Index

Abbreviations used in the index:
BOP – bottom-of-the-pyramid
IB – international business
MP – multinationality–performance

Titles of publications are shown in italics.

absorption, as acquisition outcome 223–4
absorptive capacity 454
Academy of Management Journal (AMJ) 364, 371–85
Academy of Management Review (AMR) 364, 371–85
accounting-based measures of performance 124–5
acculturation 222–9
acquisitions 14, 17, 211–32
AES Eletropaulo 436, 443
Agarwal, S. 201
Aggarwal, V. 172
aggregate indices assumption, cultural distance 321–2
Aguilera, R.V. 281
Ahlstrom, D. 396, 398
Alfa Laval 248
Allen, L. 351
Allport, G.W. 227
Alvarez, J.L. 399
Ambos, B. 316, 322
Anderson, E. 35, 101
Andersson, U. 149
appropriability regimes and MNE operating mode 18–19
Arnold, D.J. 366
Arregle, J.L. 277
Asmussen, C.G. 111, 272, 274, 285, 286
asset dispersion 257–8
asset specificity 36
asset-type ownership advantages (Oa) 66, 293, 417
assigned roles, subsidiaries 156
assumed roles, subsidiaries 156
Atlas Copco 216–17
Augier, M. 70

Bang & Olufsen 246
Barkema, H.G. 175
Bartlett, C.A. 140, 156
base of the pyramid, see bottom-of-the-pyramid
Beamish, P.W. 122, 126, 128, 285, 336, 338
Beaverstock, J.V. 279, 281
Beckerman, W. 316
behavioural assumption of opportunism, see opportunism
Belderbos, R. 350
benevolence 34
benevolent preference reversal and overcommitments 48–50
reprioritization 46–8
Benito, G.R.G. 28, 97, 106, 191, 332
Bergen, M. 275
Bertrand, M. 43
Bevan, A.A. 332
Bhalla, A. 416
big emerging markets (BEMs), joint ventures 188–205
Birkinshaw, J. 42, 140, 149, 156, 158, 163, 164, 166
BizSpark 166
Björkman, I. 219, 220
Black, J.S. 122
Bleeke, J. 196
Boddewyn, J. 260
bottom-of-the-pyramid 430–47, 456–7
business networks 434–41
competitive dynamics 433–4
institutions 431–3
strategies 441–5
boundary-spanning in MNEs 165
bounded rationality 37, 40
bounded reliability 32, 45–57
assessing 50–53
and MNE research 53–5
Bouquet, C. 42, 164
Boussebaa, M. 230
brand purchasing 86
Brannen, M.Y. 220
Bresman, H. 219, 226
Brewer, P. 323
Brouthers, K.D. 36
Bruton, G.D. 372, 396, 398
Buckley, P.J. 52, 57, 65, 70, 82, 99, 112, 116, 129, 457–8
Burgelman, R.A. 166
Campa, J.M. 345
Canon 48
Cantwell, J. 72, 164
capabilities approach 34
capital market segmentation 239–40
Carolina for Kibera 436, 438
Carr, S.C. 319
Casson, M. 38–9, 41, 52, 57, 65, 70, 82, 116, 129
Celtel Nigeria 436, 437
centralization 138, 302–3
BOP networks 436–7
Cervantes, Miguel de 116
Chandler, A.D. 41, 66, 137
Chang, S.-C. 122, 123
Chen, S.-F.S. 11, 73
Chi, T. 350
China
financial industry FDI 351–2
MNE investment in high risk countries 352–3
original brand manufacturing 86
and Volkswagen 354
Chung, H.F.L. 321
Cibin, R. 127
Clark, T. 97
climate change and MNEs 472–84
cluster analysis 196–8
Coase, R. 31, 275
Coca-Cola 50, 351
Codensa 439
collaboration 169–85
and cultural distance 164–6, 177–8, 181–3
and marketing skills 172–3, 179–81
and technical skills 173–4, 179–81
Collinson, S. 272
co-location L advantages 296, 303–5
competitive dynamics, BOP markets 433–4
complementary assets and capabilities
and equity-based entry mode 14–15, 16–18
and foreign expansion 11–12
and joint ventures 24–5
consolidation of production 87
costs as barrier to mode combination 107–8
cultural-cognitive pillar 391
cultural distance
and collaboration 174–6, 181–3
and international strategy 310–24
limitations of 312–14, 329–30
measurement 177–8
cultural heterogeneity 317–18
culture
and acquisitions 217–20, 222–9
and firm performance 310
Culture’s Consequences: International Differences in Work-related Values (Hofstede) 310
Dacin, T. 399
Daft, D. 50
DaimlerChrysler 219–20
daude, C. 280
Davidson, W.H. 190, 191
davis, G.F. 390
DDI 107
de Soto, H. 440
decentralization 138, 302–3
degree of international diversification 121–2
degree of internationalization (DI) 119–22
delany, E. 90
Index 489

Alain Verbeke and Hemant Merchant - 9781781009147
Downloaded from Elgar Online at 01/01/2019 12:15:52AM via free access
Index

Fogel, D. 396

foreign operation modes (FOMs) 13–27, 93–111
and institutional distance 336–7
mode combinations 104–8
and real options theory 350
see also contractual mode operation; equity-based entry mode; joint ventures; strategic partnerships

foreign subsidiaries, see subsidiaries

Forssbäck, J. 248
Foster's 108–9
Frecknall 87–90

FSAs, see firm-specific advantages
FTSE, emerging markets definition 367

functional impulsivity 48

Fundtech 109

Galvin, T. 393
García-Canal, E. 195
Garten, J.E. 366

Gaur, A.S. 316, 322, 338
Gelfand, M. 318
General Electric 319

geographic scope and FSAs 284–5

Geringer, J.M. 126
Gerstner, L. 46
Ghauri, P.N. 457–8

Ghoshal, S. 33, 34, 52, 140, 156
Gissing, M. 158

Global cities 279

global cost of capital 249–50
global factories 77–90
global financial crisis 355
global-internal hybrid initiatives 157, 161–3
global market initiatives, subsidiaries 159–60
global supply chain 78
globalization
and corporate governance 84–5
of services 257–64
glocal strategy 79

GN Store Nord 248
Gnyawali, D. 396
Goerzen, A. 122, 285, 286
Goizueta, R. 50
Goldman Sachs, offshoring 416
Gomes, I. 127
Gomes-Casseres, B. 31
Gómez-Mejía, L.R. 122, 337
Görg, H. 454

governance, see corporate governance
Grant, R.M. 127, 128
Greenaway, D. 454
greenfield investment 13–14, 16–18, 21–2
Greenwood, R. 393
grey box conditions, acquisitions 211, 213, 214–15
Gripsrud, G. 191, 332
Guisinger, S. 261–2, 263

Hafslund Nycomed 245
Hákanson, L. 316, 322
Hamilton, B.H. 128

head office-subsidiary relationships 54–5
headquarters, role in global factories 83
Hebert, L. 338
Hedlund, G. 139–40
Heene, A. 110
Henisz, W.J. 336
Hennart, J.-F. 2, 112, 116, 129, 275
Heston, A. 196

heterarchical structures, MNEs 139–40
Heuer, M. 313
Hewlett-Packard 158

hierarchical structure, MNEs 147–51
Hitt, M.A. 129
Hofstede, G. 122, 175, 182, 185, 196, 310, 313, 322, 323
Hogg, M.A. 221
Holt, R. 52

homophily 319

Honey Care Africa 438, 442
Honeywell Corporation 160–61
Honig, B. 399
Horst, T. 126

Hoskisson, R.E. 365, 366
HQ-subsidiary relationships 137–9, 141–2
Huhtamaki 246

human capital and offshoring 419–20; see also employees
Hussler, C. 279
Hutzschenreuter, T. 122
hybrid governance and bounded reliability 52
Hymer, S.H. 116, 273, 328, 416, 455, 456

Iammarino, S. 306

IB theory, see international business theory
IBM 46, 47–8

IJVs, see joint ventures 350
immediate internalization 101
impulsivity and overcommitment 48
India, cross-border collaboration 169–85
industry-associated L advantages 296
informal institutions
BOP markets 431–3
and L advantages 296–7
information structure, global factory 81, 82–3
initiative in multinational subsidiaries 155–67
innovation
  in BOP strategies 442–4
  and location advantages 291–306
innovation centres 415–16
institutional advantages (Oi) 68–9
institutional distance (ID) 328–40
definition 329–30
effect on MNCs 330–38
institutional logics and entrepreneurship 402–3
institutional pillars 329, 391–2
institutional theory 390–94
  and international entrepreneurship 395–405
institutional uncertainty 351–2
  and strategic partnerships 19
institutions
  bottom-of-the-pyramid 431–3
  and international entrepreneurship 388–405
  and L advantages 296–7
  and OLI paradigm 67
intangible assets 125
interface competence 83
internal-global hybrid initiatives 157, 161–3
internal market initiatives 157, 160–61
internalization component, OLI paradigm 65
internalization theory 7–28
  and international joint ventures 82
  and management 98–103
  and MP relationship 118
  and spatial elements 84
international business (IB) theory
  and entrepreneurship 399
MNEs and development 452–7
  and opportunism 35–43
  and transaction cost economics 31
international cost of capital 241–51
international entrepreneurship and
  institutional theory 388–405
International Finance Corporation, emerging markets definition 367
international joint ventures, see joint ventures
International Monetary Fund, emerging markets definition 367
intrapreneurship 156
inverse resonance 319–20
investment motives 124
isolation, BOP markets 432–3

Jaffé, A.B. 279
Jap, S. 35
Jensen, P. 421
Jensen, R. 338
Jepperson, R. 404
Johanson, J. 316, 319, 328
joint ventures 24–6, 104–5
  configurations in emerging markets 188–205
  and internalization theory 82
  and real options theory 350
typology 188–94
Journal of Management (JM) 364, 371–85
Journal of Management Studies (JMS) 364, 371–85
K & S index 310, 316, 317, 322, 323
Karlsson, T. 399
Karra, N. 397
Katrishen, F.A. 121
Kedia, B.L. 414
Keller, W. 279
Ketchen, D.J. 198
Khanna, T. 11, 365, 366
Kibera, SC Johnson venture 436, 438, 440, 444
Kim, W.S. 128
knowledge-based theory
  and acquisitions 214–15
  and collaboration 171
knowledge creation and subsidiary initiatives 164
knowledge in international acquisitions 215–17
knowledge process offshoring 415
knowledge spillovers and R&D location 303–5
Kogut, B. 31–2, 37, 177, 216, 310, 336, 338, 350
Kone 111
Kostova, T. 329, 330, 338, 339
Krishnan, R. 35
Kulatilaka, N. 354
Kumar, M.S. 127, 128
Kvint, V. 366
Laird, S. 281
Lall, S. 126, 128
Lamont, B.T. 219
Lamont, M. 226
Lampel, J. 416
Larimo, J. 317
Larsson, R. 230
Lau, C.-M. 372
Laurence, M.M. 125, 127, 128
Lee, S.-H. 351, 398
Leibenstein, H. 43
Lenway, S. 453
Lerpold, L. 227
Levinthal, D. 49
Lewin, A.Y. 399
Li, J. 122, 350
Li, J.T. 261–2, 263
Li, L. 123
Li, Y. 350
liability of foreignness (LOF) 273–5, 455–6
  and institutional distance 330–32
liability of outsidership 9
Index

Lim, D. 397
linearity assumption, cultural distance 314
local market initiatives, subsidiaries 158–9
local reprioritization 47
location advantages 291–306
and bounded reliability 53
classification 294–7
definition 293–4
and innovation 299–306
location-bound O advantages 297
location choice and institutional distance 332
location-dominant configurations, IJVs 191–2, 201–2
location-specific resourcing and global talent pool 419–20
locational (L) advantages 65, 291–306
classification 294–7
definition 293–4
LOF, see liability of foreignness
Logue, D.E. 244
London, T. 460
longitudinal data, MP studies 127–8
Lovelock, C.H. 263–4
Lu, J.W. 126, 128, 322, 338
Lundan, S.M. 67, 68, 69, 70
Luo, Y. 43
Lyn, E.O. 128
Madhok, A. 32, 39–41
Makhija, M. 351
Makino, S. 337
Malekzadeh, A.R. 222
Mamman, A. 319
management innovation, and of subsidiary initiative 166
Manolova, T.S. 397
March, J. 49
market-based measures of performance 126
market efficiency
and foreign expansion 11–12
and greenfield entry 17–18
market entry modes, see foreign operation modes
market entry strategies and real options theory 345, 353–5
market uncertainty and real options theory 351–2
marketing skills and collaboration 172–3
Marks, M.L. 222
Marks, M. 49
Marris, R. 43
Marshall, A. 301
Mavondo, F.T. 338
McCann, P. 306
McDougall, P. 32, 389
McGuire, D.J. 350
McSweeney, B. 122
McWilliams, A. 194
Merchant, H. 189, 314, 315, 316, 337, 363, 371
meritocracy and acquisitions 229–31
meta-rationality assumption 39
Mexico, IJFs 203
Meyer, J. 390, 404, 405
Meyer, K.E. 322, 337
Microsoft 49–50, 166
mid-range configurations, IJVs 192–4, 202–3
Miller, S.R. 274, 330, 336
Mirvis, P.H. 222
Mixon, F. 332
MNEs, see multinational enterprises
Modén, K.-M. 244
Modern Architects for Rural India (MARI) 442
Mohan, R. 172
Molnar, V. 226
Monsanto Agricultural Company 161–2
Moran, P. 33, 34
Morck, R. 128
Morgan, G. 230
Morgan Stanley Capital Index, emerging markets definition 368
Morosini, P. 337
MTN 442
Mudambi, R. 164
Mueller, S.L. 388
Mukherjee, D. 414
Mullainathan, S. 43
multinational enterprises (MNEs)
and bounded reliability 37–57
and climate change 472–84
emerging markets 352–3
as global factories 77–90
and host country development 451–68
and IB theory 35–7
effect of institutional distance 330–38
location advantages 291–9
and NGOs 459–64
organizational design 137–52
service sector 257–69
Multinational Enterprises and the Global Economy (Dunning and Lundan) 2
multinationality measurement 119–23
multinationality–performance research 116–29, 350–51
Nachum, L. 274
Nahavandi, A. 222
Naranjo, A. 240
Narayan, D. 462
Nasra, R. 399
natural barriers 279–80
negativity assumption, cultural distance 318–20
Nelson, R.R. 117
network perspective and MNEs 139–42, 147–51
networks
  bottom-of-the-pyramid 434–41
  global factories 79–80
NGOs 457–64
Nickerson, J.A. 128
Nokia 238–9, 249
nongovernmental organizations (NGOs) 457–64
non-location-bound O advantages 297
normative pillar 329, 391
Norsk Hydro 108, 248
North, D. 67, 339
Oa advantages 66, 293, 417
OBMs (original brand manufacturers) 86
ODMs (original design manufacturers) 86
OEMs (original equipment manufacturers) 78, 85, 87
offshore innovation centres 415–16
offshoring 78–9, 413–27
Ot advantages 68–9
‘old technology’ FSAs and operating mode choice 15–16
OLI (eclectic) paradigm 64–73, 417
omnipotence assumption, cultural distance 315
open conflict as outcome of acquisition 224
operating modes, see foreign operation modes
operational flexibility and real options theory 350
operational scale and operating mode choice 24
opportunism 31–2
  and IB theory 35–43
  as intentional deceit 46, 51
  and transaction cost economics 33–5
organizational capabilities and foreign expansion 10–11
organizational design for MNEs 137–52
organizational dynamics, effect of subsidiary initiative 165–6
organizational genetics 402
original brand manufacturers, (OBMs) 86
original design manufacturers (ODMs) 86
original equipment manufacturers (OEMs) 78, 85, 87
Orru, M. 404
Osegowitsch, T. 272, 273
Ot advantages 66, 293
‘other’, perceptions of, and acculturation 223–5
Oviatt, B. 32, 389
ownership (O) advantages 65, 293
  interaction with L advantages 297–9
Oxelheim, L. 238, 240, 244, 247, 248, 250
Oxfam 440
Palich, L.E. 122, 337
Palma, G. 453
Pandit, B.L. 170
Pantzalis, C. 351
Pareto, V. 230
Park, S.H. 190
Parkhe, A. 314
Pauleen, D.J. 219–20
Pearce, J.A. 463
Pedersen, T. 421
Penrose, E.T. 65, 66
performance
  and culture 310
  and geographic scope 282–6
  measurement 123–7
  MP research 116–29, 351
Perotti, E.C. 354
personnel, see employees
Petersen, B. 94
Peterson, M.F. 220
Philips NV 246
Pilkington 107
pillars of institutions 329, 391–2
Pitelis, C.N. 73
planning fallacy 48–9
Portes, R. 280
poverty and BOP markets 433, 441–2
Powell, W.W. 390
Prahhalad, C.K. 34, 430
Prashantham, S. 166
predictive approaches to FOMs 95
prior experience in host country, and operating mode 21–3
Privatbanken (Unibank) 248
Procoordia 246
Proctor & Gamble 179
profitability 179, 182
Protopapadakis, A. 240
Provan, K.G. 343
psychic distance 316, 319
Qian, G. 122
Quelch, J.A. 366
R&D
  collaboration and firm performance 173–4
  location 299–305
Ramamurti, R. 460
Raman, A.P. 379
Ramanujam, V. 123
Index

Ramaswami, S.N. 201
Ramaswamy, K. 127
Randøy, T. 247
Rao, C.P. 260
real options theory 343–5
   and international strategy 345–56
regional MNEs 264–8, 272–3
regional strategies 271–87
   services firms 266–8
regionalization and bounded reliability 53–4
Regnér, P. 215
regulative pillar 329, 391
reinvention as outcome of acquisition 224
renewable energy sector 476–7
reprioritization and benevolent preference reversal 46–8
resource complementarity 457–64
resource fungibility 276–8
Reus, T.H. 219
reverse takeover 225
Rey, H. 280
Ridderstrale, J. 139–40
Rise and Fall of Elites, The (Pareto) 230
risk and MP studies 123
Roland, G. 392
Rondinelli, D. 460
Ronen, S. 122
Root, F.R. 94
Roth, K. 338
Rottig, D. 233
routines, creation and transfer 71
Rowan, B. 390
RTAP development, Hewlett-Packard 158
S-curved MP relationship 117
SAIC (Shanghai Automotive Industry Corporation) 86
sales growth 181, 183
Sammartino, A. 272, 273
Sanchez, R. 110
Saxton, T. 196
SC Johnson 436, 437, 438, 440, 444
Scheela, W. 396
Schmid, Gerhard 158
Schulz, M. 149
scope, BOP 438–9
Scordis, N.A. 121
Scott, W.R. 329, 339, 390, 391, 396
segmentation of capital markets 239–40
Sekem 437–8
services MNEs 257–69
Severn, A.K. 125, 127, 128
Seyoum, B. 196
Shanghai Automotive Industry Corporation (SAIC) 86
Shapiro, D.L. 276
shared equity 21
shareholder value creation via IJVs 198–203
Shaver, J.M. 125, 128
Shell 416
Shenkar, O. 122, 310, 329, 332, 336, 457
shocks and MP studies 127
Shrader, R. 169, 174, 179, 185
Siddharthan, N.S. 126, 128, 170
Siegel, D. 194
Simon, H. 31, 41
Singapore, cultural diversity 317
Singh, H. 177, 310, 336, 338
SKF 248
Smallbone, D. 397
Smith, C.N. 463
societal institutionalism 403
Solae 437, 439, 442
Solnik, B. 239–40
spatial element in internalization 84
spatial homogeneity assumption, cultural distance 317–18
spillover effects of MNEs 453–5
staged internalization 101–3
Standard & Poor’s, emerging markets definition 368
status and acquisition outcomes 220–29
Stein, E. 280
Stiglitz, J. 453
Stopford, J.M. 137–8
strategic alliances 246
strategic investment motives 124
Strategic Management Journal (SMJ) 364, 371–85
strategic partnerships 19, 20–21, 23–4
strategy-structure relationships, MNEs 137–8
structural holes, BOP networks 436, 438
subsidiaries
   development 140
   initiatives 55, 155–63
   performance and institutional distance 337–8
   relationship with HQ 137–9, 141–2
subsidary-level, network perspective research 139–41, 141–2
Suchman, M. 402
Suddaby, R. 383
Sullivan, D. 121, 123, 126, 129
Summers, R. 196
Sundaram, A.K. 122, 244
Suret, J.-M. 196
surrogacy assumption, cultural distance 316
Swedish Match 248
Index

Swiss Re 440
switching costs as barrier to mode combination 97, 107–8
symmetry assumption, cultural distance 312
Szulanski, G. 338
Szyliowicz, D. 393
Tabachnik, B.G. 178
technical collaboration 170, 173–4
Teece, D.J. 70
Teegen, H. 458
TeleDanmark 245
Telenor 245
Telia 245
temporal stability assumption, cultural distance 312–13
Terry, D.J. 221
textile and clothing sector, consolidation 87
theory-testing approach to FOMs 95
Thomas, A.S. 388
Thomas, D.E. 121, 122, 127
Thomas, D.R.E. 259
tie domains, bottom-of-the-pyramid 438, 439
time discounting bias 46–7
time zones 279–80
Tobin’s q 126
trade barriers and internalizing strategy 19–20
transaction cost economics (TCE)
and collaboration 171
and IB theory 31–2, 35–43
and opportunism 33–5
transaction costs 77
and distance 275–6
transaction-costs-minimizing configurations 81–2
transaction-type O advantages 293
transnational MNE strategy 140
transparency and cost of capital 250
Treviño, L.J. 332
Trigeorgis, L. 344
trust 34–5
Tung, R.L. 313, 317–18, 321
uncertainty avoidance and firm performance 175–6, 185
Ungson, G.R. 190
Unilever 456
United States industrial restructuring 41–2
Uppsala model 316, 319, 353
Useem, M. 238
Ushakov, N. 365
Vachani, S. 122, 463
Vahlne, J.-E. 316, 319, 328
Van Hoa, T. 396
Venaik, S. 323
Venkatraman, N. 123
venture capital 398
Vermeulen, F. 175
Volkswagen 354
Voll, J.C. 122
Wal-Mart 274, 277
Wang, C.-F. 122, 123
Washington, M. 221
Wells, L.T. 137–8
Welter, F. 396, 397
Werthén, Hans 213
Westinghouse Canada 159
Whirlpool 351
Williamson, O.E. 31, 33, 35, 50, 51, 52, 56
Wilson, W.T. 365
Winter, S.G. 117
Woolcock, M. 462
Woolridge, A. 319
World Bank 453
World Trade Organization 453
X-box manufacture, Flextronics 49–50
Xu, D. 329, 332, 336, 337
Yan, A. 397
Yeung, B. 128
Yeung, H. 397
Yip, G.S. 263–4
Yiu, D. 337
Yu, T. 396
Yuan, W. 37, 164
Zacharakis, A.L. 398
Zaheer, A. 34
Zaheer, S. 329, 330, 338
Zahra, S.A. 122
Zajac, E.J. 221
Zander, L. 211, 219, 227, 232, 233
Zander, U. 31–2, 37, 211, 215, 216, 232
Zeithaml, V.A. 259
Zhao, H. 36
Zou, J. 350