



## SIG 07: International Management

The mission of this Special Interest Group (SIG) is to facilitate and promote the development and exchange of knowledge within all areas of International Management within and beyond the academic community. In line with the European Academy of Management's (EURAM) mission this SIG aims to be an open, international and multicultural European forum for networking and research (theoretical, empirical and methodological ) related to International Management with a particular (but not exclusive) regional focus on Europe regarding (a) the SIG community and (b) the geographical scope of empirical or conceptual research.

Membership within the SIG "International Management" will be open to dedicated and enthusiastic scholars. An annual general assembly of the SIG will be held during the annual EURAM conference. An annual meeting of the SIG Executive Committee will also be held during the conference. Time and place for both meetings will be determined and announced by the SIG Executive Committee.

In line with the mission of the SIG "International Management," potential activities are addressed towards academics in the field and business practitioners. At present, the SIG "International Management" has the responsibility for the creation and supervision of the subject related tracks at the annual EURAM conference and enhance the quality of the academic program. The SIG "International Management" will also explore the possibility of linking up to journals (giving preference to EMR) for special issues based on conference papers, and of having one or more awards.

### SIG Officers:

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## SIG General Track

### 07-00 International Management General Track

The SIG IM covers ALL subfields of International Management and International Business (e.g., cross-cultural management, strategy and structure of multinational corporations; cross-border activities of firms; the international business environment, comparative studies).

For the 2015 conference, we particularly invite research related to the challenges of doing business in an international business environment. Following up recent calls for a more positive perspective, we also hope to attract papers dealing with the opportunities stemming from the

complexity of the international business environment. As examples (rather than a comprehensive list), possible paper topics relate to:

- *Business dynamics and strategy*  
Empirical and conceptual papers looking at entry modes, exporting, the internationalisation process, knowledge management, joint ventures, subsidiary roles and IB theory.
- *Functional perspectives*  
Empirical and conceptual papers on business functions such as IHRM, International Marketing, global sourcing and supply chain management.
- *IM/IB and Business History*  
Seminal works in IM/IB stem from scholars with a background or strong interest in Business History. We encourage submissions that embrace the past to provide novel insights.
- *International Management and Uncertainty.*  
In line with the conference theme 2015, we invite contributions, which draw a link between IB and society and/or other facets of the environment that are characterized by a high degree of uncertainty.

Other relevant IB/IM topics and a cross-pollination of IB/IM with other fields stimulated by multi-disciplinary studies are very welcome. Following up previous EURAM conferences, we noticed particular interest on the following topics to which we particularly invite submissions:

- *Critical Perspectives on International Business*  
Focused sessions in this area welcome papers elaborating on the possible future trajectories of critical perspectives on international business, e.g., addressing concerns with dominant academic theorizations of IM and organization.
- *Corporate Social Responsibility and IM.* For a set of focused sessions on CSR and IM, we invite contributions on recent issues of CSR in an increasingly global environment.
- *Cross-Cultural Management, Silenced and Neglected Voices*  
Following up the 2014 symposium in Valencia, which was very well received by the community (and stimulated a healthy discussion beyond the 90-minute slot of the symposium), we particularly invite submissions on cross-cultural management, new trends and challenges to intensify this debate.

To conclude, the general track is open to all scholarly submissions clearly providing an international element. Accepted submissions to our general track will be grouped into sessions of related papers.

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Keywords	International Business	International Management	MNC
	SME	IJV	Culture

## SIG Standing Tracks

### ST\_07-01 Expatriate Management

The topic of Expatriate Management usually involves physical international mobility for work purposes by skilled workers or professionals. Although the core of this topic includes internationally assigned business expatriates, it also reflects changes in the corporate world, using various alternative forms of global employment, as well as changes in today's society, where movement of people across national borders is becoming increasingly common (Shaffer, Kraimer, Chen, & Bolino, 2012).

Recent Expatriate Management research also examines, for example, self-initiated expatriates (Andresen, Al Ariss, & Walther 2012), expatriate academics (Selmer & Lauring, 2011), short-term transfers (Tahvanainen, Worm, & Welch, 2005), international business travelers (Welch, Welch, & Worm, 2007), inpatriates (Reiche, 2006), and commuter assignments (Collings, Scullion, & Morley, 2007).

Expatriate management as an academic research discipline is ever expanding. A new generation of young scholars is entering this field creating a community of new and seasoned researchers identifying and exploring many new research avenues and themes. The purpose of this track is to congregate a critical mass of researchers to further develop this community of scholars discussing new avenues for the academic research on expatriate management.

Emerald Group Publishing and the Journal of Global Mobility (JGM): The Home of Expatriate Management Research have instituted an annual Best Paper Award for Expatriate Management papers at EURAM Conferences involving a cash prize of £200,00 and an invitation to be considered for publication in JGM. The second and third best papers will also be considered for publication in JGM and the winners will all receive a one-year complimentary online access to the journal.

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	Jean-Luc Cerdin.	ESSEC, France	
Keywords	Business Expatriates	Self-Initiated Expatriates	International Business Travellers
	Expatriate Academics	Short-term Transfers	

### ST\_07-02 SME Internationalisation - Advances and future perspectives

Internationalization of small and medium-sized enterprises (SMEs) is not a novel phenomenon but an increasingly relevant component of research in the field of international business. While early research on firm internationalization has focused on large multinational enterprises (MNEs) and previous research, on SME, internationalization has attempted to identify similarities and differences to MNEs (Ruzzier et al, 2006) and domestic ventures (Mc Dougall, 1989) fresh perspectives are currently emerging. This track invites more conventional research but also critical thought on SME internationalization. We invite ALL empirical and conceptual submissions that take an international perspective on SMEs and microbusinesses. Potential submissions include:

- Research highlighting the state-of-the-art in research on SME internationalization from various thematic and theoretical perspectives. Submissions are also invited to follow up existing reflections on recent developments, which question or revisits

existing work, e.g. the idea of a liability of outsidership and the role of networks (Johanson & Vahlne, 2009).

- Research identifying and/or responding to persistent gaps or contradictions in international entrepreneurship or SME research resulting from conflicting explanations and viewpoints, different empirical focus and imbalance of different theoretical perspectives involved (e.g., Keupp and Gassmann, 2009) and research integrating findings from such differing perspectives.
- Research contributing to underexplored and/or emerging areas in existing SME research, such as e.g. the internationalization of small and micro-businesses (as compared to merely medium-sized firms) and studies from different contextual perspectives. Examples of such perspectives are less researched industries (e.g., craft, art, trade) or regional contexts.

Furthermore, we invite research:

- illustrating cases of successful (or unsuccessful) SME internationalization processes and modes of operation abroad,
- providing associations of SME internationalization with other disciplines or fields (marketing, entrepreneurship),
- dealing with time related aspects of SME or microbusiness internationalization (e.g., rapid internationalization patterns),
- identifying overlaps to research on MNE internationalization (e.g. Dunning's advantage categories), and
- looking at the role of (social) networks and new media for SME and micro-business internationalization.

While our call highlights areas of particular interest to this track, we also welcome contributions beyond these themes as long as they take an international perspective on SMEs and microbusinesses. Comparative studies of SMEs and microbusinesses are also welcome. Theoretical and empirical submissions associated with international business but without a clear SME or microbusiness, focus should be submitted to the General Track of the SIG IM.

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Keywords	SME networks	micro-business international entrepreneurship	internationalization

## Topics sponsored by the SIG

### T\_07-01 Management, Strategy, and Investment in Africa

How to turn uncertainty into great opportunities is one of the main challenges confronting organisations. This is particularly important in an emerging market environment. Following the surge of the BRIC countries in the world economy, Africa has become a major destination for foreign direct investments. Yet, theories and practices in the context of Africa have not always been appropriately aligned to help provide more universal management solutions and strategies in Africa. The business context in Africa poses particular problems not only for local investors but

also for investors who have traditionally been from the West but are increasingly coming from Asian countries such as China, Malaysia and India.

The investors are multi-faceted, and range from state-owned enterprises, private firms, family businesses, and small-medium sized enterprises, across sectors from manufacturing to services; from labour-intensive to high-tech firms. Given this nuanced picture, it is unlikely that prior theoretical approaches that support resource seeking and natural resource exploitation are entirely appropriate today. Thus, it is necessary to understand and characterise the actual motivations of various types of businesses from different countries investing in Africa as such research has theoretical, practical and policy implications.

In addition, the diverse nature of the investments from both developed and developing economies into Africa contributes to an interwoven cultural web and potentially hybrid managerial approaches posing challenges for the pursuit of competitive advantage in the continent. The challenges foreign investors face might also discourage them from utilising indigenous knowledge, and resorting to ethnocentric approaches. This highlights the need for research that examines the extent, scope, and significance of cross-vergence and effective hybridity that is consistent with the local institutional environment, and how this might enhance organisational performance.

Therefore, we encourage papers that address but are not limited to the following topics on Africa:

- Firm internationalisation into Africa.
- Hybridity and transfer of management practices.
- Work attitudes and cultural values of African employees.
- Cross-cultural studies in the African context.
- The management of people in Africa.
- Managerial challenges and responses of multinational firms in Africa.
- Small medium sized enterprises in Africa.
- The changes and growth of the retail (service) sector in African countries.
- The role of the informal sector.
- Asian investments in Africa.
- Neo-entrepreneurialism.
- CSR and business ethics in Africa.

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Keywords	Africa Leadership	Management Work attitude	Strategy Investment

## T\_07-02 From Latin Europe to Latin America - What's new?

Internationalization plays a major role in developing a sustainable growth for enterprises. Nowadays, this movement can be seen from developed countries to developing/emerging countries but also vice versa. Once a company decides to internationalize, it is essential to carefully select the foreign markets, making an extensive and complete market research.

For those working in an international context, cultures represent a huge challenge, and one of the biggest pitfalls is related to common stereotypes. This is often the case when business practitioners refer to Latin people and Latin Culture. In some places, it seems that Latin culture is a result of people that speak Spanish or Portuguese, where the Catholic religion prevails and where the State plays a major role. Latin people are characterized by being adventurers,



dreamers, anxious for discovery and achievement. Unlike the Anglo-Saxon, Latin people do not value saving, they do not focus on profit or make investments in short term (Rabasso & Rabasso, 2005). However, there is not a Latin region with a single culture, or single way of living and managing.

There are two big Latin Clusters: Latin Europe and Latin America. The Latin European one is frequently identified with the European Mediterranean countries: Portugal, Spain, France and Italy (some authors also includes French Switzerland and Israel – Jesuino, 2002), i.e. developed European countries more or less struggling with economic crises. The Latin American cluster shows the opposite situation. It includes emerging countries which show economic growth (for example, Panama’s expected economic growth rate is 7,2%, Peru 5,5% and Bolivia 5,1%). Latin America is very heterogeneous; Argentina, Brazil, and Chile have a strong European influence. However, they are all developing countries, so they are in very different cultural stages compared to European countries. Colombia, Peru, and Mexico have strong influences from North America, with an emphasis on accomplishing tasks.

Despite the frequent use of the term “Latin,” a clearer understanding of the concept is needed. What is it? What is the importance of all the different Latin countries nowadays? What are the common issues? What are the differences? Are they representing a cluster with strong connections? Do Latin Americans have different attitudes then Latin Europeans? Are there and (if yes) what are the specific characteristics of Latin entrepreneurs? What are the specific opportunities and risks for doing (international) business in Latin contexts? All conceptual and empirical contributions with a Latin element are invited for submission.

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Keywords	Latin America Emerging Countries	Latin Europe Cultural differences	Hispanics Cultural Values

### T\_07-03 EFQM model as a management, self-assessment, and benchmarking tool

Due to the fundamental role that Total Quality Management (TQM) had in Japan after the Second World War, Quality Management was prioritized in the rest of the world. As a good example, the ISO 9000 quality management standard was born in 1987 and soon was perceived as a necessary requisite to do business abroad. As a result, the number of certified companies in the world underwent fast evolution, with more than one million certificates issued in 180 countries and economies today.

Due to this importance of quality management, different prizes associated with quality models based in the TQM principles were also launched by diverse organizations. The most recognized models are the Deming prize in Japan, the Malcom Baldrige in the USA and the EFQM in Europe. Unlike the ISO 9000 standard, these models are considered as synonymous of TQM and have been used as proxies of it in scientific papers.

The European Foundation for Quality Management (EFQM) was founded in 1988 with the objective of helping European companies to be more competitive in the international marketplace. One of the first decisions of this foundation was to create the European quality prize. Nowadays, its role in supporting managers in their way towards excellence is considered

fundamental, and tens of thousands of organizations use its model as a tool to structure their management system, helping them to conduct self-assessment processes and to review their activities and results.

Nowadays, models need to evolve to help companies to survive in the turbulent environment within they operate. With occasion of the EFQM 25 anniversary, the organization stated: “And so, turning to the future....What’s next? The learning from the 500+ assessments carried out in the EFQM levels of excellence scheme each year tells us that it’s no longer about whether an organization “does something”, the vast majority of organizations have customer surveys, employee appraisals, process models, strategic plans and the other key enablers. The focus now is not on what they do, it’s how well they do it”

Looking at the importance that this model has in Europe, or even in the rest of the world, the EQFM model is a research topic of special interest. The lines that this topic could include are vast and include, among others:

- Quality Awards and their impact on the competitiveness of countries.
- Using the EFQM model as a management or self-assessment tool.
- Test of model relationships.
- Improvement of performance.
- Cultural aspects in implementation.
- Case studies.
- Future of quality management in Europe.

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Keywords	EFQM	business excellence	self-assessment
	national quality awards	model	benchmarking