Theme Group Leader: Professor Jos Gamble

Background:
The Intercultural and International Perspectives on Management Research Group was established in 2012 to provide a supportive environment in which to nurture and promote international and comparative research across the School of Management. The creation of this group reflects long-standing, rich empirically based intellectual strengths in these topic areas within the School.

The group brings together an interdisciplinary collection of staff and doctoral students. Group members possess interests and expertise in international business, human resource management, organisation studies, strategy, entrepreneurship, accounting, marketing, and technology and information management. In terms of region, our activities have highlighted research conducted in locations as diverse as Germany, India, China, Turkey, Japan, post-Soviet countries, Africa, Malaysia, the United Kingdom, Taiwan and Bulgaria.

Major Research Strengths and Interests
- Business and management in emerging/transitional economies
- Analysis and study of multinational corporations, including those operating from developed countries in transitional economies and those from transitional economies operating in other contexts
- Depth of knowledge and expertise developed and enhanced through extensive and long-term field research and linguistic knowledge
- Institutional perspectives/broader contextual impacts on the firm
- Transfer of knowledge and organisational practices
- Comparative approaches to entrepreneurship in small and medium-sized enterprises

Theme Group Members: (* indicates a person who has attended one or more of the group’s events)
Research Events 2012-13

Research Seminars

27th February 2013, Dr Huaichuan Rui

Title: “What’s different about Chinese MNCs?”

Abstract: Dr Rui will address this question on the basis of findings from her research project “China’s outward investment and Chinese multinationals”. She investigates the degree of “newness” of Chinese MNCs in their capability, organization, and impact using data collected since 2005 from a dozen research fieldtrips and more than 300 interviews around the world. She explores some of the ways in which the experience of Chinese MNCs’ might challenge both mainstream management theories and established business practice. Dr Rui shares her latest thoughts as expressed in several recently submitted journal articles, by focusing on the following dimensions: Chinese state owned MNCs’ competitiveness, Chinese MNCs’ technology upgrading and absorptive capability, and their particular capability in operating in developing countries with poorly developed and sometimes fragmented institutional environments, as well as parent subsidiary relationships and their approach to CSR.

20th March 2013, Professor Oded Shenkar, Fisher College of Business, Ohio State University, USA

Title: “The Publication Industry”

Abstract: “Publish or perish” is a common theme in academia, business administration included. This presentation constitutes of a rudimentary “industry analysis” of scholarly publishing using management as an example and culminating in recommendations for the players, namely the individual scholars who vie to succeed in this competitive industry.

About the speaker: Oded Shenkar holds degrees in East-Asian (Chinese) Studies and Sociology from the Hebrew University of Jerusalem and a PhD from Columbia University. He is the Ford Motor Company Chair in Global Business Management and Professor of Management and Human Resources at the Fisher College of Business, The Ohio State University, where he heads the international business area, and is also a member of the Centers for Chinese Studies and for Near East Studies. Professor Shenkar has published a hundred scientific articles in leading journals such as The Academy of Management Review, the Academy of Management Journal, the Journal of Applied Psychology, Human Relations, Journal of International Business studies, Strategic Management Journal, and The Harvard Business Review, among many others. Professor Shenkar has been an advisor to firms in the United States, the United Kingdom, Japan, Korea, China and Israel, governments, international institutions and universities.

26th March 2013, Professor Yadong Luo, Emery M. Findley Distinguished Chair of Graduate Business Studies and Professor of Management at University of Miami, USA.

Professor Luo will give a talk and engage in discussion on: “How to Publish in Top Journals”

Professor Luo is an elected fellow of Academy of International Business and distinguished honorary professor at Sun Yat-Sen Business School, China. Professor Luo has published over 150 articles in major refereed journals in international business and management, including AMJ, ASQ, AMR, SMJ, JIBS, JAP, Org. Science, among others. He also authored more than a dozen books. His research interests include global corporate strategy, global corporate governance, international joint ventures, and management in emerging economies, among others. According to Google Scholar, his works have been cited nearly 10,000 times by other scholars. He currently is a consulting editor of JIBS, editor of JWB, senior editor of MOR, advisor of GSJ, guest editor of AMJ, and review board member of SMJ.
Away Days

6th December 2012, Intercultural and International Perspectives on Management Research Group Away day, Bedford Square (GSB2)

10.00-10:30: Arrival - the room is booked from 10 AM.
   Tea and coffee will be available from 10.15.

10.30-11.40: The research methods we use [All]
   Each participant to outline briefly (aim for around 5 min) the kind of international research they undertake, the methods they use, and the main challenges involved in using them.

11.40-12.40: Research methods in international studies
   ‘Quantitative methods in international research’ [Catherine Wang]
   ‘What do journals want from quantitative research and how best to meet changing needs?’ [Ashok Jashapara]
   ‘Critical realism: implications for international research’ [Chris Rees]

12.40–1.00: International research ideas in development stage
   ‘Global labour mobility and knowledge transfer’ [Alice Lam]

1.00–2.00: Lunch: this will be provided at Bedford Square

2.00-3.00: Methods employed by current Ph.D. students
   ‘Working conditions in Indian knitwear exporting SMEs from a social constructionist/sensemaking perspective’ [Vivek Soundararajan]
   ‘Investigating Foxcon and challenges of research in China’ [Jenny Chan]

3.00-4.00: Themes in international research
   ‘The effects of sector on the classification of countries by accounting practices’ [Chris Nobes and Christian Stadler]
   ‘Internationalisation of a Kazakh energy firm, ENRC’ [Gul Berna]

4.00-4.20: Tea/coffee break

4.20-5.00: ‘Research funding opportunities for international research and the application process’ [Research & Enterprise]

5.00-5.30: Moving from empirical work to theory development
   ‘Cross-national comparative analysis revisited: the System, Society and Dominance framework’ [Chris Smith]

5.30-6.00: ICPM research group business meeting - the way forward

6.00: Leave Bedford Square for home or restaurant

6.30: Taz Restaurant
### Away Day Participants

14\textsuperscript{th} March 2013, International group research afternoon, Kingswood Blue Room

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>1.00–1.30</td>
<td>Lunch - this will be provided at Kingswood</td>
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<tr>
<td>1.40–2.20</td>
<td>‘In Country We Trust?: The Influence of International Trust on Alliance Governance Choices’ [Seok-woo Kwon, John Hagendoorn, Jerayr “John” Halebian, Daniel J. Brass]</td>
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<tr>
<td>2.20–3.00</td>
<td>‘We Want to Learn All About You: The Interview as Ethnographic Event in International Business Research’ [Fiona Moore]</td>
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<tr>
<td>3.00–3.30</td>
<td>Tea/coffee break</td>
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<tr>
<td>3.30–4.10</td>
<td>‘Knowledge Interactions in Bulgarian Firms’ [Boyka Simeonova]</td>
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<tr>
<td>5.00–6.00</td>
<td>Research group business meeting - the way forward</td>
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<tr>
<td>6.00</td>
<td>Leave Kingswood for home or restaurant</td>
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<tr>
<td>6.30</td>
<td>Restaurant in Egham (location TBC)</td>
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### Abstracts


We extend prior research on cross-border alliances by examining how the trust between a firm’s home country and its partner’s home country, which we call international trust, will influence the governance choices of alliances. We further argue that this effect of international trust will be moderated by repeated interactions between alliance partners, which act as a substitute for
international trust. To test these ideas, we examine 755 bilateral international R&D alliances using multilevel analyses and Heckman selection models. Controlling for a variety of alternative explanations, our results suggest that international trust matters in structuring alliances—but that firm-level trust in the form of prior partner experience may also be an alternative mechanism to build trust.

[2] ‘We Want to Learn All About You: The Interview as Ethnographic Event in International Business Research’ [Fiona Moore]

Although there is an increasing amount of research on the impact of language on business, little has thus far been written on the role of language, or linguistic events, on the study of international business. In particular, although the unstructured or semi-structured interview is the dominant form of qualitative data-gathering in IB studies, and although there has been research on this in other disciplines, the sociolinguistics of interviews is a neglected area in IB. In this paper, I draw on Briggs’ ethnographic research on the social dynamics inherent in the act of interviewing, to analyse the power relations and norm construction in a set of interviews conducted between 2002 and 2006 in a qualitative case study of BMW MINI. I conclude that considering interviews in this way reveals otherwise hidden data about the company, the researcher, and the place of researchers in the organisations, and that IB researchers consequently need to pay more attention to the ways in which we report and analyse interviews.


This paper focuses on MNCs’ restructuring of their global production networks and the implications to work organisation and employment practices at the subsidiaries in China. Research was conducted in four Japanese owned manufacturing plants, which used to produce low value-added standardised commodity within the parent companies’ international division of labour. Facing industrial restructuring in Japan and rising importance of China as a product market, these MNCs have been reviewing and reconsolidating their global production networks. Subsidiary work organisation and employment practices reflect the existing position of the manufacturing plants driven by MNCs’ international division of production functions, China’s local labour market institutions, as well as subsidiary managers’ choice of how to move away from being a “low-cost production plant”.