Theme Group Leader: Professor Jos Gamble

Theme Group 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 longstanding, 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


Research Events 2014-15

Research Seminars

18th February 2015, Dr Florian Butollo, Friedrich-Schiller-University Jena, Institute of Sociology, Department of Labour, Industry and Economy Sociology

Title: “The End of Cheap Labour? Industrial Transformation and ‘Social Upgrading’ in China”
Abstract: The study investigates industrial upgrading in two industrial sectors in the Pearl River Delta (LED lighting and textile & garments) and asks how far these changes entail improvements for workers. These issues are framed by a theoretical interpretation of the emergence of China's economic growth model and its contradictions as well as an analysis of recent efforts to rebalance the economy. The study concludes that the detected failure of "social upgrading" is a barrier to a thorough rebalancing of the economy towards domestic consumption.

4th March 2015, Ling Eleanor Zhang, Department of Management and Organisation, Hanken School of Economics, Helsinki, Finland.

Title: “Acculturation Taxonomy Revisited – An Empirical Study with Nordic Expatriates in China”

Abstract: The global workforce is becoming increasingly diverse with unprecedented levels of international migration. As a result, a growing number of employees and managers, in particular skilled migrants such as expatriates, have internalised more than one cultural profile becoming bicultural. However the nascent literature on biculturalism in management studies and the biculturalism research in psychology have not addressed the cultural schema and identity formation of adult individuals in the context of work life. Very little is known about whether and how monocultural expatriates become bicultural. Drawing upon a grounded theory study consisting of 50 in-depth interviews as well as observations of expatriates and their host country colleagues in 16 organisations, I propose a taxonomy of expatriate biculturalism consisting of marginal bicultural, cosmopolitan, transitional, monocultural and born bicultural expatriates. Characteristics of each group are discussed in terms of organisational context, host country language and network orientation, and identification with home, host and third culture. Practical implications for the selection and training of global leaders across cultural boundaries are also addressed.

Ling Zhang (ling.zhang@hanken.fi) is a final-year PhD candidate at Department of Management and Organisation, Hanken School of Economics in Helsinki, Finland. She has completed the majority of her PhD studies in China and UK (Department of Management, Birkbeck College, University of London; Department of Management, King's College London, and Guanghua School of Management, Peking University). Her doctoral thesis examines the diversity and dynamics of expatriation in the context of cross-cultural adjustment and acculturation. Her research interests cover a wide range of topics in cross-cultural management, such as expatriate management, multiculturalism, transnationalism, language in international business, global leadership, and social, cultural and organisational identity.
20th May 2015, Dr Julien Cayla, Nanyang Business School, Singapore

Title: “New Services: Globalization and the Diffusion of a Service economy”

http://research.ntu.edu.sg/expertise/academicprofile/pages/StaffProfile.aspx?ST_EMAILID=JCAYLA&CategoryDescription=researchstudiesonasia

Away Day

Intercultural and International Perspectives Group Spring Research Afternoon, 4th June 2015, Kingswood Blue Room

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00–1.40</td>
<td>Lunch - this will be provided at Kingswood</td>
</tr>
<tr>
<td>1.40–2.20</td>
<td>Developed paper presentations: up to 30 minute presentations with 10 minutes for discussion</td>
</tr>
<tr>
<td>2.20–3.00</td>
<td>(1) “Political Connectedness and Business Performance: Evidence from Turkish Industry Rankings” (Gül Berna Özcan)</td>
</tr>
<tr>
<td>2.20–3.00</td>
<td>(2) “Divergent patterns of institutional entrepreneurship of MNCs in emerging economies” (Knut Lange)</td>
</tr>
<tr>
<td>3.00–3.30</td>
<td>Roundtable discussions of work in progress: a chance to seek advice and comments from colleagues. Each presenter will have a maximum of 10 minutes to introduce their topic and to raise questions they would like colleagues to discuss.</td>
</tr>
<tr>
<td>3.30–4.00</td>
<td>Teat/coffee break</td>
</tr>
<tr>
<td>4.00–4.30</td>
<td>(1) “Relevance, recipient ownership and knowledge transfer strategy: a case of Chinese MNCs in Africa” (Huaichuan Rui &amp; Miao Zhang)</td>
</tr>
<tr>
<td>4.30–5.00</td>
<td>(2) “Organising and sustaining prolonged protests in Bulgaria: the roles of people networks and social media” (Boyka Simeonova)</td>
</tr>
<tr>
<td>5.00–5.30</td>
<td>(3) “Do firms really become more responsible as ‘explicit’ CSR is diffused?” (Jos Gamble &amp; Chika Oka)</td>
</tr>
<tr>
<td>5.30–6.00</td>
<td>(4) “Exploring Emerging Archetypes of Expatriation” (Zheng Yu Sunnie &amp; Chris Smith)</td>
</tr>
<tr>
<td>6.00</td>
<td>Masters programme in emerging markets – discussion (led by Knut Lange) Future events for the group?</td>
</tr>
<tr>
<td>6.30</td>
<td>Leave Kingswood for home or restaurant</td>
</tr>
</tbody>
</table>

Abstracts

“Political Connectedness and Business Performance: Evidence from Turkish Industry Rankings” [Gül Berna Özcan]

This paper examines the degree to which political connections affect business rankings through a statistical analysis of Turkey's industry rankings between 2003 and 2011. The analysis demonstrates that business performance is associated with connectedness through industry and firm level data. We show that political connectedness varies according to the firm's channel of access to obtain...
favouritism either through direct personal ties or institutional networks. Ideological motivations emerge to be significant in mobilizing, shaping and tying firm behaviour to broader political agendas. In the conclusion we discuss the impact of deepening connectedness on long-term business fortunes and political institutions.


“Divergent patterns of institutional entrepreneurship of MNCs in emerging economies“ [Knut Lange]

Starting from a critical review of the institutional/political hazard and institutional void literature in the field of international business, we develop a theoretical framework that addresses the question how and why MNCs from developed economies engage in divergent patterns of institutional entrepreneurship in emerging markets. In this context we see institutionalist theory, particularly the concepts of institutional entrepreneurship and a comparative capitalism based understanding of home institutional heritage as instrumental in developing a refined understanding of institutional voids and how MNCs proactively engage with them. Our propositions suggest that MNCs from liberal and coordinated market economies experience institutional voids differently and engage in divergent patterns of institutional entrepreneurship.

“Organising and sustaining prolonged protests in Bulgaria: the roles of people networks and social media“ [Boyka Simeonova]

The 2013-2014 period was marked by a wave of sustained anti-government and anti-austerity protests in the streets of Bulgaria, which eventually resulted in the resignation of the government in place at the time. This protest movement in a recent Eastern-European democracy, characterised by its unique longevity, resilience and ultimately successful outcome, makes it a fascinating case to be investigated. The aim of this research project is to explore this instance of prolonged protest movement as an attempt to understand its sustained nature and to analyse the factors that lie behind its sustained character and great resilience. The factors that could be explored could include the effects of people networks, trusting and power relationships, and the use of social media/social networking sites. The use of technology and social networking sites has been reasonably well documented in a number of protest movements in the former USSR, the Middle East and North Africa. However, it is debatable whether the sole use of new interactive technology platforms could sustain such a prolonged and resilient protest movement, such as the one in Bulgaria. Hence, other important factors such as people networks are also considered in this research. The study aims to provide in-depth insights on the interconnected role of social media tools and people networks in the way the protest movement developed in a sustained manner by collecting qualitative data from a range of key participants in the protest movement.
"Do firms really become more responsible as ‘explicit’ CSR is diffused?" [Jos Gamble & Chika Oka]

National institutions are known to shape the nature and outcome of Corporate Social Responsibility (CSR) (Aguilera et al. 2006; Matten and Moon, 2008; Gjolberg, 2009; Jackson and Apostolakou, 2010). Notably, CSR practices of firms from Liberal Market Economies (LMEs) are found to be more explicit and discretionary than those of Coordinated Market Economies (CMEs), where CSR has been prescribed by the state and taken for granted (Matten and Moon, 2008). Nonetheless, growing evidence suggests that CSR in CMEs such as Austria and Germany is becoming more explicit, as firms increasingly engage in voluntary CSR activities and actively communicate them (Hiss 2009; Hollerer 2013; Kinderman, 2009).

This shift raises an important question about the intended and unintended consequences of the growing dominance of CSR discourse and practice. Specifically, this paper focuses on whether and to what extent the rise of the Anglo-American type of ‘explicit’ CSR has transformed the ways in which firms engage with stakeholders, particularly in CMEs that have traditionally practiced ‘implicit’ CSR. Kinderman (2009) argues that the diffusion of (explicit) CSR is linked to the global shift toward economic liberalization, deregulation and privatization, with CSR colonising the space left by a decline in institutional solidarity.

While the diffusion of CSR in Europe is relatively well-researched, studies in the Japanese context remain rare. Prior research has established that large Japanese firms are increasingly engaging in ‘explicit’ CSR (Fukukawa and Moon, 2004; Fukukawa and Teramoto, 2009). Nonetheless, important questions remain unanswered. Has the rise of CSR in Japan led to substantive action or merely increased symbolic commitment? Is the spread of CSR linked to a decline in institutional solidarity? Has CSR been used to legitimize a general weakening of corporate responsibility vis-à-vis employees and society at large?

This study seeks to answer these questions through interviews with stakeholders and analysis of articles, reports and websites of Japanese corporations. In-depth qualitative inquiry will help us to examine whether, to what extent, and in what sense firms have actually become more responsible. The findings are likely to have important implications, as they question widespread assumptions about CSR and its measurement. In so doing, this study should provide novel empirical evidence and theoretical insights to further develop the literature on CSR and institutions.

"Exploring Emerging Archetypes of Expatriation" [Zheng Yu Sunnie & Chris Smith]

This project aims to extend the existing management literature on expatriation in MNCs. Existing expatriate research focuses on ‘a small number of expensive people in crucial positions’ (Brewster, et al., 2014, p. 1921). The international workforce of MNCs are grouped based on the categorical distinction between parent country nationals (PCN) and host country nationals (HCN), with third country nationals (TCN) appearing as a residual category and ‘generally viewed as a compromise between PCNs and HCNs’ (Tarique & Schuler, 2008, p. 1400). A typical expatriate is PCNs dispatched through the administrative mechanism of the MNC, assume technical or managerial authority and transmit the administrative functions by representing the headquarters (Permutter, 1969; Tung, 1984; Tarique, et al., 2006; Collings, et al., 2008).
These categories have been politically structured through the discourse of nationality, but this is lost in their application and they do not actually uncover the growing diversity within labour markets, the increased transnationalisation of employment, and the re-politicisation of employees into citizen and non-citizen categories (Sater, 2014). While home country transferees make up the majority of top managerial posts in subsidiaries (Higson, forthcoming), there are major shifts in the complexity of expatriate roles and in diversity of expatriation terms (Mayerhofer, et al., 2004; Collings, et al., 2007).

This project examines expatriation as MNCs increasingly operate with more segmented divisions of international workforce from different regions and on different contracts and conditions. On the one hand, we want to explore the patterns of internalisation in expatriation. The Chinese MNCs may represent an extreme case, transferring substantial scale and scope of PCNs through the internal administrative mechanisms (Zheng and Smith, 2015). This observation sheds light on the transnational labour deployment driven by the increasing international mobility of capital from emerging economies. What does internalisation mean for MNCs to continue the access to different pools or segments of labour? What does internalisation mean to the cost of expatriation as reflected in the terms of expatriation and the nature of the tasks expatriates perform?

On the other hand, we need to consider patterns of externalisation of expatriation. Expatriation is not simply bounded with MNCs through bureaucratic administration or self-initiated through personal network (von Koppenfels, 2014). Rather, an extended body of third party actors, such as employment agencies, is play increasing roles to supply expatriates and manage terms of expatriation. How do MNCs exert influence over different pools or segments of labour through externalisation? How does externalisation affect the terms of assignments expatriates signed up for and the nature of the tasks they perform. What does this mean to the cost of expatriation, which in conventional sense is a primary concern of and often fully funded by MNCs?

Addressing these questions will allow us to development a more comprehensive understanding of expatriates and expatriation under the backdrop of increasing international mobility and flexibility in the global labour markets.

**Seedcorn Funded Projects:**

**Boyka Simeonova** – “Organising collective action in sustained transformation movements: the case of the 2013-2014 protests in Bulgaria“, £1,250 (plus additional £750 from Critical and Historical Perspectives group).

**Huaichuan Rui** - “R&D internationalization of developing country MNEs: the case of China“, £1,500.


**Chika Oka** – “Corporate social responsibility in Japan“, £500.