University of Sao Paulo; 2: ESPM; 3: Uninove; 4: Unicamp

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**Could Liability of Foreignness Explain Reverse Acquisitions?**

**Author:**  
Öberg, C.  
Örebro University

**Building Local R&D Capability in Subsidiaries – Conceptualization of a Process Perspective**

**Authors:**  
Lagerström, K. (1); Schweizer, R. (2); Jakobsson, J. (2)  
1: Uppsala University; 2: University of Gothenburg

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**Strategic Change of Firms: Relationship between Dynamism Environment, Decision Making Logic, Decision Implementation and Performance of Firms from an Emerging Market**

**Author:**  
Nguyen, L. H.  
University of Vaasa

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<td><strong>Chair:</strong> Josep Rialp Universitat Autònoma de Barcelona</td>
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<td><strong>Authors:</strong> Bensalah, L.; Bitektine, A. HEC Montreal</td>
<td><strong>Author:</strong> Sinkovics, N. The University of Manchester, Alliance Manchester Business School</td>
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<td><strong>Striking the Right Balance: Sources of Knowledge in International Expansion</strong></td>
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<td><strong>Authors:</strong> Holmström Lind, C.; Kang, O.; Ljung, A.; Forsgren, M. Uppsala University</td>
<td><strong>Authors:</strong> Denicolai, S. (1); Håkanson, L. (2); Majocchi, A. (1); Zucchella, A. (1) 1: University of Pavia; 2: Copenhagen Business School</td>
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<td><strong>MNCs’ Collaborative Activities in Emerging Markets during Periods of Turbulent Change</strong></td>
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<td><strong>Author:</strong> Kao, P. Uppsala University</td>
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<td><strong>Base-of-Pyramid Business Strategies to Tackle Poverty in Emerging Countries: Strategic Management in Economic Development</strong></td>
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<td><strong>Authors:</strong> Hayashi, T. (1); Iguchi, C. (2); Arai, M. (3) 1: Kokushikan University; 2: Keio University; 3: Asia University</td>
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### SESSION 1.4.9 – COMPETITIVE

**Ownership, TMT Compensation, and Firm Performance**

**Track:** International Corporate Governance, Finance, and Accounting

**Chair:** Jana Oehmichen  
Georg-August-University Goettingen

**Room:** TC 4.13

---

**Paying Cash? The Effect of Top Management Team’s International Experience and National Diversity on Payment Mode in Cross-Border Acquisitions**

**Authors:**  
Ray, S. (1); Piaskowska, D. (2); Tharyan, R. (1); Trojanowski, G. (1)  
1: University of Exeter, U.K.; 2: University College Dublin

---

**The Role of Ownership in the Internationalization-Performance Relationship of Indian Business Groups**

**Authors:**  
Purkayastha, S. (1); Kumar, V. (2); Lu, J. (3)  
1: IIM Calcutta; 2: University of Sydney; 3: University of Melbourne

---

**Does exposure to the US influence CEO compensation? Empirical evidence from Europe.**

**Authors:**  
Schmid, S. (1); Altfeld, F. (1); Dauth, T. (2)  
1: ESCP Europe Business School; 2: HHL Leipzig Graduate School of Management

### SESSION 1.4.10 – COMPETITIVE

**Cultural Aspects in HR Management and Performance Appraisal**

**Track:** International HRM, Global Leadership, Language and Cross-cultural Management

**Chair:** Ursula Pregernig  
WU Vienna

**Room:** TC 5.13

---

**What Gets HR Noticed? Employee Perceptions of HR Professionals in Performance Appraisal**

**Author:**  
John, S.  
Hanken School of Economics

---

**The Role of Cultural Intelligence in Creativity**

**Author:**  
Bogilović, S.  
Faculty of Administration

---

**Cultural Integration through Value Socialisation Following Cross-Border M&As**

**Authors:**  
Harikkala-Laihinen, R.; Hassett, M.; Raitis, J.; Nummela, N.  
Turku School of Economics, University of Turku
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<td><strong>Chair:</strong> Martin Falk Austrian Institute of Economic Research</td>
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<td>Room: TC 4.15</td>
</tr>
</tbody>
</table>


**Authors:** Strebinger, A. (1); Klauser, F. (2); Grant-Hay, P. (3); Guo, X. (4)
1: York University; 2: WU Vienna; 3: BMW Austria; 4: University of International Business and Economics, Beijing

**Opportunity Novelty, Improvisation and Network Adaptation in Firm Internationalization**

**Authors:** Hilmersson, M. (1); Johanson, M. (2); Lundberg, H. (1); Papaioannou, S. (1)
1: Mid Sweden University; 2: Linneaus University

**Patterns of Marketing Mix Strategy in Export Countries**

**Authors:** Kontkanen, M. (1); Larimo, J. (1); Zucchella, A. (2); Hagen, B. (2)
1: University of Vaasa; 2: University of Pavia

**Knowledge, Uncertainty and Networks: What Drives SMEs’ International Market Selection?**

**Authors:** Braga da Cunha, C. (1); Silva, S. C. e (2)
1: University of Minho; 2: Catolica Porto Business School – Universidade Católica Portuguesa

**An Investigation of the Determinants of Cross-Border Online Shopping from Consumers’ Perspective**

**Authors:** Wagner, G. (1); Schramm-Klein, H. (1); Schu, M. (2)
1: University of Siegen; 2: University of Fribourg

**Exploration or Exploitation of Opportunities? Looking at International Entrepreneurial Marketing as a Process**

**Author:** Cubero Dudinskaya, E. University of Pavia
### SESSION 1.4.13 – COMPETITIVE

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<th>Track: Internationalisation Process, SMEs and Entrepreneurship</th>
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<td>Chair: Krzysztof Obloj</td>
<td>Chair: Nuno Fernandes Crespo</td>
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<td>ISEG – School of Economics and Management</td>
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<td>Room: TC 4.14</td>
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</table>

#### Value Chain Internationalization: The Effects of Performance Feedback

**Authors:**
Rodriguez, C. A. (1); Ciravegna, L. (2,1)
1: INCAE Business School; 2: King’s College International Development Institute

#### Organisational Identity Paradox in the Internationalisation Process: How Firms Maintain Internationalisation via Storytelling

**Authors:**
Jasovska, P. (1); Liesch, P. W. (2)
1: University of Technology Sydney; 2: University of Queensland

#### The Role of Networks in Early Internationalizing Firms: A Systematic Review and Future Research Agenda

**Authors:**
Bembom, M.; Schwens, C. Heinrich-Heine University Duesseldorf

#### The Process of Internationalization Revisited: A Cognitive Approach from the Perspective of Small Ventures

**Authors:**
Vlacic, B.; Gonzalez-Loureiro, M. University of Vigo

#### How Do Born Global Firms Grow Up? A Longitudinal Study

**Authors:**
Almor, T. (1); Oyna, S. (2); Tarba, S. (3)
1: The College of Management; 2: University of Agder; 3: University of Birmingham

#### Mapping the Intellectual Structure of Research on ‘Born Global’ Firms and INVs: A Citation/Co-Citation Analysis

**Authors:**
Marco-Lajara, B.; García-Lillo, F.; Úbeda-García, M.; Manresa-Marhuenda, E. University of Alicante
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<td><strong>Innovation in the Firm and Multinational Dynamics</strong></td>
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<td><em>The Value of Internationalization: Disentangling the Interrelationship between Regionalization Strategies, Firm-Specific Assets Related to Marketing and Performance</em>**</td>
<td><em>The Effect of National Diversity and Group Dynamics on Team Innovation Performance in Engineering Projects</em>**</td>
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<td>Ral-Trebacz, A.; Eckert, S.; Dittfeld, M.</td>
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<td>Norwegian University of Science and Technology</td>
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<tr>
<td><em>Diversification, Internationalization and Performance: The Role of Brand Adaptation</em>**</td>
<td><em>Boosting Radical Innovation through Global Excellence Skunkworks Projects in Multinational Companies: Key Human Resource Practices and Dynamics</em>**</td>
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<tr>
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<td><strong>Authors:</strong></td>
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<tr>
<td>Barroso, A. (1); Giarratana, M. (2); Pasquini, M. (3)</td>
<td>Donada, C. (1); Oltra, V. (2); Alegre, J. (2)</td>
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<td><em>Quo Vadis? Cities and the Location of Cross-Border Activities</em>**</td>
<td><em>Export Activities and Cooperation in Innovation: a Co-Evolutionary Analysis</em>**</td>
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<tr>
<td><strong>Authors:</strong></td>
<td><strong>Authors:</strong></td>
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<tr>
<td>Castellani, D. (1); Santangelo, G. (2)</td>
<td>Moreno-Menéndez, A. M.; Casillas, J. C.</td>
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<td>1: Henley Business School; 2: University of Catania</td>
<td>Universidad de Sevilla</td>
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## Saturday, December 3 15:30–17:00

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<th>SESSION 1.4.17 – PANEL</th>
<th>SESSION 1.4.18 – PANEL</th>
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### Room: TC 5.15

**The Past and the Future of EIBA: Personal Recollections, Visions, and the Value of Diversity**

**Authors:**
- Corado Simões, V. (1);
- Oh, C. H. (2);
- Carneiro, J. (3);
- Luostarinen, R. (4);
- Piscitello, L. (5)

1: ISEG;  
2: Beedie School of Business;  
3: Pontifical Catholic University of Rio de Janeiro;  
4: Aalto University;  
5: Politecnico di Milano

### Room: TC 5.27

**Online Teaching Trends and Innovation for International Business Education**

**Authors:**
- Wernick, D. A. (1);  
- Parente, R. (1);  
- Weinstein, M. (1);  
- Lipe, J. (2);  
- Narapreddy, V. (3)

1: Florida International University;  
2: University of Minnesota;  
3: University of Denver
Rethinking Investment Incentives: Trends and Policy Options

Authors:
Tavares-Lehmann, A. T. (1);
Bellak, C. (2);
Ruane, F. (3);
Zhan, J. (4);
Karl, J. (4);
Buckley, P. (5)

1: CEF.UP, FEP, U.Porto;
2: WU Vienna;
3: Economic and Social Research Institute;
4: UNCTAD; 5: Leeds University Business School
**Social Program Saturday**

**CAMPUS TOUR**  
17:10–18:40  
Campus WU Vienna  
A large-scale response to a major shortage of space – the Campus of the Vienna University of Economics and Business, completed in 2013, is home to seven buildings and generously scaled outdoor spaces and sets new standards in Europe in the construction of universities. This tour will give you insights to the architectural finesse and functionality of the buildings.

A condensed (1,5 hours) tour will be offered. The cost is 15€, payable directly in cash. To register, please send an email to s.baasel@atours-vienna.at.

**OPERA VISIT**  
18:30/19:00  
Vienna State Opera/Vienna Volksoper  
Option 1: La Fanciulla del West, Giacomo Puccini (Original Version)  
Option 2: Der Zauberer von Oz, Harold Arlen (German)

**TRADITIONAL CITY AND CHRISTMAS MARKET TOUR**  
19:00–21:00  
Vienna City Center  
Our walking tour starts at the WU Campus, where your guide (English) will pick you up. In the city of Vienna you will see some of Vienna’s main sights like the Karlskirche, State Opera or St. Stephen’s Cathedral. From mid-November to Christmas, Vienna’s prettiest squares transform into magical Christmas markets and we will stop by a few places for a hot mulled wine. For the tour we will use public transportation.

**CONFERENCE BAR**  
21:00-open end  
Bar/Restaurant Procacci, Göttweihergasse 2, Vienna City Center  
Enjoy a cold one (or two) in a relaxing atmosphere. This is not an official EIBA event but instead simply a choice of bar, where everybody who is interested can swing by and network with colleagues. EIBA officials will be around. No registration is needed.
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<tr>
<th>Time</th>
<th>Event</th>
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<tr>
<td>8:30–10:00 TC, 4th and 5th Floor</td>
<td>Parallel Sessions</td>
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<tr>
<td>Coffee break</td>
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<tr>
<td>10:30–12:15 TC, Audimax</td>
<td>Conference Plenary Session</td>
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<td>Lunch, Mensa</td>
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<tr>
<td>12:30–13:30 TC 4.13</td>
<td>EiBA Fellows Meeting</td>
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<tr>
<td>13:00–13:30 TC 4.15</td>
<td>AIB-WE (Western Europe) Chapter General Business Meeting 2016</td>
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<tr>
<td>13:30–15:00 TC, 4th and 5th Floor</td>
<td>Parallel Sessions</td>
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<tr>
<td>Energy Break (powered by Red Bull)</td>
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<tr>
<td>15:30–17:00 TC, 4th and 5th Floor</td>
<td>Parallel Sessions (incl. Meet the Editors)</td>
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<tr>
<td>19:00–20:00 Aula der Wissenschaften</td>
<td>Gala Dinner Welcome Drinks</td>
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<tr>
<td>20:00–2:00 Aula der Wissenschaften</td>
<td>Gala Dinner</td>
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<tr>
<td>2:00–open end Bar Cabaret Fledermaus</td>
<td>Afterparty</td>
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**SESSION 2.1.1 – INTERACTIVE**

**Teaching in International Business**

**Track:** Teaching International Business

**Chair:** Elizabeth Rose  
University of Otago

**Room:** TC 5.02

**Bureau de Eventos: Internationalization of an Emerging Country Service Company**

**Authors:**  
Steinhauser, V.; Da Rocha, A.  
PUC-Rio

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**SESSION 2.1.2 – INTERACTIVE**

**Destination Choice for MNE investment**

**Track:** FDI and Foreign Market Entry

**Chair:** Anna Karhu  
Turku School of Economics

**Room:** TC 5.04

**The Impact of Country Reputation Differentials on Investor Reactions toward Cross-border Acquisitions**

**Authors:**  
Li, C. (1); Newbury, W. (2); Dau, L. A. (3); Kabst, R. (1)  
1: Paderborn University; 2: Florida International University; 3: Northeastern University

---

**Going from Standardization to Adaptation – How to Add Value to a Traditional Foreign Style Food**

**Authors:**  
Silva, S. C. e (1); Cunha, C. B. d. (2)  
1: Catolica Porto Business School – Universidade Católica Portuguesa; 2: Universidade do Minho

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**FOREIGN MARKET ENTRY MODE BY CHINESE HOTEL FIRMS**

**Authors:**  
Andreu, R.; Claver, E.; Quer, D.  
University of Alicante

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**SMEs Needs from Graduates in their First International Job: the Validation of the Components of International Relation Competence**

**Author:**  
Weerden, L. v.  
Saxion University of Applied Sciences

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**Attracting FDI to Special Economic Zones in Poland**

**Authors:**  
Dorożyński, T.; Świerkocki, J.; Urbaniak, W.  
University of Lodz

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**An International Business Simulation as a Teaching Tool**

**Author:**  
Uusitalo, O. H.  
Holmark

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**Greenfield Investments and Acquisitions of Turkish Multinationals: Trends, Motivations and Strategies**

**Authors:**  
Bakir, C. (1); Acur, N. (2)  
1: Koç University; 2: Strathclyde University

---

**Using a Simulation in Integrative Learning in IB**

**Authors:**  
Lofgren, J. M. (1); Ramirez, A. (1, 2)  
1: Aalto University School of Business; 2: Bryant University
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<td><strong>Track:</strong> Knowledge Management and Innovation</td>
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<td><strong>Chair:</strong> Angels Dasí</td>
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<td>University of Valencia</td>
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<td><strong>Performance and Decision-Making Process in China: Historical and Contemporary Cultural and Institutional Drivers</strong></td>
<td><strong>An Examination of MNE Strategies for Managing IPRs as a Response to Industry-Country Variations in Informal IP Institutions in China and India</strong></td>
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<tr>
<td><strong>Authors:</strong> Wegmann, G. (1); Ruviditch, I. (2)</td>
<td><strong>Authors:</strong> Mason, L. L.; Kafouros, M.</td>
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<tr>
<td>1: University of Burgundy; 2: Shanghai Normal University</td>
<td>University of Leeds</td>
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<td><strong>Leveraging Commitment through Supportive Leadership: Differential Pathways in China and Great Britain</strong></td>
<td><strong>The Interplay of Firms’ Absorptive Capacity, Export and Innovation Strategies: Evidence from Russia</strong></td>
</tr>
<tr>
<td><strong>Authors:</strong> Möltner, H. (1); Nevries, P. (1); Morner, M. (2)</td>
<td><strong>Authors:</strong> Ermolaeva, L.; Panibratov, A.; Freixanet Solervicens, J.</td>
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<td>1: University of Kassel; 2: German University of Administrative Sciences Speyer</td>
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<tr>
<td><strong>What We Talk about When We Talk about Long-Term Orientation</strong></td>
<td><strong>Dynamic Subsidiary Roles as Determinants of Subsidiary Technology Source: Empirical Evidence from China</strong></td>
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<tr>
<td><strong>Author:</strong> Fowler, R.</td>
<td><strong>Authors:</strong> Zhang, S. (1); Pearce, R. (2); Papanastassiou, M. (3); Zhao, S. (3); Bournakis, I. (3)</td>
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<tr>
<td>Rikkyo University</td>
<td>1: University of the Chinese Academy of Science; 2: Reading University; 3: Middlesex University</td>
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<tr>
<td><strong>Beyond the Traditional Clichés on French Communication Patterns: A Corporate Perspective</strong></td>
<td><strong>Customer Value through a Service Offer in International Companies: A Conceptual Framework for Organisational and Individual Factors</strong></td>
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<tr>
<td><strong>Authors:</strong> Jaidi, Y. (1); Zagelmeyer, S. (2); Boursalin, F. (3); Suleiman, E. (4)</td>
<td><strong>Author:</strong> Leposky, T. T.</td>
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<tr>
<td>1: Panthéon-Assas University/ CIFFOP; 2: University of Manchester; 3: ESCP; 4: Princeton University</td>
<td>University of Vaasa</td>
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<tr>
<td><strong>Epistemic Communities Driving Global Innovation: The Case of the Bauhaus</strong></td>
<td><strong>Authors:</strong> Plakoyiannaki, E. (1); Kesidou, E. (1); Tardios, J. (2); Dimitratos, P. (3)</td>
</tr>
<tr>
<td>1: Leeds University Business School, University of Leeds; 2: King’s College London, University of London; 3: Adam Smith Business School, University of Glasgow</td>
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</table>
### Session 2.1.5 – Interactive

**Social and Political Aspects in MNEs**

**Track:** MNCs, Governments and Sustainable Development  
**Chair:** Stelios Zyglidopoulos  
**University of Glasgow**  
**Room:** TC 5.18

**Does Corporate Social Responsibility Help Emerging Multinationals Profit from International Diversification? Evidence from Korean MNEs**  
**Author:** Park, S.-B.  
**Korea University**

**Top Management Team, Role Stress, and Innovation**  
**Author:** Nguyen, L. H.  
**University of Vaasa**

**New Business Models for Creating Societal Value: The Case of Mobile Money Systems**  
**Author:** Lashitew, A. A.  
**Rotterdam School of Management**

**The Building Blocks of Political Risk Research: Towards a Theoretical Framework**  
**Authors:** Bjorvatn, T. (1); Jiménez, A. (2); Alon, I. (1)  
1: University of Agder; 2: University of Burgos

### Session 2.1.6 – Interactive

**Decisions and Strategies in the Internationalization Process**

**Track:** Internationalisation Process, SMEs and Entrepreneurship  
**Chair:** Francisco García-Lillo  
**University of Alicante**  
**Room:** TC 5.14

**Managerial Decision Making and the Pattern and Process of Internationalization**  
**Author:** Fuchs, M.  
**University of Graz**

**Internationalization of Production in Entrepreneurship-Driven Firms: an Exploitative Process Triggering Firms’ Organizational Renewal**  
**Authors:** Kalinic, I. (1); Forza, C. (2)  
1: Leeds University Business School; 2: University of Padova

**The Internationalization of Cluster Companies: The Interaction between Cluster Context and Offshoring Strategies**  
**Author:** Halse, L. L.  
**Molde University College**

**Inducing the Internationalisation of Family-Owned Manufacturing Firms**  
**Authors:** Marinov, M. A.; Marinova, S.  
**Aalborg University**

**Entrepreneurial Marketing and Marketing Strategy Comprehensiveness in International New Ventures: The Role of Decision-Making Logic and Performance Implications**  
**Authors:** Yang, M. (1); Gabrielsson, P. (1); Gabrielsson, M. (2)  
1: University of Vaasa; 2: University of Eastern Finland

**International New Ventures at the X-Ray: the Relevance of Competitive Strategies in Explaining Performance**  
**Authors:** Crespo, N. F. (1); Corado Simões, V. (1); Fontes, M. (2)  
1: ISEG – School of Economics and Management; 2: UMOSE – Laboratório Nacional de Engenharia e Geologia
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<td><strong>Track:</strong> International HRM, Global Leadership, Language and Cross-cultural Management</td>
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<td><strong>Chair:</strong> Marina Latukha, GSOM, St. Petersburg State University</td>
<td><strong>Chair:</strong> Riikka Harikkala-Laihinen, Turku School of Economics</td>
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<td><strong>An Empirical Analysis of Expatriates’ Personality Traits and the Effects of Mentoring during International Assignments</strong></td>
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<tr>
<td><strong>Authors:</strong> Ly, A.; Esperança, J. P.; Davcik, N. S., ISCTE-IUL</td>
<td><strong>Authors:</strong> Schuster, T. (1); Ambrosius, J. (1); Bader, B. (2)</td>
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<td><strong>Justice for All? The Influence of Expatriates’ Justice Perceptions on Job Satisfaction and Turnover Intentions, and the Moderating Effects of Cultural Perceptions and Backgrounds</strong></td>
<td><strong>Psychological Contract Fulfillment and Employee Behaviors among Self-Initiated Expatriates</strong></td>
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<tr>
<td><strong>Authors:</strong> Davies, S. E.; Froese, F.; Varma, A., University of Goettingen</td>
<td><strong>Authors:</strong> Koveshnikov, A. (1); Wechtler, H. (2)</td>
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<tr>
<td><strong>The Applicants’ Perceived Hostility by MNCs’ Home Country toward the Host Country, Animosity toward MNCs’ Home Country, People Affect, and MNCs’ Attraction</strong></td>
<td><strong>Is this the Job I wanted? Global Work and Turnover Intentions among MNE Employees</strong></td>
</tr>
<tr>
<td><strong>Authors:</strong> Chen, J.-S.; Totten, J., McNeese State University</td>
<td><strong>Authors:</strong> Björkman, I. (1); Ehrnrooth, M. (2); Kauppila, O.-P. (1); Mäkelä, K. (1); Smale, A. (3)</td>
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## Sunday, December 4
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<td><strong>Track:</strong> FDI and Foreign Market Entry</td>
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<tr>
<td>Chair: Jakob Müllner</td>
<td>Chair: Jorma Larimo</td>
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<td>University of Vaasa</td>
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<td>Room: TC 5.03</td>
<td>Room: TC 5.13</td>
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<tr>
<td>Location Choices in Global Sourcing: The Competing Logics of Institutional Distance and Industry Standards</td>
<td>Explaining the Effect of Rapid Internationalization on Horizontal Foreign Divestment in the Retail Sector. An Extended Penrosean Perspective</td>
</tr>
<tr>
<td><strong>Authors:</strong> Larsen, M. M. (1); Manning, S. (2)</td>
<td><strong>Authors:</strong> Mohr, A. (1); Batsakis, G. (2); Stone, Z. (3)</td>
</tr>
<tr>
<td><strong>Authors:</strong> Choksy, U.; Sinkovics, N.; Sinkovics, R.</td>
<td><strong>Authors:</strong> Konara, P. (1); Ganotakis, P. (2)</td>
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<td>University of Manchester</td>
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<tr>
<td>Distance and Institutions: A “Regional” Analysis of International R&amp;D Alliance Contracts</td>
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<tr>
<td>1: Université du Quebec à Montréal; 2: IAE Réunion Island; 3: Curtin University</td>
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<td><strong>Perspectives on Firm Configuration and Strategy Development</strong></td>
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<td><strong>Track:</strong> Developments in IB Theory and Methods, Trends and Critical Approaches</td>
<td><strong>Track:</strong> Headquarters – Subsidiary Relationships</td>
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<tr>
<td><strong>Chair:</strong> Christoph Lattemann&lt;br&gt;Jacobs University Bremen</td>
<td><strong>Chair:</strong> Birgitte Grogaard&lt;br&gt;BI Norwegian Business School</td>
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<td>Are Multinationals from Emerging Economies Configuring Global Value Chains in New Ways?</td>
<td>Re-Distribution of Value Chain Activities Following Acquisition in the Brewery Sector</td>
</tr>
<tr>
<td><strong>Authors:</strong>&lt;br&gt;Petersen, B. (1); Alvstam, C. G. (2); Ivarsson, I. (2)&lt;br&gt;1: Copenhagen Business School&lt;br&gt;2: School of Business, Economics and Law, University of Gothenburg</td>
<td><strong>Authors:</strong>&lt;br&gt;Gammelgaard, J.; Hobdari, B.&lt;br&gt;Copenhagen Business School</td>
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<tr>
<td>Speed of Use of Social Media as an Antecedent of Speed of Business Internationalization</td>
<td>The Antidote to Envy? – The Role of Socialization in Alleviating the Negative Influence of Envy in Headquarters-Subunit Alignment</td>
</tr>
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<td><strong>Authors:</strong>&lt;br&gt;Alarcón-del-Amo, M.-d.-C.; Rialp, A.; Rialp, J.&lt;br&gt;Universitat Autònoma de Barcelona</td>
<td><strong>Authors:</strong>&lt;br&gt;Zobel, N. (1); Nell, P. C. (2); Ambos, B. (1); Kunisch, S. (1); Schulte Steinberg, A. (3)&lt;br&gt;1: University of St. Gallen&lt;br&gt;2: WU Vienna&lt;br&gt;3: The Boston Consulting Group GmbH</td>
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<tr>
<td>Strategic Initiatives: Entrepreneurship and Strategy Development Working Together</td>
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<tr>
<td><strong>Authors:</strong>&lt;br&gt;Sharkey Scott, P. (1); Reilly, M. (2); Andersson, U. (3)&lt;br&gt;1: National University of Ireland Maynooth&lt;br&gt;2: Dublin City University&lt;br&gt;3: Mälardalen University</td>
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Vrije Universiteit Brussel | **Chair:** Hans Solli-Sæther  
Norwegian University of Science and Technology |
| **Room:** TC 4.03 | **Room:** TC 4.01 |
| **Why Do Manufacturing SMEs Internationalize Through Gateway Strategies? A Qualitative Approach** | **R&D Alliance Structure and Alliance Collaboration Performance: The Role of Organizational Diversity** |
| **Author:** Dominguez, N.  
IAE Lyon – Jean Moulin Lyon 3 University | **Authors:**  
Choi, J. (1); Contractor, F. (2)  
1: St. John Fisher College; 2: Rutgers University |
| **Why Commit? Bringing stakeholders into focus in the emergent theory of effectuation** | **Co-Location of Offshored Production and R&D Activities. The Role of Intra-Firm Linkages** |
| **Authors:** Mumford, J. V.; Zettinig, P.  
University of Turku, Turku School of Economics | **Authors:**  
Castellani, D. (1); Lavoratori, K. (2)  
1: Henley Business School, University of Reading; 2: University of Perugia |
| **Market and Technology Orientation in External Knowledge Search, Absorptive Capacity and Export Performance in Spanish Exporting SMEs** | **Authors:**  
Ferreras-Méndez, J. L. (1); Fernández-Mesa, A. (2)  
Alegre, J. (3); Strange, R. (4)  
1: University of Leon; 2: University of Valencia; 3: University of Valencia; 4: University of Sussex |

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<td><strong>MNEs corporate social responsibility as complementary to national development</strong></td>
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<tr>
<td><strong>Authors:</strong></td>
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<td>Purkayastha, A. (1); Kumar, V. (2)</td>
<td>Ghauri, P. (1); Wang, F. (2)</td>
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<td>1: Indian Institute of Management Ahmedabad; 2: The University of Sydney Business School</td>
<td>1: University of Birmingham; 2: King’s College London</td>
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<td><strong>Portfolio Restructuring in the Face of Diversity: The Role of Performance Feedback</strong></td>
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<td>Hendriks, G.; Heugens, P.; Slangen, A.</td>
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<td>What Determines a Firm’s Speed, Scope, and Intensity of Internationalization?</td>
<td>Cross-Border Takeovers in Strategic Industries – Public Policy Implications</td>
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**Room:** TC 5.27

**Distance and Diversity: What Progress Have We Made, What Mistakes Do We Still Make, and Where Should We Go Next?**

**Authors:**
Dow, D. (1); Lindner, T. (2); Maseland, R. (3); Hakanson, L. (4); Yildiz, E. (5)

1: The University of Melbourne, Australia; 2: WU Vienna; 3: University of Groningen; 4: Copenhangen Business School; 5: Uppsala University

**Room:** TC 4.27

**What Determines a Firm’s Speed, Scope, and Intensity of Internationalization?**

**Authors:**
Hennart, J.-F. (1); Hagen, B. (2); Majocchi, A. (2); Zucchella, A. (2); Schwens, C. (3); Schu, M. (4); Morschett, D. (4); Nummela, N. (5)

1: Tilburg University; 2: University of Pavia; 3: Henrich Heine University; 4: University of Frobourg; 5: University of Turku

**Room:** TC 5.01

**Cross-Border Takeovers in Strategic Industries – Public Policy Implications**

**Authors:**
Gugler, P. (1); Hirsch, S. (4); Lundan, S. (3); Oxelheim, L. (2)

1: University of Fribourg; 2: University of Agder; 3: University of Bremen; 4: Tel Aviv University
Liabilities of Foreignness vs. the Value of Diversity

Chair: Günter Stahl
WU Vienna

Room: TC 0.10 – Audimax of WU

Plenars: Yves Doz, Jesper Edman, Paula Caligiuri, Mary Zellmer-Bruhn

Special Guest: Matti Alahuhta, EIBA Honorary Fellow 2016

Liabilities of foreignness have long been a governing principle in International Business (IB) research. The notion that differences and distance are liabilities, whether they are national, cultural, geographic, semantic, or of other kind, is pervasive in IB research and practice. Constructs such as “cultural distance”, “psychic distance” and “institutional distance” have been developed. While existing research is valuable, it has recently been suggested that an emphasis on liabilities and adverse outcomes associated with such differences may limit our understanding of the processes and conditions that help to leverage the value of diversity in a wide range of contexts. This may include development of strategic capabilities, cross-border knowledge-sharing and learning, synergy creation in cross-border mergers and acquisitions, unleashing the creative potential of diverse teams and promoting sustainable and responsible behavior in multinational enterprises.

The EIBA 2016 conference is dedicated to exploring the double-edged sword nature of liabilities of foreignness and the value of diversity by theorizing and investigating their impact on business practice and international business research.

In addition, Matti Alahuhta, former CEO and president of KONE Corporation, will be introduced as the new EIBA Distinguished Honorary Fellow of the Year (formal award ceremony at the Gala Dinner) during this plenary with a laudation speech by John Cantwell, Dean of the EIBA Fellows. Alahuhta will also contribute as a discussant and speaker to the plenary itself.
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University of Glasgow |
| **Room:** TC 5.01 | **Room:** TC 5.02 |
| Rob van Tulder (1); Alain Verbeke (2); Jonas Puck (3); Zoe Morris (4)  
1: Erasmus University, Rotterdam School of Management; 2: University of Calgary, Strategy and Global Management; 3: WU Vienna; 4: Emerald Group Publishing | **The Complex Systems of Organizational Learning, Multinationality, and Performance: A Review and Extension**  
**Author:** Metz, P.  
Dresden University of Technology/International Institute Zittau |
| **Co-Operative Cheating on an International Stage: An Incentive Theoretical Analysis**  
**Author:** Ott, U. F.  
Kingston University London | **What are Well Performing Global Virtual Teams Made of? Renewed Understandings through Metaphors and Sensemaking**  
**Author:** Einola, K.  
University of Turku |
| **Stakeholder Management in Cross-Border Mergers**  
**Authors:** Soendergaard, M. (1); Noorderhaven, N. (2)  
1: Aarhus University; 2: Tilburg University | **Merger & Acquisition Motives and Outcome Assessment**  
**Authors:** Hassan, I. (1); Ghauri, P. (2); Mayrhofer, U. (3)  
1: King’s College, London; 2: Birmingham Business School, University of Birmingham; 3: IAE Lyon, Jean Moulin Lyon 3 University |

This PIBR volume examines a number of idiosyncratic elements in the internationalization strategies of BRIC MNEs and, in particular, in their relationship with home country policies:

1. The theoretical challenge: do we need different or more specific theories of EMNEs to assess the phenomenon of BRIC multinationals?
2. The empirical challenge: what marks the changing position of BRIC countries in the world economy?
3. The managerial challenge: with the coming of age of a new breed of multinationals, what distinguishes BRIC multinationals from other (emerging market) multinationals?
4. The policy making challenge: what impact have MNEs from BRIC countries had on their domestic economy?
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<tr>
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<tr>
<td>Götz, M. A. (1); Jankowska, B. (2)</td>
<td>Novaes, P. V. G. (2); Dias, R. d. S. (1); Louzada, L. C. (2); Donini, R. G. (1)</td>
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<td>1: Fundação Getúlio Vargas; 2: Universidade Federal do Espírito Santo</td>
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<td><strong>Determinants of Firm Performance and Growth during Economic Recession: The Case of Central and Eastern European</strong></td>
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<td>Giakoulas, D. (2); Kottaridi, C. (1); Manolopoulos, D. (3)</td>
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<td>1: University of Piraeus; 2: Small Enterprises’ Institute of the Hellenic Confederation of PCM; 3: Athens University of Economics and Business</td>
<td>University of Ljubljana</td>
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<td>Lazaris, M. (1); Freeman, S. (2); Bouzdine-Chameeva, T. (3)</td>
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<td>1: Monash University; 2: University of South Australia; 3: Kedge Business School, Bordeaux</td>
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<td><strong>Regional Expansion of an MNC and its Effect on Subsidiaries</strong></td>
<td><strong>Drivers of LBO Operating Performance: an Empirical Investigation in Asia</strong></td>
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<td>Ando, N.</td>
<td>Chevalier, A. Y. (1); Sannajust, A. (2)</td>
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<td>Hosei University</td>
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IAE Lyon – Jean Moulin Lyon 3 University |
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| Against the Odds? Expatriate’s Professional Learning in Adverse Conditions: a Case Study of Danish Police Officers in Greenland | Religion and Entrepreneurial Activity: The Contingent Effects of Institutional Environments |
| **Authors:**  
Romani, L. (1); Lorenzen, J. (1); Holck, L. (2); Muhr, S. L. (2)  
1: Stockholm School of Economics; 2: Copenhagen Business School | **Authors:**  
Zhang, F. (1); Zhang, H. (2)  
1: Nankai University, China; 2: Lancaster University |
| Mentoring and its Effects on Expatriate Satisfaction | Internationalization of Entrepreneurship and Institutional Reinforcement in a New Global Industry |
| **Authors:**  
Ambrosius, J.; Garg, R.  
FAU Erlangen-Nürnberg | **Authors:**  
Mihailova, I. (1); Liesch, P. (2); Rose, E. (3)  
1: Aalto University School of Business; 2: University of Queensland Business School; 3: University of Otago |
| The Influence of Expatriates on Employees’ ESOP Participation and the Moderating Effect of Distance | Access to Equity Financing for Entrepreneurial Ventures and SMEs in the GCC Economies |
| **Authors:**  
Ahrens, C.; Oehmichen, J.; Wolff, M.  
Georg-August-University Goettingen | **Authors:**  
Safari, A.; Abdellatif, M.  
Qatar University |
| **Authors:**  
Manke, B. K.; Bader, B.  
Leuphana University of Lüneburg | **Authors:**  
Hoque, S.; Sinkovics, N.; Sinkovics, R.  
Alliance Manchester Business School |
| Network and Rapid Internationalization of New Ventures: A Systematic Literature Review | |
| **Authors:**  
Sedziniauskiene, R. (1); Sekliuckiene, J. (1); Zucchella, A. (2)  
1: Kaunas University of Technology; 2: University of Pavia | |

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<tr>
<td><strong>Authors:</strong> Contractor, F. J. (1); Choi, J. (2)</td>
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<td><strong>Authors:</strong> Torres, M.; Clegg, J.</td>
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<td><strong>Authors:</strong> He, S. (1); Fallon, G. (2); Khan, Z. (3); Wang, Z. (4)</td>
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<td><strong>Chair:</strong> Douglas Dow</td>
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<td><strong>Authors:</strong> Gołębiowski, T.; Lewandowska, M. S.; Rószkiewicz, M.</td>
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<td>Carlos III University</td>
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<tr>
<td><strong>Author:</strong> Aggarwal, A.</td>
<td><strong>Authors:</strong> Rossmannek, O.; Rank, O. N.</td>
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<td><strong>Authors:</strong> Dasí, A. (1); Pedersen, T. (2); Gooderham, P. (3)</td>
<td><strong>Author:</strong> Maseland, R.</td>
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<td><strong>Authors:</strong>&lt;br&gt;Weber, C. E.; Chahabadi, D.; Maurer, I.&lt;br&gt;Georg-August-University Goettingen</td>
<td><strong>Authors:</strong>&lt;br&gt;Lunnan, R. (1); Tomassen, S. (1); Andersson, U. (2); Benito, G. R. G. (1)&lt;br&gt;1: BI Norwegian Business School;&lt;br&gt;2: Mälardalen University College</td>
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<tr>
<td><strong>Institutional Distance and Subsidiary Performance: Climbing up vs. Climbing down the Institutional Ladder</strong></td>
<td><strong>Attention Engagement Matters: Impact of Headquarters’ Attention on Subsidiary Voice</strong></td>
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<td><strong>Authors:</strong>&lt;br&gt;Konara, P. (1); Shirodkar, V. (2)&lt;br&gt;1: University of Huddersfield;&lt;br&gt;2: University of Sussex</td>
<td><strong>Authors:</strong>&lt;br&gt;Haq, H. u. (1); Drogendijk, R. (2); Holm, D. B. (1)&lt;br&gt;1: Uppsala University;&lt;br&gt;2: University of Groningen</td>
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<td><strong>Complements or Substitutes? A Meta-analysis of The Role of Integration Mechanisms in Knowledge Transfer in the MNE Network</strong></td>
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<tr>
<td><strong>Authors:</strong>&lt;br&gt;Zeng, R. (1,2); Grogaard, B. (1); Steel, P. (1)&lt;br&gt;1: University of Calagary;&lt;br&gt;2: Shanghai International Studies University, China</td>
<td><strong>Authors:</strong>&lt;br&gt;Zeng, R. (1,2); Grogaard, B. (1); Steel, P. (1)&lt;br&gt;1: University of Calagary;&lt;br&gt;2: Shanghai International Studies University, China</td>
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| **Chair:** Elina Pelto
  University of Turku School of Economics | **Chair:** Johanna Raitis
  Turku School of Economics |
| **Room:** TC 5.03 | **Room:** TC 4.03 |

**Ownership Level and Subsidiary Survival in Foreign Acquisitions: The Moderating Effects of Experience, Cultural Distance and Host Country Development**

**Authors:**
Wang, Y.; Larimo, J.
University of Vaasa

**A Transaction Cost Analysis of Master International Franchising**

**Authors:**
Jell-Ojobor, M. (1); Alon, I. (2); Windsperger, J. (1)
1: University of Vienna; 2: University of Agder

**From Expatriation to Compatriation: A Strategic View Of Human Resource Management in Networked MNEs**

**Authors:**
Corado Simões, V. (1); Peixoto, J. (1); Aurélio, D. (2); Pedrosa, R. (1)
1: ISEG; 2: Bosch Portugal

**Challenges, Competitive Advantages and Opportunities of M&As from India – Overcoming Liability of Foreignness**

**Authors:**
Vincze, Z. (1); Hassett, M. (3); Nummela, N. (2); Zettinig, P. (2)
1: University of Umeå;
2: University of Turku, Turku School of Economics;
3: Sheffield University Management School

**Staffing MNCs’ Foreign Subsidiaries: The Joint Effect of Verbal Communication Barriers and International Experience**

**Authors:**
Klier, H.; Schwens, C.
Heinrich-Heine-University Duesseldorf

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| **Chair:** Francisco Manuel Figueira de Lemos  
Uppsala University | **Chair:** Jean-Francois Hennart  
Tilburg University |
| **Room:** TC 4.01 | **Room:** TC 4.04 |
| **Exploring the Business-Related Causes of the Low Internationalization of Greek Firms** | **Home Country Institutions and Subsidiary Strategy of Chinese Multinationals** |
| **Author:**  
Klidas, A.  
Deree-The American College of Greece | **Authors:**  
Wei, Z. (1); Nguyen, Q. (2)  
1: University of Sheffield; 2: University of Reading |
| **Exports, R&D Activities, and Labour Productivity of SMEs** | **The Autonomy Activity Status of Multinational Subsidiaries** |
| **Author:**  
Falk, M.  
Austrian Institute of Economic Research | **Authors:**  
Dzikowska, M. (1); Gammelgaard, J. (2); Jindra, B. (3,2)  
1: Poznan University of Economics and Business; 2: Copenhagen Business School; 3: University of Bremen |
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<td>Room: TC 5.27</td>
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<tr>
<td><strong>Internationalization of Firms from Central and Eastern Europe: Opportunities and Challenges</strong></td>
<td><strong>Global Management of Creativity: Knowledge and Innovation in an Open and Digital Age</strong></td>
</tr>
<tr>
<td><strong>Authors:</strong> Marinov, M. A. (1); Vissak, T. (2); Ferencikova, S. (3); Trąpczyński, P. (4); Jaklic, A. (5); Marinova, S. (1)</td>
<td><strong>Authors:</strong> Wagner, M. (2); Burger-Helmchen, T. (1); Valls, J. (4); Cohendet, P. (3); Mehouachi, C. (5)</td>
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<tr>
<td>1: Aalborg University; 2: University of Tartu; 3: Bratislava University; 4: Poznan University of Economics and Business; 5: University of Ljubljana</td>
<td>1: University of Strasbourg; 2: University of Augsburg; 3: HEC Montréal; 4: University of Barcelona; 5: Institut Supérieur de Gestion, Paris</td>
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SESSION 2.3.19 – PANEL

Outcomes, Outlooks and Discussions from Three Years of IB & Finance Workshops at WU Vienna

Room: TC 4.27

Outcomes, Outlooks and Discussions from Three Years of IB & Finance Workshops at WU Vienna

Authors:
Müllner, J. (1);
Filatotchev, I. (2,1);
Randoy, T. (3);
Strange, R. (4);
Oxelheim, L. (5)

1: WU Vienna;
2: Cass Business School;
3: University of Agder;
4: University of Sussex;
5: Lund University
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WU Vienna | **Theme Track:** Liabilities of Foreignness vs the Value of Diversity |
| **Editors:**  
Desislava Dikova  
WU Vienna  
Journal of East West Business  
Igor Filatotchev  
Cass Business School, London City University  
Journal of Management Studies  
Chang Hoon Oh  
(coh@sfu.ca)*  
Beedie School of Business, Simon Fraser University  
Multinational Business Review  
Torben Pedersen  
(torben.pedersen@unibocconi.it)*  
Università Bocconi  
Global Strategy Journal  
Vlad Vaiman  
(vvaiman@callutheran.edu)*  
California Lutheran University  
European Journal of International Management | **Chair:** Maria Elo  
Turku School of Economics |
| **Room:** TC 5.01 | **Room:** TC 5.02 |

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<td>GSOM, St. Petersburg University</td>
<td><strong>Chair:</strong> Malgorzata Stefania Lewandowska</td>
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<td>WU Vienna</td>
<td><strong>Author:</strong> Szymura-Tyc, M.</td>
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<td>University of Economics in Katowice</td>
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<td><strong>Antecedents and Outcomes of Headquarters-based Fairness Perceptions: A Social Exchange Model</strong></td>
<td><strong>Connectivity, Innovation and International Inter-Cluster Alliances</strong></td>
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<td><strong>Author:</strong> Buechhl, J. S.</td>
<td><strong>Authors:</strong> Colovic, A.</td>
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<td>Universität Tübingen</td>
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<td><strong>When Hofstede’s ‘National Culture’ meets the Concept of ‘Exceptionalism’ in Political Science and International Relations</strong></td>
<td><strong>Foreign Investment in Portugal and Knowledge Spillovers: From Methuen Treaty to the 21st Century</strong></td>
</tr>
<tr>
<td><strong>Author:</strong> Guttormsen, D. S. A.</td>
<td><strong>Authors:</strong> da Silva Lopes, T. (1); Corado Simões, V. (2)</td>
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<td>University of Exeter Business School</td>
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<tr>
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</tr>
<tr>
<td><strong>Authors:</strong> Zhang, K. Y. (1); Mittelmeier, J. (2); Rienties, B. (2)</td>
<td><strong>Authors:</strong> Marques Pinheiro, J. M. (1); Torres Preto, M. (1,4); Filipe Lages, L. (2); Miranda Silva, G. (3)</td>
</tr>
<tr>
<td>1: American University of Paris; 2: Open University</td>
<td>1: School of Economics, University of Coimbra; 2: Nova School of Business and Economics; 3: Lisbon School of Economics and Management; 4: IN+, Center for Innovation, Technology and Policy Research&quot;</td>
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#### SESSION 2.4.4 – INTERACTIVE

**Institutions and Location Choice in Young Ventures**

**Track:** Internationalisation Process, SMEs and Entrepreneurship

**Chair:** Beate Cesinger  
New Design University, GWT Aus- und Weiterbildungs GmbH

**Room:** TC 5.14

#### SESSION 2.4.5 – INTERACTIVE

**Business Models and Capability Development**

**Track:** MNC Strategy and Organisation

**Chair:** Arjen Slangen  
RSM Erasmus University

**Room:** TC 5.16

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| Born Globals’ Full and Partial Market Exits Resulting from Internal and External Internationalization Barriers: Survey Evidence from China | Vissak, T. (1); Lukason, O. (1); Zhang, X. (2)  
1: University of Tartu; 2: University of Southern Denmark, University of Oulu |
| Post-Entry Trajectories of International New Ventures: A Growth Curve Analysis | Acedo, F. J. (1); Coviello, N. (2); Agusti, M. (1)  
1: Universidad de Sevilla; 2: Wilfrid Laurier University |
| The Development of International Opportunities in Born Globals Context: The Role of Institutions | Romanello, R. (1); Xiao He, C. (2); Karami, M. (2)  
1: University of Udine; 2: University of Otago |
| Influence Factors on the Market Selection of Online Retailers – a Dynamic Perspective | Schu, M.; Morschett, D.; Jovanovic, J.  
University of Fribourg |
| Exploring Country Institutional Profiles on Entrepreneurial Orientation | Cubero Dudinskaya, E. (1); Hagen, B. (1); Wagner, R. (2); Zulauf, K. (2); Hermannsdóttir, A. (3)  
1: University of Pavia; 2: Universität Kassel; 3: Haskoli Island |

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**Business Models in Global Competition**

**Authors:** Tallman, S. (1); Luo, Y. (2); Buckley, P. (3)  
1: University of Richmond; 2: University of Miami; 3: University of Leeds

**Drivers and Means of Capability Development in a Changing Organization**

**Author:** Ketolainen, M.  
University of Turku

**Multilevel Understanding of Critical Success Factors in M&A**

**Authors:** Degbey, W. Y.; Palmunen, L.-M.  
University of Turku, Turku School of Economics

**Through Goliath’s Eyes**

**Author:** Budryk, M.  
Uppsala University

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<td><strong>Chair:</strong> Katharina Puchmueller Johannes Kepler Universität Linz</td>
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<td><strong>Network Effects in the Retail Expansion into Continent-Sized Emerging Markets:</strong></td>
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<td><strong>Authors:</strong> Breitenmoser, A. (1); Bader, B. (2); Berg, N. (1)</td>
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<td><strong>Authors:</strong> Gomes, R. M. (1); Carneiro, J. (1); Dib, L. A. (2)</td>
<td>1: University of Hamburg; 2: Leuphana University of Lüneburg</td>
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<td>1: IAG Business School, Pontifical Catholic University of Rio de Janeiro; 2: Coppead Graduate School of Business, Federal University do Rio de Janeiro</td>
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<td><strong>I am the Manager, you are the Fool</strong>: Translation of Employee Empowerment into the Russian Context</td>
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<td><strong>Authors:</strong> Outila, V.; Piekkari, R.; Mihailova, I.</td>
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<td>Aalto University School of Business</td>
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<td><strong>Author:</strong> Chwialkowska, A.</td>
<td><strong>Authors:</strong> Poethke, U.; Bormann, K. C.; Rowold, J.</td>
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<td>University of Vaasa</td>
<td>TU Dortmund</td>
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<td><strong>The Impact of Marketing-Mix Adaptation on Brand Image and Trust of International Clients</strong></td>
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<td><strong>Authors:</strong> Sutter, M. B. (1,2); Strehlau, V. I. (2); Borini, F. M. (1,2)</td>
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<td>Superior School of Technology and Management, Polytechnic Institute of Leiria</td>
<td>1: University of Sao Paulo; 2: ESPM</td>
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## SESSION 2.4.8 – COMPETITIVE

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<td>Chair: Shasha Zhao</td>
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<td>Middlesex University</td>
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### Cross Border Acquisition as an Entry Strategy:
Influences of Multinational Enterprises’ Experiences and Host Country Industrial Competitiveness

**Authors:**
Arslan, A. (1); Larimo, J. (2); Tarba, S. (3)
1: Edge Hill University; 2: University of Vaasa; 3: University of Birmingham

### Do the Origins of Foreign Direct Investment Matter For Target Firms in Developed Host Countries? Empirical Evidence from the North American Oil and Gas Industry

**Authors:**
Zeng, R. (1, 2); Grogaard, B. (1)
1: University of Calgary; 2: Shanghai International Studies University

### How Do Technological and Institutional Distance, and Ownership Strategy, Moderate the Link Between Multinational Parent Intangible Assets and Affiliate Performance?

**Authors:**
Contractor, F. J. (1); Yang, Y. (2); Gaur, A. (1)
1: Rutgers Business School; 2: University of Sussex

### International Investment in Intangible Assets across the World

**Author:**
Falk, M.
Austrian Institute of Economic research

### Finance and Exports of Foreign Subsidiaries of Multinational Enterprises

**Author:**
Nguyen, Q.
University of Reading

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<td><strong>Chair:</strong> Vikrant Shirodkar</td>
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<tr>
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<td>University of Sussex</td>
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**Promoter Ownership and Performance in Publicly Listed Firms in India: Does Group Affiliation Matter?**

**Authors:**
Chakraborty, I. (1); Richter, A. (2)
1: Institute of Development Studies Kolkata; 2: University of Liverpool Management School

**Embeddedness and Implementation Strategies within an MNE: The Case of Corporate Social Responsibility**

**Author:**
Jacqueminet, A.
Bocconi University

**Alleviating Boardroom Gender Inequality in Emerging Markets: Can Foreign Institutional Investors Counteract Local Institutional Forces?**

**Authors:**
Heyden, M. L. M. (2); Kavadis, N. (3); Oehmichen, J. (1)
1: Georg-August-University Goettingen; 2: University of Newcastle; 3: University Carlos III of Madrid

**Corporate Social Performance and the Internationalization of Extractive Industry Firms**

**Authors:**
Symeou, P. (1); Zyglidopoulos, S. (2); Williamson, P. (3)
1: Cyprus University of Technology; 2: Glasgow University; 3: University of Cambridge

**How Do Political Connections Impact Acquisition and International Expansion Strategies? The Contrasting Effects of Board and Top Management Political Relationships**

**Authors:**
Albino Pimentel, J. (1,2); Anand, R. (1); Dussauge, P. (1)
1: HEC Paris; 2: University of South Carolina
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University of Vigo | **Chair:** Antonis Klidas  
Deree-The American College of Greece |
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| **The Trajectory of a Brazilian Fashion Cluster and the Role of Change Agents: Is it Possible to Promote Cooperation?** | **Family Firm Internationalization: A Review and Guiding Framework** |
| **Authors:**  
da Rocha, A.; Kury, B.; Ferreira da Silva, J.  
Pontifical Catholic University of Rio de Janeiro | **Authors:**  
Hillemann, J. (1,2); Ton-Nu, N. (1)  
1: Vrije Universiteit Brussel;  
2: Henley Business School, University of Reading |
| **International Alliances and Joint Ventures: Why the Local Partner?** | **Family Ownership and SME Internationalization: The Moderating Role of Formal and Informal Network Tie Strength** |
| **Authors:**  
Figueira de Lemos, F. M. (1); Torres, M. (2)  
1: Uppsala University; 2: University of Leeds | **Authors:**  
Hollender, L.; Schwens, C.  
Heinrich Heine University Düsseldorf |
| **Contrasting Internationalisation Intensity of Business Clusters – a Study from a CEE Country** | **Bifurcation Bias: Is International Experience the Answer? Insight from a Sample of European Family Firms** |
| **Authors:**  
Jankowska, B. (1); Götz, M. A. (2)  
1: Poznan University of Economics and Business;  
2: Vistula University" | **Authors:**  
Majocchi, A. (1); D’Angelo, A. (2); Forlani, E. (1); Buck, T. (3)  
1: Università degli Studi di Pavia;  
2: Università Cattolica del Sacro Cuore di Milano;  
3: Adam Smith Business School, University of Glasgow |
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<td><strong>Track:</strong> MNC Strategy and Organisation</td>
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<td><strong>Productivity and Flexibility Advantages of In-House Manufacturing and Local Sourcing – the Limits of Global Value Chains?</strong></td>
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<td><strong>Authors:</strong> Perri, A. (1); Santangelo, G. D. (2) 1: Università Ca’ Foscari Venezia; 2: University of Catania</td>
<td><strong>Authors:</strong> Kinkel, S. (1); Rieder, B. (1); Horvath, D. (2); Jaeger, A. (2) 1: Karlsruhe University of Applied Sciences; 2: Fraunhofer Institute for Systems and Innovation Research ISI</td>
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<td><strong>The Dynamics of Outsourcing Relationships: Perspectives from Lead Firms and their Key Suppliers</strong></td>
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<tr>
<td><strong>Author:</strong> Kim, Y.; Lui, S. S School of Management, Business School, UNSW</td>
<td><strong>Authors:</strong> Magnani, G. (1); Zucchella, A. (1); Strange, R. (2) 1: University of Pavia; 2: University of Sussex</td>
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<td><strong>Sources of Research and Innovation in Foreign Subsidiaries: A Host Country Perspective</strong></td>
<td><strong>Theories of the Multinational Firm: A Microfoundational Perspective</strong></td>
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<td><strong>Authors:</strong> De Beule, F. (1); Van Beveren, I. (2) 1: KU Leuven University; 2: Statistics Netherlands (CBS)</td>
<td><strong>Authors:</strong> Kano, L. L.; Verbeke, A. University of Calgary</td>
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### Sunday, December 4
15:30 – 17:00

#### SESSION 2.4.17 – PANEL

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<tr>
<td>1: University of Glasgow; 2: Mälardalen University; 3: King’s College London; 4: Manchester Business School; 5: University of Toronto; 6: Tilburg University</td>
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#### SESSION 2.4.19 – PANEL

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<td>1: Monash University; 2: Uppsala University; 3: Kingston University; 4: Copenhangen Business School; 5: Aalto University School of Business; 6: University of St. Thomas; 7: University of Minnesota; 8: Carleton University; 9: Loughborough University</td>
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Social Program
Sunday

**GALA DINNER**
19:00–20:00: Welcome Drinks
20:00: Official Start of Gala Dinner
Aula der Wissenschaften,
Wollzeile 27a, Vienna City Center
The Conference Dinner will take place in the magnificent Aula der Wissenschaften. Formerly used for lectures and headquarters of the world’s oldest, still existing newspaper (Wiener Zeitung) it has always been a place of intellectual intercourse.

**Participation:**
To attend the Conference Dinner, you need to pre-register through our conference system. Registrations are personalized and will be checked at the entrance!

**Dress Code:**
The dress code is business. (Jackets are recommended)

**Directions:**
Aula der Wissenschaften can be reached by subway from the Campus WU. There are several different ways of reaching the location, the following is suggested as it involves only one line change:

**Suggested Route:**
› **U2** from Messe-Prater (or Krieau) to Praterstern
› Change lines
   ‣ **U1** from Praterstern to Stephansplatz
› Walk 600 meters via Stephansplatz, Rotenturmstraße, and Wollzeile

**GALA DINNER AFTERPARTY**
2:00–open end
Bar/Cabaret Fledermaus,
Spiegelgasse 2, Vienna City Center
For those that will not have partied enough after the Gala Dinner, we organized guest list spots for everybody in one of Vienna’s oldest and most famous bars, the Cabaret Fledermaus. It is a famous spot, especially on a Sunday so a long night is guaranteed here.

**Password for entry at reduced rate:**
European International Business Academy
# Monday, December 5
9:00–17:00

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<td>Qualitative Research Methods</td>
<td>Quantitative Research Methods</td>
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<td>Chair: Catherine Welch University of Sydney Business School</td>
<td>Chair: Adamantios Diamantopoulos University of Vienna</td>
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Coffee Break Possibility: 10:30–11:00, AD Ground Floor

Lunch Break: 12:30–14:00, Restaurant “Das Campus”

Coffee Break Possibility: 15:00–15:30, AD Ground Floor

Closure ~17:00
Faculty Development Workshop 1

Doing Business in Emerging Markets

Qualitative Research Methods

Quantitative Research Methods

Chair: Desislava Dikova & Arnold Schuh

WU Vienna

Chair: Catherine Welch

University of Sydney Business School

Chair: Adamantios Diamantopoulos

University of Vienna

Room: AD 0.090 (Sitzungssaal 6)

Room: AD 0.114 (Sitzungssaal 1)

Room: AD 0.122 (Sitzungssaal 2)

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Coffee Break Possibility: 10:30–11:00, AD Ground Floor

Lunch Break: 12:30–14:00, Restaurant "Das Campus"

Coffee Break Possibility: 15:00–15:30, AD Ground Floor

Closure ~17:00
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CONTACT INFORMATION

Detailed information about the conference will be published on the conference website www.eiba2017.org.

Please e-mail all queries to info@eiba2017.org
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Registration and Welcome Reception take place in the LC (Library & Learning Center).

Friday–Sunday, December 2–4, 2016
Sessions and coffee breaks are located in the 4th and 5th floor of the TC (Teaching Center) building. Lunch is served in the Mensa which is directly adjacent to TC.

Monday, December 5, 2016
Faculty Development Workshops are taking place in the meeting rooms of the AD (Administrative Building).
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