

**University of Pennsylvania**  
**The Wharton School**  
**MGMT955**  
**Foundations for Multinational Management**  
**Q3 Spring, 2013**  
**Wednesday 3:00pm-6:00, Bowman Room**

Witold Jerzy Henisz  
Deloitte & Touche Professor of Management  
in Honor of Russell E. Palmer, former Managing Partner  
Doctoral Coordinator, Management Department  
Steinberg Hall-Dietrich Hall 3107  
Ph: 215-898-0788  
Office Hours: by appointment  
E-mail: [henisz@wharton.upenn.edu](mailto:henisz@wharton.upenn.edu)

**Course Description:**

The goal of the course is to provide you with a foundation in some of the major research areas that underpin the study of Multinational Management. International Business (and the study of Multinational Corporations) is an interdisciplinary field. As such, our survey of the seminal articles in the field will span a number of different theoretical and empirical approaches (i.e., economic, managerial, organizational and institutional) as well as focus on different levels of analysis (i.e., country-, industry- and organizational-levels). Much of our seminar discussions will focus on identifying and developing interesting research questions raised by this interdisciplinary literature, which offers many opportunities for systematic empirical study.

**Course Requirements**

The course grade will be based equally (i.e., 33%) on three components

- Individual class participation;
- Weekly team-based written summaries and analyses of articles; these are intended to be used to guide class discussion and, subsequently, by students as they prepare for MM field exams; and
- An Individual final paper proposal (10-12 double spaced pages that offer at least one empirically testable hypothesis)

Students have the option of following EITHER this course or MGMT 960 with an Independent Study for 0.5 credit units in which they write a more extended 25-40 page theoretical research paper or empirical proposal (i.e., a paper that identifies and describes relevant data to test theoretically propositions and, if the data is readily obtainable, begins preliminary analysis or specifies clearly the process of acquisition). Students who avail themselves of this option submit a graded preliminary draft of the long paper rather than a paper proposal before receiving credit for MGMT 955 (or 960).

Participation. Regular attendance and participation are critical to your successful completion of this course. You should complete the assigned readings and written assignments prior to each class. You are encouraged to prepare for class with your colleagues; however, each member of the class should be fully conversant in the material—expect to participate in every class.

Written summaries and analysis. Each week, each student will together with self-selected partner(s) write a 1-2 page summary and critical analysis for each of 2-3 of the assigned readings for that class. The pair of students will also be responsible for briefly presenting their write-up and leading a ~10 minute

discussion of the reading. The sign-ups will be made one week prior to the relevant class session in WebCafe. For each of the papers for which you sign-up, your written report should outline the following:

- (a) a succinct statement of the research question(s) the reading seeks to address or its goal(s);
- (b) an outline of the research design including an assessment of the quality of the theoretical argument and/or empirical evidence (for one set of quality standards see <http://strategyresearchinitiative.wikispaces.com/High+Quality+Research>)
- (c) your assessment of the contribution of the reading to
  - a. the extant theoretical and/or empirical literature in international business
  - b. our understanding of relevant phenomena in international business;
- (d) your assessment of the limitations of the reading and;
- (e) your thoughts on feasible refinements or extensions to the reading and related research questions or that it prompts.

Partners should confer electronically or in person and arrive at a mutually acceptable joint submission and presentation plan (there is no need to “share” the presentation though presentations should be balanced across students over the quarter). The written reports should be posted electronically in WebCafe to the “Shared Assignment Folder” no later than 6am on the day of class and should also be distributed in hard copy to all participants at the beginning of the class session. NB: No written assignments are required for the last (optional) class on “Managing Your Career as an International Business Scholar.”

Paper. You should develop a high quality research proposal (for one set of quality standards see <http://strategyresearchinitiative.wikispaces.com/High+Quality+Research>) examining a topic of relevance to international management (i.e., drawing upon readings from one or more weeks of the course). Given the eight week time frame of this course, you will need to begin thinking about this paper early in the course. We will discuss this paper on the first day of class. In brief, I expect you to turn in a theory section that is between 10-12 pages that would be at the level of development that if would be suitable for submission to an academic conference. I do not expect you to have any data, but I expect you to develop at least one testable prediction in these 10-12 pages. Please feel free to discuss your ideas with me whenever you are ready to do so.

For students wishing to supplement the 0.5 credit unit course offering with a 0.5 credit unit independent study, the extended paper requirement should take the form either of a conference submission ready theoretical paper or a detailed empirical research proposal that includes the identification of a data source, the operationalization of the theoretical constructs of interest and the discussion of an appropriate methodology for empirical testing that should lead to generalizable inference. The inclusion of preliminary empirical results is welcome but by no means required.

### **Policy on Auditors**

Advanced students who do not wish to enrol as full participants are welcome to audit the course, under the following conditions: (1) you commit to attend at least 75% of the class sessions, and inform me in advance which sessions you will attend; (2) you participate fully in the sessions that you attend, including doing a “fair share” of summary writing and leading class discussion. Auditing students are excused only from assignments related to the class paper.

### **READING MATERIALS:**

There is no bulkpack for this class. PDF versions of the required readings (emboldened) are available in the “Readings” folder on webcafe. Additional/supplementary readings (not emboldened) are listed below for the purposes of providing a starting point for students wishing to go into greater depth and/or prepare for qualifying exams in Multinational Management.

## **1/9/13: International Management: Introduction and Overview of the Field**

### **Readings:**

#### **A. Anchors in the Field:**

**Hymer, S. A 1960. "Comparison of Direct and Portfolio Investment" and "The Theory of International Operations, The International Operations of National Firms. Cambridge, MA: MIT Press.**

**Robinson R.D. 1964. International Business Policy New York: Holt, Rinehart & Winston. Ch. 1.**

**Y. Aharoni, 1966. "Scope and Methods" and "An Overview of the Decision Process," *The Foreign Investment Decision Process*, Boston: Harvard Business School, 1966.**

Penrose, Edith, 1968, The Large International Firm in Developing Countries: The International Petroleum Industry, London: Allen and Unwin.

**Perlmutter, H. 1969. The Tortuous Evolution of the Multinational Corporation, *Columbia Journal of World Business*.**

Kindleberger, Charles (Ed.). 1970. The International Corporation, Cambridge MA: MIT.

Wilkins, Mira, 1970. The Emergence of Multinational Enterprise, Cambridge, MA: Harvard University Press.

Stopford, J. and L. T. Wells, Jr. 1972. Managing the Multinational Enterprise: Organization of the Firm and Ownership of Subsidiaries. New York: Basic Books.

**Buckley, Peter J. and Mark Casson. 1976. "A Long Run Theory of the Multinational Enterprise" and "Alternative Theories of the Multinational Enterprise," The future of the multinational enterprise. New York : Holmes & Meier Publishers.**

**Dunning, J.H. 1979. Explaining Changing Patterns of International Production: In Defence of the Eclectic Theory, *Oxford Bulletin of Economics and Statistics*, 41: 269-95.**

Dunning, J., 1980. Towards an Eclectic Theory of international production: some empirical tests. *Journal of International Business Studies* 11: 9-29.

Hennart, Jean-Francois 1982. A Theory of the Multinational Enterprise. Ann Arbor MI: University of Michigan Press.

Dunning, J.H. and A. Rugman, 1985 The Influence of Hymer's Dissertation on the Theory of Foreign Direct Investment, *American Economic Review* (75) 2: 228-232.

Chandler, Alfred, 1986. *The Evolution of the Modern Corporation*, in Porter (ed.) Competition in Global Industries, Boston: Harvard University Press.

Porter, Michael E. 1990. The Competitive Advantage of Nations. New York: Free Press.

Dunning, John H. 1993. Multinational enterprises and the global economy. Wokingham, England:

Addison-Wesley.

Caves, Richard E. 1996 Multinational Enterprise and Economic Analysis, Second Edition. New York: Cambridge University Press Ch 1.

## **B. Perspectives**

Buckley, P. 1988. The Limits of Explanation: Testing the Internalization Theory of the Multinational Enterprise, *Journal of International Business Studies*, Summer: 181-193.

JIBS Symposium: Multinational Enterprise and Economic Analysis. 1988. *Journal of International Business Studies* 29(1).

Ghoshal, S., and D. Eleanor Westney. 1993. "Introduction and Overview." In Sumantra Ghoshal and Eleanor Westney, eds., *Organization Theory and the Multinational Corporation*. New York: St. Martin's Press: 1-23.

Vernon, R. 1994. Contributing to an International Business Curriculum: An Approach from the Flank. *Journal of International Business Studies*. 25(2): 215-227.

**Dunning, J.H., 2003. Some Antecedents of Internalization Theory. *Journal of International Business Studies*, 34: 108-115.**

Rugman, A., and Brewer, T., 2003. The Oxford Handbook of International Business, Oxford University Press (Oxford, UK).

Buckley, P. ed. 2005. *What is International Business?* Palgrave: New York.

## **C. More Recent Contributions**

Ghemawat, Pankaj 2007. *Redefining Global Strategy* Cambridge MA: Harvard Business School Publishing

**1/16/13: Country-level**

**A. Anchors in the Field**

**Vernon, Raymond. 1971. *Sovereignty at Bay*. (New York: Basic Books) Chs 6-8**

Fayerweather, J., Ed. (1973). International Business-Government Affairs. Cambridge, MA, Ballinger.

**Moran, Theodore 1973. "Transnational Strategies of Protection and Defense by Multinational Corporations: Spreading the Risk and Raising the Cost for Nationalization in Natural Resources," *International Organization* 27(2):273-287.**

Moran, Theodore H. 1974. *Multinational Corporations and the Politics of Dependence: Copper in Chile*. (Princeton: Princeton University Press).

Behrman, J. N., J. J. Boddewyn, et al. (1975). International Business-Government Communications. Lexington, MA, Lexington Books.

Wells, L.T., Jr. and David N. Smith, *Negotiating Third World Mineral Agreements: Promises as Prologue* (Cambridge, MA: Ballinger, 1976).

Vernon, Raymond. 1977. *Storm over Multinationals: The Real Issues*. (Cambridge MA: Harvard University Press)

**Vernon, Raymond. 1977. "Storm Over the Multinationals: Problems and Prospects", *Foreign Affairs*, 55(3):243-262.**

**Kobrin, S., 1979. Political Risk: A Review and Reconsideration, *Journal of International Business Studies*, 10: 67-80.**

Hofstede, G., 1980. *Culture's Consequences: International Differences in Work-Related Values*. Newbury Park, CA: Sage.

Poynter, T. A. (1982). "Government Intervention in Less Developed Countries: The experience of multinational companies." Journal of International Business Studies 13(Spring/Summer): 9-25.

Fagre, N. & Wells, L.T. 1982. Bargaining Power of Multinational and Host Governments. *Journal of International Business Studies*, 13(2): 9-23.

LeCraw, D. 1984. Bargaining Power, Ownership and Profitability of Transnational Corporations in Developing Countries. *Journal of International Business Studies*, 15(1): 27-42.

Wells, L.T., Jr. and D. Encarnation, "Sovereignty en Garde: Negotiating with Foreign Investors," *International Organization*, Winter 1985, Vol. 39, No. 1, pp. 47-78.

Moran, T. *Multinational Corporations: The Political Economy of Foreign Direct Investment* (Lexington: D.C. Heath, 1985).

North, D. C. 1986. The New Institutional Economics. *Journal of Institutional and Theoretical Economics*, Vol. 142: 230-237.

Kobrin, S. J. 1987. Testing the Bargaining Hypothesis in the Manufacturing Sector in Developing Countries. *International Organization*, 41(1): 609-638.

de la Torre, J., and Neckar, 1988. "Forecasting Political Risk for International Operations," *International Journal of Forecasting*.

Stopford-Strange. Rival States, Rival Firms: Competition for World Market Shares Cambridge University Press, 1991

Boddeyn J and T Brewer 1994 "International Business Political Behavior" Academy of Management Review

Caves, Richard E. 1996 Multinational Enterprise and Economic Analysis, Second Edition. New York: Cambridge University Press Chs 5-10.

Vernon, Raymond. 1998. *In the Hurricane's Eye: The Troubled Prospects of Multinational Enterprises*. (Cambridge, MA: Harvard University Press)

## **B. Perspectives/Overviews**

**Guillén, M., and S. Suárez, 2001 The Institutions and Institutional Context. In S. Ghoshal and E. Westney, eds., *Organization Theory and the Multinational Corporation*, second edition. New York: St. Martin's Press.**

**Henisz, Witold 2005 The Institutional Environment for International Business in Buckley, P. ed. 2005. *What is International Business?* Palgrave: New York.**

## **C. More Recent Contributions**

Furman, J., M. Porter and S. Stern, 2002. The Determinants of National Innovative Capacity. *Research Policy* (31)6: 899-

Siegel, Jordan I 2005. Can Foreign Firms Bond Themselves Effectively by Renting U.S. Securities Laws? *Journal of Financial Economics* 75(2): 319-359.

Henisz, Witold J. and Bennet Zelner 2005. "Legitimacy, Interest Group Pressures and Change in Emergent Institutions: The Case of Foreign Investors and Host Country Governments" *Academy of Management Review* 30(2): 361-382.

Wells, Louis and Rafiq Ahmed 2007 *Making Foreign Investments Safe: Property Rights and National Sovereignty* Oxford University Press

**Zelner, Bennet A. Witold J. Henisz and Guy L.F. Holburn. (2009), "Contentious Implementation and Retrenchment in Neoliberal Policy Reform: The Global Electric Power Industry, 1989 – 2001" Administrative Science Quarterly 54(3):379-412.**

Orr, R. and Scott, W.R. 2008 "Institutional Exceptions on Global Projects: A Process Model", *Journal of International Business Studies*

**Siegel, Jordan I and Barbara Zepp Larson 2009. Labor Market Institutions and Global Strategic Adaptation: Evidence from Lincoln Electric *Management Science* 55(7): 1527-46.**

Siegel, Jordan I 2009. Is There A Better Commitment Mechanism than Cross-Listings for Emerging Economy Firms? Evidence from Mexico *Journal of International Business Studies* 49(7): 1171-91.

Scott, W Richard, Raymond E. Levitt and Ryan J. Orr (eds.) 2011. Global Projects: Institutional and Political Challenges Cambridge University Press: New York.

Heather Berry, MFG, and Nan Zhou. "An Institutional Approach to Measuring Cross-National Distance." *Journal of International Business Studies*, forthcoming.

Siegel, Jordan I, Amir Licht and Shalom H. Schwartz. 2010 Egalitarianism, Cultural Distance and FDI: A New Approach. *Working Paper*.

Siegel, Jordan I, Amir Licht and Shalom H. Schwartz. 2010 Egalitarianism and International Investment

**1/23/13: Industry-level**

***Economics: Product Life Cycle & Oligopolistic Reaction***

**A. Anchors in the Field**

**Vernon, R., 1966. International Investment and International Trade in the Product Life Cycle, *Quarterly Journal of Economics*, 80: 190-207.**

**Kindleberger, C., 1969. "The Theory of Direct Investment" and "The International Corporation", American Business Abroad, MA: MIT Press.**

**Knickerbocker, F., 1974. Introduction, Oligopolistic Reaction and Multinational Enterprise, Division of Research, Harvard Business School, Boston.**

Flowers, Edward B. 1976. Oligopolistic Reactions in European and Canadian Direct Investment in the United States. *Journal of International Business Studies* 7(Fall/Winter): 43-55.

Wells, L.T., 1972. International Trade: The Product Life Cycle Approach, in Wells, ed., The Product Life Cycle and International Trade, Division of Research, Graduate School of Business Administration, Harvard University: 3-33.

Giddy, I. 1978. The Demise of the Product Life Cycle Model in International Business Theory, *Columbia Journal of World Business*, Vol. 13: 90-97.

**Vernon, R., 1979. The Product Cycle Hypothesis in a New International Environment, *Oxford Bulletin of Economics and Statistics*, 41(4): 255-267.**

Calvet, A.L., 1981. A Synthesis of Foreign Direct Investment Theories and Theories of the Multinational Firm, *Journal of International Business Studies* (12) 1: 43-59.

**Cantwell, J. 1995. The globalisation of technology: what remains of the product cycle model? *Cambridge Journal of Economics*, 19(1): 155-74.**

Caves, Richard E. 1996 Multinational Enterprise and Economic Analysis, Second Edition. New York: Cambridge University Press Ch. 4.

**B. More recent Contributions**

Gimeno, J. R. Hoskisson, B. Beal and W. Wan, 2005. Explaining the Clustering of International Expansion Moves: A Critical Test in the US Telecommunications Industry. *Academy of Management Journal* 84(2): 297-319.

**Alcacer, J. 2006. Location Choices Across the Value Chain: How Activity and Capability Influence Agglomeration and Competition Effects, *Management Science* 52(10): 1457-1471.**



***Sociology: Institutional Pressures for Mimesis***

Westney, Elanor 1987. Imitation and Innovation: The Transfer of Western Organizational Patterns to Meiji Japan. Harvard University Press

Delacroix, J., 1993. The European Subsidiaries of American Multinationals: An Exercise in Ecological Analysis. In Ghoshal and Westney, eds., *Organization Theory and the Multinational Corporation*. New York: St. Martin's Press, pp. 105-135.

Westney, D.E., 1993. Institutionalization Theory and the Multinational Corporation. In S. Ghoshal and E. Westney, eds., *Organization Theory and the Multinational Corporation*. pp. 53-76.

**Martin, X., A. Swaminathan, and W. Mitchell, 1998. Organizational Evolution in the Interorganizational Environment: Incentives and Constraints on International Expansion Strategy. *Administrative Science Quarterly* 43 (1998):566-601.**

**Henisz, W., and A. Delios. 2001. Uncertainty, Imitation and Plant Location: Japanese Multinational Corporations, 1990-96, *Administrative Science Quarterly*, 2001.**

Guillén, M., 2002 "Structural Inertia, Imitation, and Foreign Expansion: South Korean Firms and Business Groups in China, 1987-1995, *Academy of Management Journal*(3): 509-525.

**Guler, I., Guillén, M. and J.M. Macpherson, 2002. Global Competition, Institutions, and the Diffusion of Organizational Practices: The International Spread of ISO 9000 Quality Certificates. *Administrative Science Quarterly*, 47: 207-32.**

Guillen, M., 2003. Experience, Imitation and the Sequence of Foreign Entry: Wholly-Owned and Joint-Venture Manufacturing by South Korean Firms and Business Groups in China, 1987-1995. *Journal of International Business Studies* 34: 185-198.

**1/30/13: Organizational Level – Transaction Cost / Internalization and Entry Mode**

**A. Anchors in the Field**

**J. F. Hennart, “The Model” in *A Theory of the Multinational Enterprise*, University of Michigan Press, 1982.**

Teece, D., 1985. Multinational Enterprises, Internal Governance and Industrial Organization, *American Economic Review*, Vol, 75, May: 233-238.

**Teece, D., 1986. Transaction Cost Economics and the Multinational Enterprise: An Assessment, *Journal of Economic Behavior and Organization*, Vol. 7, March: 21-46.**

**Anderson E. and H. Gatignon, 1986. Modes of Foreign Entry: A Transaction Cost Analysis and Propositions, *Journal of International Business Studies*, Vol. 17(3): 1-26**

Gatignon, Hubert and Erin Anderson. 1988. The Multinational Corporation's Degree of Control over Foreign Subsidiaries: An empirical test of a transaction cost explanation. *Journal of Law, Economics and Organization*, 4(2):305-336.

Hill, and Kim, 1988. Searching for a Dynamic Theory of the Multinational Enterprise: A Transaction Cost Model, *Strategic Management Journal*, Vol. 9: 93-104.

Hennart, J.-F. 1988. A Transaction Cost Theory of Joint Ventures. *Strategic Management Journal*, 9(4): 361-74.

Hennart, J.-F. 1989. Can the "new forms of investment" substitute for the "old forms"? A transaction costs perspective. *Journal of International Business Studies*, 20(2): 211-34.

Horaguchi H., and Toyne, B., 1990. Setting the Record Straight: Hymer, Internationalization Theory and Transaction Cost Economics,” *Journal of International Business Studies*, Vol. 21: 487-494.

**Hennart, J.F. 1991. The Transaction Costs Theory of Joint Ventures: An Empirical Study of Japanese Subsidiaries in the United States. *Management Science* 37(4):483-497.**

Caves, Richard E. 1996 Multinational Enterprise and Economic Analysis, Second Edition. New York: Cambridge University Press Chs. 2-3.

**B. More Recent Contributions**

**Oxley, J., 1996. Appropriability Hazards and Governance in Strategic Alliances: A Transaction Cost Approach. *Journal of Law, Economics and Organization* 13(2): 387-409.**

Oxley, Joanne Elizabeth. 1999. Institutional environment and the mechanisms of governance: The impact of intellectual property protection on the structure of inter-firm alliances. *Journal of Economic Behavior and Organization*, 38(3):283-310.

Guillen, Mauro. 1999. Organizational Learning and the Choice Between Wholly-Owned and Joint-Venture Foreign Manufacturing: South Korean firms and business groups in China

Henisz, W. J. & Williamson, O. E. 1999. Comparative Economic Organization -- Within and Between Countries. *Business and Politics*, 1(3): 261-277.

**Henisz, W. J. 2000. The Institutional Environment for Multinational Investment. *Journal of Law, Economics & Organization*, 16(2).**

## **2/7/13: Organizational-Level – Learning/Resources/Capabilities**

### **A. Anchors in the Field**

**Johnason, Jan, and Jan-Erik Vahlne. 1977. “The Internationalization Process of the Firm: A Model of Knowledge Development and Increasing Foreign Market Commitments.” Journal of International Business Studies 8(1):23-32.**

Kogut, B., 1983. Foreign direct investment as a sequential process. In Kindleberger, C., Audresch, D., (Eds) The Multinational Corporation in the 1980s. Cambridge: MIT Press.

**Kogut, B. 1988. Joint Ventures: Theoretical and Empirical Perspectives. *Strategic Management Journal*, Vol. 9: 375-385.**

Kogut, B. and Singh, H. 1988. The Effect of National Culture on the Choice of Entry Mode. *Journal of International Business Studies*, 19 (4): 411-32.

Tallman, S., 1991, Strategic Management Models and Resource-Based Strategies Among MNEs in Host Market, *Strategic Management Journal*, Vol. 12: 69-82.

**Kogut, Bruce. 1991. Joint Ventures and the Option to Expand and Acquire. *Management Science*, 37(1):19-33.**

Benito, G. R. G. & Gripsrud, G. 1992. The Expansion of Foreign Direct Investments: Discrete rational location choices or a cultural learning process? *Journal of International Business Studies*, 23(3): 461-76.

Mitchell, Will and K. Singh. 1992. Incumbents Use of Pre-entry Alliances before Expansion into New Technical Subfields of an Industry. *Journal of Economic Behavior and Organization*, 18:347-372.

Kogut, B., and N. Kulatilaka, 1993. Operating Flexibility, Global Manufacturing and the Option Value of a Multinational Network, *Management Science* 39(11): 123-139.

Mitchell, Will, J. Myles Shaver and Bernard Yeung. 1993. Performance Following Changes of International Presence in Domestic and Transition Industries. *Journal of International Business Studies*, 24(4):647-669.

**Kogut, B., & Zander, U. 1993. Knowledge of the Firm and the Evolutionary Theory of the Multinational Corporation. *Journal of International Business Studies*, 24 (4): 625-45.**

Zander, U. & Kogut, B. 1995. Knowledge and the Speed of Transfer and Imitation of Organizational Capabilities: An empirical test. *Organization Science*, 6(1): 76-92.

Chang, Sea Jin. 1995. International expansion strategy of Japanese firms: Capability building through sequential entry. *Academy of Management Journal*, 38(2):383-407.

**Zaheer, Srilata. 1995. Overcoming the Liability of Foreignness. *Academy of Management Journal*, 38(2):341-363.**

### **B. More Recent Contributions**

**Barkema, H., Bell, J.H.J. & Pennings, J.M. 1996. Foreign Entry, Cultural Barriers and Learning. *Strategic Management Journal*, Vol. 17: 151-166.**

Almeida, P. 1996. Knowledge Sourcing by Foreign Multinationals: Patent citation analysis in the U.S. Semiconductor Industry. *Strategic Management Journal*, 17(Winter Special): 155-65.

Szulanski, G. 1996. Exploring Internal Stickiness: Impediments to the transfer of best practice within the firm. *Strategic Management Journal*, 17: 27-43.

Barkema, H. G., Shenkar, O., Vermeulen, F., & Bell, J. H. J. 1997. Working Abroad, Working With Others: How Firms Learn to Operate International Joint Ventures. *Academy of Management Journal*, 40(2): 426-42.

Zaheer, Srilata and Elaine Mosakowski. 1997. The Dynamics of the Liability of Foreignness: A global study of survival in financial services. *Strategic Management Journal*, 18(6):439-464.

Barkema, Harry G. and Freek Vermeulen. 1997. What Differences in the Cultural Backgrounds of Partners are Deterimental for International Joint Ventures. *Journal of International Business Studies*, 28(4):845-864.

Barkema, Harry G. and Freek Vereulen. 1998. International Expansion through Start-up or Acquisition: A learning perspective. *Academy of Management Journal*, 41(1):7-27.

Delios, Andrew and Henisz, Witold J. (2000) "Japanese Firm's Investment Strategies in Emerging Economies", *Academy of Management Journal*, **43**(3):305-323.

Shaver, J. M. & Flyer, F. 2000. Agglomeration Economies, Firm Heterogeneity and Foreign Direct Investment in the United States. *Strategic Management Journal*, 21: 1175-93.

Vermeulen, F. & Barkema, H. 2001. Learning Through Acquisitions. *Academy of Management Journal*, 44(3): 457-76.

Chang, S. J. & Rosenzweig, P. M. 2001. The Choice of Entry Mode in Sequential Foreign Direct Investment. *Strategic Management Journal*, 22: 747-76.

Vahlne, J.E., Johanson, J., 2002. New technology, new companies, new business environments and new internationalization processes? In Havila, V., Forsgren, V., Hakansson H., (eds) Critical Perspectives on Internationalization. Amsterdam: Pergamon Elsevier.

Alcacer, Juan and Wilbur Chung 2002. Knowledge Seeking and Location Choice of Foreign Direct Investment in the United States *Management Science* 48(12): 1534-54.

Kogut, B. and Zander, U., 2003. A Memoir and Reflection: Knowledge and an Evolutionary Theory of the Multinational Firm 10 Years Later. *Journal of International Business Studies*, 34: 505-515.

Henisz, Witold J., (2003) "The Power of the Buckley and Casson Thesis: The Ability to Manage Institutional Idiosyncrasies", *Journal of International Business Studies* **34**(2): 173-184.

Delios, Andrew and Witold J. Henisz, (2003) "Political Hazards, Experience and Sequential Entry Strategies: The International Expansion of Japanese Firms, 1980-1998", Strategic Management Journal **24**(11): 1153-1164.

Delios, Andrew and Witold J. Henisz, (2003) "Policy Uncertainty and the Sequence of Entry by Japanese Firms, 1980-1998", Journal of International Business Studies **34**(3): 227-241

**Zhao, Minyuan 2006 Conducting R&D in countries with weak intellectual property rights protection. *Management Science*, 56 (7): 1185–99**

**Alcacer, Juan and Wilbur Chung (2007) Location Strategies and Knowledge Spillovers *Management Science* 53(5) 76-776.**

**Zelner, Bennet and Guy Holburn 2010. Political Capabilities, Policy Risk and International Investment Strategy: Evidence from the Global Electric Power Generation Industry *Strategic Management Journal***

## **2/14/13: Organizational-Level – Process**

### **A. Anchors in the Field**

Aharoni, Y. (1966): The foreign investment decision process, Boston: Division of Research Graduate School of Business Administration, Harvard University.

Stopford, J., and Wells, 1972. Managing the Multinational Enterprise: Organization of the Firm and Ownership of the Subsidiaries, NY, Basic Books.

Doz, Y., 1980. Strategic Management in Multinational Companies, *Sloan Management Review*, Winter, pp. 27-46.

**Egelhoff, W. G. 1982. Strategy and Structure in Multinational Corporations: An Information-Processing Approach. *Administrative Science Quarterly*, 27: 435-458.**

Kogut, B., 1983, Designing Global Strategies: Profiting from Operational Flexibility, *Sloan Management Review*, Fall: 27-38.

Hedlund, G., 1986. The Hypermodern MNC: A Heterarchy? *Human Resource Management*, 25(1).

Doz Y., and C.K. Prahalad, 1987. The Multinational Mission: Balancing Local Demands and Global Vision, NY, The Free Press, Chs 2,3 and 12.

**Ghoshal, S. 1987. Global Strategy: An Organizing Framework. *Strategic Management Journal*, 8: 425-440.**

Egelhoff, W., 1988. Strategy and Structure in Multinational Corporations: A Revision of the Stopford and Wells Model, *Strategic Management Journal*, 9(1); 1-14.

**Bartlett, C. A. and Ghoshal, S. 1989. Managing Across Borders: The Transnational Solution. Harvard Business School Press, Boston, MA. Chapter 1. (also a Sloan Management Review article from Summer, 1987, pp. 7-17)**

**Kogut, B. 1989. A Note on Global Strategies. *Strategic Management Journal*, 10: 383-389.**

Yip, G., 1989. Global Strategy ...In a World of Nations? *Sloan Management Review*, Vol. 31, No 1: 29-41.

Martinez, J., and J. Jarillo, 1989. The Evolution of Research on Coordination Mechanisms in Multinational Corporations, *Journal of International Business Studies* 20: 489-514.

Ghoshal, S. & Nohria, N. 1989. Internal differentiation within multinational corporations. *Strategic Management Journal*, 10(4): 323-37.

Ghoshal, S. and C.A. Bartlett. 1990. The Multinational Corporation as an Interorganizational Network, *Academy of Management Review*, 15 (4): 603-625.

**Roth, K., and A. Morrison, 1990. An Empirical Analysis of the Integration-Responsiveness Framework in Global Industries, *Journal of International Business Studies*, Vol. 21, No.4: 541-564.**

**Doz, Y. L. & Prahalad, C. K. 1991. Managing DMNCs: A search for a new paradigm. *Strategic Management Journal*, 12(Summer Special): 145-64.**

**S. Kobrin, "An Empirical Analysis of the Determinants of Global Integration," *Strategic Management Journal*, vol. 12, 1991.**

A. Gupta and V. Govindarajan, "Knowledge Flows and the Structure of Control Within Multinational Corporations," *Academy of Management Review*, vol. 16, no. 4, 1991.

Morrison, A., and K. Roth, 1992. A Taxonomy of Business-Level Strategies in Global Industries, *Strategic Management Journal*, Vol. 13, pp. 399-418.

Melin, L., 1992. Internationalization as a Strategy Process, *Strategic Management Journal* 13:99-118.

Doz Y., and C.K. Prahalad, 1993. Managing DMNCs: A Search for a New Paradigm, in Goshal and Westney, Organization Theory and Multinational Corporation.

Johansson, J, and G. Yip, 1994. Exploiting Globalization Potential: US and Japanese Strategies, *Strategic Management Journal*, Vol. 15: 579-601.

Nohria, N. & Ghoshal, S. 1994. Differentiated fit and shared values: Alternatives for managing headquarters-subsidiary relations. *Strategic Management Journal*, 15(6): 491-502.

**Ghoshal, S., Korine, H., & Szulanski, G. 1994. Interunit Communication in Multinational Corporations. *Management Science*, 40(1): 96-110.**

## **B. More Recent Contributions**

**Birkinshaw, J. & Morrison, A. J. 1995. Configurations of Strategy and Structure in Subsidiaries of Multinational Corporations. *Journal of International Business Studies*, 26(4): 729-53.**

Birkinshaw, J., Morrison, R. and Hulland, 1995. Structural and Competitive Determinants of a Global Integration Strategy, *Strategic Management Journal*, Vol., 16, pp. 637-655.

Malnight, T. W. 1995. Globalization of an ethnocentric firm: An evolutionary perspective. *Strategic Management Journal*, 16(2): 119-41.

Malnight, T. W. 1996. The Transition from Decentralized to Network-Based MNC Structures: An Evolutionary Perspective. *Journal of International Business Studies*, 27(1): 43-65.

Birkinshaw, J. 1996. How Multinational Subsidiary Mandates Are Gained and Lost. *Journal of International Business Studies*, 27(3): 467-95.

Birkinshaw, J. 1997. Entrepreneurship in Multinational Corporations: The Characteristics of Subsidiary Initiatives. *Strategic Management Journal*, 18(3): 207-29.

Birkinshaw, J. and N. Hood. 1998. Multinational Subsidiary Evolution: Capability and Charter Change in Foreign-Owned Subsidiary Companies. *Academy of Management Review*. 23(4): 773-795.

Hansen, M. T. 1999. The Search-Transfer Problem: The Role of Weak Ties in Sharing Knowledge across Organization Subunits. *Administrative Science Quarterly*, 44(1): 82-111.



**Gupta, A. K. & Govindarajan, V. 2000. Knowledge Flows Within Multinational Corporations. *Strategic Management Journal*, 21: 473-96.**

Malnight, T., 2001. Emerging Structural Patterns Within Multinational Corporations: Toward Process Based Structures. *Academy of Management Journal*, 44(6): 1187-1210.

Lessard, Donald and Roger Miller. 2001. *Strategic Management of Large Engineering Projects: Shaping Institutions, Risks, and Governance* Cambridge MA: MIT Press

Hansen, M. T. & Løvås, B. 2004. How do multinational companies leverage technological competencies? Moving from single to interdependent explanations. *Strategic Management Journal*, 25(8-9): 801-22.

Forsgren Mats, Ulf Holm and Jan Johanson 2005. *Managing the Embedded Multinational: A Business Network View* Northampton MA: Edward Elgar.

Berry, H., 2009. The Strategies and Structures of Multinational Corporations, working paper

**2/21/13: Performance – Macro-level**

Doukas, J, Travlos, N. 1988. The Effect of Corporate Multinationalism on Shareholders' Wealth: Evidence from International Acquisitions, *Journal of Finance* 18: 1161–1174.

Kim, Hwang and Burgers, 1989. Global Diversification Strategy and Corporate Profit Performance, *Strategic Management Journal*, pp. 45-57.

Morck, R, and Yeung, B. 1991. Why Investors Value Multinationality, *Journal of Business*, pp. 165-187.

**Morck, R. & Yeung, B. 1992. Internalization: An Event Study Test. *Journal of International Economics*, 33: 41-56.**

**Mitchell, Will, J. Myles Shaver and Bernard Yeung. 1992. Getting There in a Global Industry: Impacts on performance of changing international presence. *Strategic Management Journal*, 13:419-432.**

Li, J. and S. Tallman. 1996. Effects of International Diversity and Product Diversity on the Performance of Multinational Firms. *Academy of Management Journal*, 39: 179-196.

**Shaver, J. Myles, Will Mitchell and Bernard Yeung. 1997. The Effect of Own-Firm and Other-Firm Experience on Foreign Direct Investment Survival in the United States, 1987-92. *Strategic Management Journal*, 18(10):811-824.**

**Shaver, J.M. 1998. Accounting for Endogeneity When Assessing Strategy Performance: Does Entry Mode Choice Affect FDI Survival? *Management Science*, 44 (4): 571-585.**

Reuer, J. 2000. Parent Firm Performance Across International Joint Venture Life-Cycle Stages. *Journal of International Business Studies*, 31 (1): 1-20.

Delios, A. and P.W. Beamish. 2001. Survival and Profitability: The Roles of Experience and Intangible Assets in Foreign Subsidiary Performance. *Academy of Management Journal*.

Pantzalis, C., 2001, Does Location Matter? An Empirical Analysis of Geographic Scope and MNC Market Valuation, *Journal of International Business Studies*, 32(1): 133-55.

**Khanna, T., and J. Rivkin, 2001. Estimating the Performance Effects of Business Groups in Emerging Markets, *Strategic Management Journal*, 22: 45-74.**

Vermeulen, F. & Barkema, H. 2002. Pace, Rhythm and Scope: Process Dependence in Building a Profitable Multinational Corporation. *Strategic Management Journal*, 23: 637-53.

Doukas, J. and Lang, 2003. Foreign Direct Investment, Diversification and Firm Performance, *Journal of International Business Studies*, 34:153-172.

Makino, Shige, Takehiko Isobe and Christine M. Chan, 2004. Does Country Matter? *Strategic Management Journal* 25(10): 1027-43.

Henisz, Witold J. and Andrew Delios (2004) "Information or Influence? The Benefits of Experience for Managing Political Uncertainty", *Strategic Organization* 2(4): 389-422.

**Sampson, R., 2004 The Cost of Inappropriate Governance in R&D Alliances *Journal of Law, Economics and Organization* 20(2): 484-526**

Berry, H., 2006. Shareholder Valuation of Foreign Investment and Expansion, *Strategic Management Journal* 27: 1123-1140.

**Siegel, Jordan I 2007. Contingent Political Capital and International Alliances: Evidence from South Korea *Administrative Science Quarterly* 42(4): 621-666.**

**2/28/13: Performance – Micro-level**

**Gibson, C.B. and Gibbs, J. (2006) Unpacking the concept of virtuality: The effects of geographic dispersion, electronic dependence, dynamic structure and national diversity on team innovation. *Administrative Science Quarterly*, 51(3): 451-495.**

Zellmer-Bruhn, M. & Gibson, C.B. (2006) Multinational organizational context: Implications for team learning and performance. *Academy of Management Journal* 49(3): 501-518.

**Haas, Martine 2006 “Acquiring and Applying Knowledge in Transnational Teams: The Roles of Cosmopolitans and Locals.” *Organization Science*, 17: 313-332**

**Monteiro, Felipe, Niklas Arvidsson and Julian Birkinshaw. 2008. Knowledge Flows within Multinational Corporations: Explaining Subsidiary Isolation and its Performance Implications. *Organization Science* 19(1), 90-107.**

Berry, H., and M. Sakakibara, 2008. Resource Accumulation and Overseas Expansion by Japanese Multinationals, *Journal of Economic Behavior and Organization*, 65(2): 277-302.

**Haas, Martine 2010 “The Double-Edged Swords of Autonomy and External Knowledge: Analyzing Team Effectiveness in a Multinational Organization.” *Academy of Management Journal*, 53:989-1008.**

McGahan, Anita and Rogerio Victor 2010. The Effect of Industry and Location on Firm Profitability in the Global Market: Empirical Evidence that Firm Performance Depends on the Interaction between Industry Affiliation and Country Identity,” *Journal of International Business Studies*

**Monteiro, Felipe and Julian Birkinshaw 2010 “Global Sensing: The Internal Challenges of External Knowledge Sourcing”**

**Prithwiraj Choudhury, ‘Knowledge Creation via Intra-firm Mobility of Employees: A Resource-Seeking Perspective’, 2012**

**Prithwiraj Choudhury, ‘Return Migration of Workers and the Geography of Innovation in Multinational Firms’, 2012**

**Henisz, Witold J., Raymond E. Levitt and W. Richard Scott (2012) “Toward a Unified Theory of Project Governance: Economic, Sociological and Psychological Supports for Relational Contracting”, *Engineering Project Organization Journal*, 2 (1), 37 - 56.**