

Call for Papers
Business Ethics Quarterly
*Ethics, Corporate Social Responsibility, and Developing
Country Multinationals*
Submission deadline: June 15, 2014

Guest Editors

Jonathan Doh, Villanova University

Bryan Husted, York University and Tecnologico de Monterrey

Xiaohua Yang, University of San Francisco

Overview

Over the past decade there has been increasing recognition of the growing influence of multinational enterprise (MNEs) from developing countries. This influence has been acknowledged in both the popular and academic literature. Public and private organizations such as the Organization for Economic Cooperation and Development, United National Conference on Trade and Development, investment banks and consulting firms have all documented the rise of developing country MNEs (DMNEs) (see Sauvant, McAllister & Maschek, 2010) and scholars have begun to explore the ramifications of the emergence of these DMNEs for established business and management theory (Carney, Gedajlovic, & Yang, 2009; Cuervo-Cazurra, 2012; Ramamurti, 2004; Ramamurti, Jitendra, & Singh, 2009).

To date, much of the research on DMNEs has focused on whether and how established theories of management and international business should be revised or extended, given the different institutional and cultural contexts in which DMNEs have emerged and the distinct ownership, governance and management strategies of these firms. And while ethics and corporate social responsibility (CSR) scholars have begun exploring the international and global dimensions of MNEs generally (Scherer, et al. 2009), especially in the area of human rights (Kobrin, 2009; Muchlinski, 2012; Wettstein, 2012), and some IB scholars have started examining the CSR practices of MNEs (Campbell, Eden, & Miller, 2012, Doh et. al. (2010) observed that the integration and assimilation of international management and ethics/CSR literature is, to date, relatively underdeveloped. In particular, very little attention has been directed toward the ethical orientation and corporate social responsibility practices of these DMNEs, with a few exceptions (Gugler & Shi, 2009).

The purpose of this special issue is therefore to explore ethics and corporate social responsibility in and by DMNEs. We are especially interested in scholarly investigations of the antecedents, processes and impacts of ethics and CSR as conducted and practiced by DMNEs.

Potential Topics

Among the topics that could be the focus of submissions are the following.

- How do the ethical conduct and /or CSR policies and practices of DMNEs differ from their developed country counterparts? What theoretical explanations can be provided for such differences?
- How do the institutional, cultural environment, and distinct ethical traditions of specific developing countries manifest in the ethical conduct and/or CSR policies and practices of the DMNEs that emerge from those countries?
- How do ethical conduct and/or CSR policies and practices evolve as DMNEs globalize and enter other developing and developed countries?
- Given the high proportion of state ownership among DMNEs, how does government influence affect the ethical conduct and/or CSR practices of DMNEs?
- How do the ethical conduct and/or CSR policies and practices DMNEs from one region (e.g., Asia) compare to - and differ from - those from others (e.g., Africa, Latin America)?
- How might the legacy of post-colonial influence; for example, British influence in India, affect ethical conduct and/or CSR practices and policies of DMNEs in those former colonies?
- Unlike their developed country counterparts, many DMNEs maintain a broadly diversified portfolio of businesses. How does this diversification influence ethics and CSR policies and practices in DMNEs?
- Are DMNEs more or less likely to participate in regional and global ethics and CSR standards and agreements such as the UN Global Compact, the UN Tripartite Framework on Business and Human Rights, GRI, etc.? Which ones are they more likely to participate in and which are they less likely to participate in? What theoretical explanations can be provided for such differences?
- Does available evidence indicate that DMNEs are more or less compliant with labor, human rights, anti-corruption and other regional or global ethical standards than MNEs from developed countries? What theoretical explanations can be provided for such differences?
- Does available evidence indicate that DMNEs engage in business practices that are more or less environmentally sustainable than MNEs from developed countries? What theoretical explanations can be provided for such differences?
- When DMNEs enter into joint ventures and alliances with developed country MNEs, which sets of ethical conduct and/or CSR policies and practices prevails?
- How do DMNEs strategize business ethics and CSR policies and practices to achieve competitive advantages? How should they?

- How do DMNEs adapt their business ethics and CSR policies and practices to legitimize their presence in host countries?
- Does the ethical and CSR behavior of DMNEs suggest a convergence or divergence of global ethical norms regarding international business?

These topics are meant to be illustrative; submissions on any topic that relates directly to the overall special issue theme are encouraged.

To address these questions, we seek a broad and relevant range of submissions, including both normative, philosophical research and theoretical or empirical (quantitative or qualitative) social-scientific research. We encourage contributions that make use of, and contribute to, one or more theoretical perspectives that find their place within business ethics and other relevant fields of inquiry (such as philosophy, business management, organization studies, international business, religion, psychology, sociology, political science/theory, legal theory, economics, etc.). In all cases the expectation for publication is that the submission will make an original theoretical contribution.

Following Cuervo-Cazurra (2012), we consider developing countries as those that are not advanced economies. As such, developing countries include emerging economies (high-growth developing countries) as well as transition countries (countries that used to follow a communist economic system). Consistent with Cuervo-Cazurra (2012), for purpose of this special issue, we also follow the classification of the International Monetary Fund and consider advanced economies to be the following: Australia, Austria, Belgium, Canada, Cyprus, Czech Republic, Denmark, Finland, France, Germany, Greece, Hong Kong, Iceland, Ireland, Israel, Italy, Japan, Korea, Luxembourg, Malta, Netherlands, New Zealand, Norway, Portugal, Singapore, Slovak Republic, Slovenia, Spain, Sweden, Switzerland, Taiwan, United Kingdom, and United States. Hence, papers that only study firms from advanced economies are not appropriate for this special issue.

Dates and Process

Authors must submit manuscripts by June 15, 2014, using **BEQ's online submission system**.

Review Process

The Guest Editors are seeking reviewers for this special issue, soliciting nominations and volunteers to participate in the review process. Authors of submitted papers will automatically be included as reviewers. Papers will be reviewed following the regular BEQ double-blind review process.

More Information

For additional information, please contact one of the special issue editors:

Jonathan Doh: jonathan.doh@villanova.edu

Bryan Husted: bryanhusted@gmail.com

Xiaohua Yang: xyang14@usfca.edu

References

- Campbell, J. T., Eden, L., & Miller, S. R. 2012. Multinationals and corporate social responsibility in host countries: Does distance matter? *Journal of International Business Studies*, 43 (1), 84-106.
- Carney, M., Gedajlovic, E. & Yang, X. 2009. Varieties of Asian capitalism: Toward an institutional theory of Asian enterprise, *Asia Pacific Journal of Management*, 26 (3), 361-380.
- Cuervo-Cazurra, A. 2012. Extending theory by analyzing developing country multinational companies: Solving the Goldilocks debate. *Global Strategy Journal*, 2 (3), 153-167.
- Doh, J.P., Husted, B. W., Matten, D., & Santoro, M. 2010. Ahoy there! Toward greater congruence and synergy between international business and business ethics theory and research. *Business Ethics Quarterly*, 20 (3), 481-502.
- Gugler, P. and Shi, J. Y. J. 2009. Corporate social responsibility for developing country multinational corporations: Lost war in pertaining global competitiveness? *Journal of Business Ethics*, 87(S1), 3-24.
- Kobrin, S. J. 2009. Private political authority and public responsibility. *Business Ethics Quarterly*, 19 (3), 349-374.
- Muchlinski, P. 2012. Implementing the new UN corporate human rights framework: Implications for corporate law, governance, and regulation, *Business Ethics Quarterly*, 22 (1), 145-177.
- Ramamurti, R. 2004. Developing countries and MNEs: Extending and enriching the research agenda. *Journal of International Business Studies*, 35 (4), 277-283.
- Ramamurti, R., & Singh, J. V. S., 2009. *Emerging multinationals in emerging markets*. Cambridge, UK and New York: Cambridge University Press.
- Sauvant, K., & McAllister, G. with M. Maschek. 2010. *Foreign direct investments from emerging markets*. London/New York: Palgrave Macmillan.
- Scherer, A. G., Palazzo, G., & Matten, D. 2009. Globalization as a challenge for business responsibilities. *Business Ethics Quarterly*, 19 (3), 327-347.
- Wettstein, F. (2012). CSR and the debate on business and human rights: Bridging the great divide, *Business Ethics Quarterly*, 22 (4), 739-770.

Call for Papers
Journal of World Business
*Learning and Knowledge Management In and Out
of Emerging Markets*
Submission deadline: September 1, 2014

Guest Editors: Preet S. Aulakh, Sumit K. Kundu, and Somnath Lahiri

Supervising Editor: Mike Peng

Significant attention has been devoted in recent years to understand how MNCs from developed nations enter and compete in various emerging markets. A growing body of research has also focused on how MNCs from emerging markets internationalize to compete in the global arena. There is unanimity amongst scholars that competing within emerging markets and internationalizing out of these markets require strategic choices that are markedly different from those prescribed in traditional models of MNC behavior (Aulakh & Kotabe, 2008; Contractor et al., 2007; Hoskisson et al., 2013; Luo & Tung, 2009; Meyer et al., 2009). But how MNCs learn and manage knowledge as they compete in and out of emerging markets has gained little scrutiny in the contemporary international business research (Lahiri, 2011; Peng et al., 2010). The aim of this JWB special issue is to foster scholarship that develops new theory and promotes novel empirical and practitioner insights on MNC learning and knowledge management (LKM) strategies in the context of emerging markets.

The importance, processes, and outcomes of LKM have been well documented in the literature. Organizational learning theory considers firms as cognitive enterprises. Although some overlaps exist between learning and knowledge management, the former can be considered a precursor of the latter. Through learning, organizations are able to create, acquire, and transfer knowledge and accordingly modify their behavior to reflect new knowledge and insights. Knowledge acquired as a result of learning allows firms to either reinforce or change organizational routines. Scholars have forwarded the notion of *learning organizations*, wherein individual-level learning is transferred to the organization level resulting in shared mental models. These mental models allow organizations to update their beliefs about various cause-effect relationships relating to themselves, their markets, and competitors, and devise strategies to adjust and respond to internal and external environments. Learning and consequent knowledge development is facilitated by firms' experience, both positive and negative (Chang et al., 2012). Scholars agree that properly implemented LKM processes can be a source of competitive advantage. However, they also caution

that firms can make erroneous strategic decisions if learning is based on biased representation of past reality.

To compete in foreign markets MNCs need to learn and gather knowledge about the local business environment including roles played by various stakeholders, business partners and competitors. Dealing with various components of learning (information acquisition, information dissemination, shared interpretation, and development of organizational memory) and knowledge management can be tricky as host nations may present institutional environments that may be ambiguous and uncertain to foreign MNCs. Therefore, MNCs may need to frame different LKM strategies that fit local contexts and allow them to compete over local rivals by grafting new knowledge or engaging in learning and knowledge gathering from others. Given that business environments in emerging markets are markedly different from those in developed nations, question arises as to how MNCs engage in LKM as they compete in and out of emerging markets and whether LKM processes differ owing to differences in MNCs' home market attributes.

This special issue solicits scholarly contributions that advance our understanding of LKM strategies that (a) MNCs from developed nations deploy to enter and compete within emerging markets, and (b) MNCs from emerging markets utilize in their own internationalization processes. The following is an illustrative list of questions:

- How do developed nation MNCs (DMNCs) learn and build knowledge from their prior entries into emerging markets? What strategies and structures do they employ to use existing knowledge to compete in emerging markets?
- How do emerging market MNCs (EMNCs) learn and build knowledge from their prior internationalization moves out of their home markets? What strategies and structures do they employ to use existing knowledge to compete in developed markets or other emerging markets (Peng, 2012)?
- How and why LKM strategies of DMNCs and EMNCs differ? In addition, how do these strategies differ across manufacturing and service sectors (Kundu & Merchant, 2008)?
- Does affiliation with specific networks or business groups influence the KLM strategies of firms?
- What role does distance (institutional, organizational, geographical) (Berry et al., 2010) play in the LKM strategies of DMNCs and EMNCs?
- How do DMNCs and EMNCs organize resources and capabilities (Lahiri et al., 2012) to efficiently formulate and implement LKM strategies?
- How do DMNCs and EMNCs institute policies, structures, and processes to facilitate LKM (Sun et al., 2012)?

- How do LKM strategies affect global competitiveness and performance of DMNCs and EMNCs?

Submission process

Authors should email their manuscripts in Word (no PDF please) to all three Guest Editors (and copy Supervising Editor) with the subject labeled "Submission to JWB SI: Learning and knowledge management" by September 1, 2014. Manuscripts should be prepared in accordance with the *Guide for Authors* available at <http://www.elsevier.com/journals/journal-of-world-business/1090-9516/guide-for-authors>. The anticipated publication date is 2016. All submitted manuscripts will be subjected to JWB's blind review process.

Submitted manuscripts may be conceptual or empirical (quantitative or qualitative). Questions about the special issue may be directed at any of the following guest editors:

- Preet S. Aulakh, Guest Editor, York University, Canada (email: paulakh@schulich.yorku.ca)
- Sumit K. Kundu, Guest Editor, Florida International University, USA (email: kundus@fiu.edu)
- Somnath Lahiri, Guest Editor, Illinois State University, USA (email: slahiri@ilstu.edu)

References

- Aulakh, P.S., & Kotabe, M. (2008). Institutional changes and organizational transformation in developing economies. *Journal of International Management*, 14(3): 209-216.
- Berry, H., Guillén, M.F., & Zhou, N. (2010). An institutional approach to cross-national distance. *Journal of International Business Studies*, 17: 1-26.
- Chang, Y., Gong, Y., & Peng, M.W. (2012). Expatriate knowledge transfer, subsidiary absorptive capacity, and subsidiary performance. *Academy of Management Journal*, 55(4): 927-948.
- Contractor, F.J., Kumar, V., & Kundu, S.K. (2007). Nature of the relationship between international expansion and performance: The case of emerging market firms. *Journal of World Business*, 42(4): 401-417.
- Hoskisson, R.E., Wright, M., Filatotchev, I., & Peng, M.W. (2013). Emerging multinationals from mid-range economies: The influence of institutions and factor markets. *Journal of Management Studies* (In Press).
- Kundu, S.K., & Merchant, H. (2008). Service multinationals: Their past, present, and future. *Management International Review*, 48: 371-377.
- Lahiri, S. (2011). India-focused publications in leading international business journals. *Asia Pacific Journal of Management*, 28(2): 427-447.
- Lahiri, S., Kedia, B.L., & Mukherjee, D. (2012). The impact of management capability on the firm resourceperformance relationship: Evidence from Indian offshore outsourcing service providers. *Journal of World Business*, 47(1): 145-155.
- Luo, Y., & Tung, R.L. (2007). International expansion of emerging market enterprises: A springboard perspective. *Journal of International Business Studies*, 38(4): 481-498.

Meyer, K.E., Estrin, S., Bhaumik, S.K., & Peng, M.W. (2009). Institutions, resources, and entry strategies in emerging economies. *Strategic Management Journal*, 30(1): 61-80.

Peng, M.W. (2012). The global strategy of emerging multinationals from China. *Global Strategy Journal*, 2(2): 97-107.

Peng, M.W., Bhagat, R.S., & Chang, S-J. (2010). Asia and global business. *Journal of International Business Studies*, 41(3): 373-376.

Sun, S.L., Peng, M.W., Ren, B., & Yan, D. (2012). A comparative ownership advantage framework for crossborder M&As: The rise of Chinese and Indian MNEs. *Journal of World Business*, 47(1): 4-16.



Call for Papers

International Journal of Cross-Cultural Management

*The dynamic complexities of culture(s) and organizations:
Understanding diversity, race, gender and religion in context*

Submission deadline: September 15, 2014

Guest editors:

Jasmin Mahadevan, Pforzheim University, Germany, jasmin.mahadevan@hs-pforzheim.de

Henriett Primecz, Corvinus University of Budapest, henriett.primecz@uni-corvinus.hu

Laurence Romani, Stockholm School of Economics, Laurence.romani@hhs.se

Call for papers:

Migration and mobility are key features of a globalized world (Urry, 2000). Due to this development, management and organizations have become increasingly culturally diverse. When speaking of culture in this call, we refer to any processes of collective identity through which individuals construct relative difference between social self and other (Lawler, 2008). Such cultural diversity is never context-free. Rather, it evolves within a specific national, geographic, social, economic and cultural environment. Neither micro-level human interactions, nor meso-organizational and macro-societal boundary conditions are devoid of power. Rather, they are shaped by historical and neo-colonial imbalances of power which result in historically excluded or marginalized groups (Prasad, Pringle and Konrad, 2006). These boundary conditions might restrain individual agency, yet, they might also facilitate resistance.

This call addresses the question of how complex organizational diversity and related cultural dynamics can be understood in context. We understand context as referring to relations of power, to the specific nature of interactions, and to

the socio-structural boundary conditions and their historical roots. If these are not reflected upon, specific configurations of cultures in organizations might result in marginalization, othering, sophisticated stereotyping (Osland et al., 2000) and exclusion (Zanoni et al., 2010).

With regard to context, we are particularly interested in how diversity, race, gender and religion intersect on multiple cultural levels and shape individual life experiences in today's organizational world (e.g. Mahadevan, 2012). Our aim is to deliver a richer understanding of marginalized individuals' life experiences at work and to assess diversity, race, gender and religion in context. We wish to base recommendations for Cross-Cultural Management on this neglected viewpoint.

This might mean to "follow the people, follow the thing, follow the metaphor, follow the plot, story, or allegory, follow the life or biography, or follow the conflict" (Marcus, 1995: 91-92). We assume that interpretative and ethnographic methods bear a high potential for delivering new insights into the complexities of culture(s) and organizations with regard to our specific focus points (cultural diversity, race, gender and religion), however, this call is not limited to a specific method nor research paradigm (see Primecz et al., 2009). Empirical articles as well as methodological or theoretical considerations are welcome.

Topics may include but are not limited to:

- Power-laden organizational phenomena such as Othering, marginalization, resistance,
- stereotyping and the making of cultural difference
- New methodologies or theories for studying diversity, gender, race and religion in
- context
- Studies that contextualize diversity, race, gender and religion in terms of habitus,
- agency, body techniques, performativity, 'doing' or other cultural lenses
- Postcolonial, postfeminist or critical approaches to cultural diversity

Submission and informal enquiries:

Papers should be submitted through the International Journal of Cross-Cultural Management ScholarOne site at <http://mc.manuscriptcentral.com/ijccm>. Please ensure when you do submit that you select the relevant special issue to direct your submission appropriately. If you experience any problems please contact Jasmin Mahadevan at the e-mail address shown below.

The deadline for manuscript submission is **September 15, 2014**.

Style and other instructions on manuscript preparation can be found on the journal's website: <http://www.sagepub.com/journals/Journal201498/manuscriptSubmission>. Manuscript length should not exceed 8000 words, including appendices and supporting materials. Please also be aware that any images used in your

submission must be your own, or where they are not you must already have permission to reproduce them in an academic journal. You should make this explicit in the submitted manuscript.

Please direct informal enquiries to Jasmin Mahadevan (jasmin.mahadevan@hs-pforzheim.de).

The special issue is scheduled for publication in 2015.

References:

Lawler, S. (2008), *Identity: Sociological perspectives*, Polity, Cambridge / Malden.

Mahadevan, J. (2012), Are engineers religious? An interpretative approach to cross-cultural conflict and collective identities, *International Journal of Cross-Cultural Management* 12(1), 133–149.

Marcus, G.E. (1995), *Ethnography through Thick and Thin*, Princeton University Press, Princeton.

Osland, J., Bird, A., Delano, J. and Jacob, M. (2000), Beyond Sophisticated Stereotyping: Cultural Sensemaking in Context, *Academy of Management Executive*, 14(1), 65-79.

Prasad, P.; Pringle, J.K., Konrad, A.M. (2006): Examining the contours of workplace diversity – concepts, contexts and challenges, in: Konrad, A.M.; Prasad, P.; Pringle, J.K. (eds.), *Handbook of Workplace Diversity*. London: Sage, 1-22.

Primecz, H.; Romani, L. and Sackmann, S. (2009), Multiple perspectives in Cross-Cultural Management, *International Journal of Cross-Cultural Management*, 9(3), 267-274.

Urry, J. (2000), *Sociology beyond societies: Mobilities for the twenty-first century*, Routledge, London.

Zanoni, P., Janssens, M. Benschop, Y. and Nkomo, S. (2010), Guest editorial: unpacking diversity, grasping inequality: rethinking difference through critical perspectives, *Organization*, 17(1), 9-29.



Call for Papers

International Business Review

The Middle Class in Emerging Markets: Interdisciplinary Perspectives

Submission deadline: September 15, 2014

The rise of the middle class (MC) in rapidly transforming economies of East Asia, Latin America, Africa and the Middle East is one of the most remarkable megatrends of recent decades. Given the magnitude of the changes felt by vast numbers of households across the globe, as well as the importance the issue holds in the realms of society, politics, business, economics and culture, examin-

ing the middle classes in emerging markets (EMs) has become a topic of investigation, and in multiple areas of academic inquiry.

While a consensus definition does not exist, the middle class generally refers to a growing number of households in EMs who now have access to a substantial disposable income that they can direct towards discretionary purchases – e.g. cars, home appliance, better housing, private education for children, leisure, and so forth. One practical benchmark for delineating this group is having at least 30 percent of total household income available for discretionary consumption. Yet, the rise of the middle class households in EMs is a multifaceted phenomenon signifying changes beyond discretionary consumption. Other factors by which middle class status can be defined include educational and professional achievement, political attitudes and participation, lifestyles, cultural values, or simply self-identification. The evolution of middle class is also correlated with rapid urbanization -- along with its consequences (e.g., housing and real estate pressures, unequal access to infrastructure between Tier 1 and Tier 2 cities, etc.). Finally, the rise of middle class in EMs heralds profound changes in societal values. Examples are: savings vs spending proclivity, attitudes toward borrowing, work-life balance, definition of success, religious practices, and individualism orientation.

Thus, business and economics scholars are not alone in studying the MC phenomenon. Scholars from such disciplines as media, communication, sociology, anthropology, political science, education, history, urban studies, and geography are also actively examining this topic. A special interest of some scholars is to contrast the contemporary developments in EMs with those already experienced by mature, post-industrial economies. Some also approach the middle class as a social phenomenon that derives meaning from social and cultural practices, while others treat it as political power with the capacity to shape a country's social, political, economic and cultural landscape.

The rise of the middle class has many important implications for international business and the processes of globalization. These arise not only because of the consumption requirements of the middle class, but also in issues such as gender equality, income equality and the environmental implications of the new patterns of consumption. There are also important fiscal consequences in terms of taxation and its role in funding the "developmental state" and macroeconomic effects arising from debt. The relationship between the rise of middle class consumption and the "middle income trap" remain to be fully examined. All these issues represent new opportunities for international business researchers.

We contend that the middle class phenomenon is one of the most profound aspects of contemporary growth markets, whether it is Brazil, China, Indonesia, Poland, South Africa, or Turkey. While business and economics scholars have begun to pay special attention to this topic, and are now producing empirical findings, we can benefit from the observations and conceptualizations of fellow

researchers in related disciplines as well. Clearly, a multi-disciplinary, holistic understanding the middle class phenomenon, is needed.

In addition, we need to examine country variations, recognizing that each EM has exhibited a different trajectory in forming its middle class. Middle class households in different EMs may face different issues and embody a wide range of paradoxes regarding hope and anxiety, optimism and discontent, stability and change, and so forth. Therefore, a comparative perspective can lead to some common understanding of this remarkable megatrend of our times.

Specific Objectives of the Special Issue

In addition to business scholars, we encourage researchers from economics, and other social science disciplines to submit their relevant works. We pursue the following objectives in developing the special issue:

1. Offer a platform for scholars from international business and other disciplines to articulate their conceptualizations of the middle class phenomenon; thus working towards a more holistic understanding of middle class;
2. Elicit and disseminate conceptual frameworks and empirical works that examine: i) antecedents; ii) consequences; and iii) moderators of the middle class phenomenon;
3. Encourage and disseminate alternative metrics and methodologies for quantifying middle class households in EMs;
4. Call attention to the varying trajectories of countries that are building their middle classes, thus offering comparative perspectives;
5. Publish empirical evidence on such presumed consequences of the rise of middle class as: entrepreneurial activity; income equality; political activism; transparency and democratic tendencies; and innovation; and
6. Elicit studies that examine the relationship between the middle class phenomenon and such correlates as urbanization, modernization, sociological transformation;

Timeline for the Special Issue

Deadline for full paper submissions: **15 September 2014**

Acceptance deadline for revised papers: **15 March 2015**

Expected publication date of special issue: **May 2015**

To submit your papers, please access the journal's submission system by using the web link: <http://ees.elsevier.com/ibr/default.asp>

Each paper will be sent to two to three reviewers, with relevant qualifications.

Guest Editors

Tamer Cavusgil (cavusgil@gsu.edu) currently serves as Fuller E. Callaway Professorial Chair and Executive Director, CIBER, at the J. Mack Robinson College of Business, Georgia State University, Atlanta, Georgia, USA.

Peter J Buckley, pjb@lubs.leeds.ac.uk, (BA (Econ), York; MA, East Anglia; PhD Economics, Lancaster; Dr hc (Uppsala) is Professor of International Business and Director of the Centre for International Business, University of Leeds, (CIBUL), UK.



Call for Papers
Thunderbird International Business Review
*Emerging Markets firms Venturing into
Advanced Economies*
Submission deadline: November 1, 2014

Emerging markets firms venturing into advanced economies have received increasing attention from both academics and practitioners. Although existing research has examined various aspects of this important phenomenon, there is the need to unpack contextual factors and to explore how context can influence the business leader's decision making and managerial practices amid the venturing abroad phenomenon by emerging market enterprises.

Context matters a great deal for international business research and practices, such as the multiple embeddedness of multinational enterprises and local contexts. Cultural difference has an important bearing for emerging market firms venturing abroad. However, such business practices might not be available in advanced economies which might become obstacles for emerging markets firms, or induce misunderstanding and confusion for Western managers. Emerging markets can vary on most significant dimensions—institutionally, economically, culturally, socially, technologically. Hence, there is the need to delineate and specify the contextual factors and boundary conditions with respect to emerging markets firms venturing into advanced economies.

Therefore, we seek thought-provoking research on contexts and emerging markets firms venturing into advanced economies, and welcome both empirical (qualitative as well as quantitative) and conceptual contributions. Especially, we hope to highlight the practical implications derived from rigorous scholarship, to inform practice and provide insights for business practitioners and/ or policy makers. It is of significant importance to nurture future business leaders with a global mindset and we suggest a better understanding of emerging market firms venturing into advanced economies can help business leaders as well.

This special issue aims to attract a variety of papers that can move the exciting research agenda further. Appropriate topics include, but are not limited to, the following:

- Institutions (formal and/ or informal) impact on emerging markets firms venturing abroad
- Commonalities and differences among emerging markets firms venturing abroad, BRIC (Brazil, Russia, India, China) countries and beyond
- Standardization vs. adaptation of international marketing of emerging markets firms
- Learning and (reverse) knowledge transfer of emerging markets firms venturing abroad
- International marketing practices and market entry strategy
- Ambidexterity, HRM and leadership practices
- Strategic management from a comparative international perspective
- Community involvement and non-market strategy

We encourage cross-fertilization approach by blending different theoretical lenses, and we particularly welcome scholars from strategy and international business to join our stimulating discussions.

Submitted papers should not have been previously published nor be currently under consideration for publication elsewhere.

All papers are refereed through a double-blind peer review process. A guide for authors and other relevant information for submitting papers are available on the Author Guidelines page.

Please observe the **submission deadline of November 1, 2014**. We cannot guarantee consideration of papers received after the submission deadline.

Articles must be submitted through Thunderbird International Business Review's Manuscript Central electronic submission system:

<http://mc.manuscriptcentral.com/tibr>

Please ensure your article abides by the scope and formatting conditions of this journal, which are detailed at

http://www.thunderbird.edu/knowledge_network/tibr/submission.htm.

When submitting your article, please specify in your cover letter that you are submitting to the special issue on "Emerging Markets Firms Venturing into Advanced Economies".

Guest Editors:

Demetris Vrontis, School of Business, University of Nicosia, vrontis.d@unic.ac.cy

Yipeng Liu, Kent Business School, University of Kent, Y.P.Liu@kent.ac.uk

http://onlinelibrary.wiley.com/journal/10.1002/%28ISSN%291520-6874/homepage/tibr_call_for_papers.htm

Call for Papers

Baltic Journal of Management

Current challenges and future prospects of entrepreneurship in Nordic and Baltic Europe

Submission deadline: December 1, 2014

Editors:

Shneor, Rotem – University of Agder, Norway: rotem.shneor@uia.no

Jenssen, Jan Inge – University of Agder, Norway: jan.i.jenssen@uia.no

Vissak, Tiia – University of Tartu, Estonia: tiia.vissak@ut.ee

The special issue will be published with Emerald's **Baltic Journal of Management (BJM)**. The journal has an impact factor of 0.359.

For journal details please see: <http://www.emeraldgrouppublishing.com/products/journals/journals.htm?id=BJM>

Call text: http://www.emeraldgrouppublishing.com/products/journals/call_for_papers.htm?id=5358&PHPSESSID=4fg6im8vuodoi9om7tjk76hug7

Submission deadline: 1 December 2014¹

Expected publication: 2016

In recent years, economies worldwide are witnessing the emergence of new business models within entrepreneurial realms, new funding mechanisms and platforms, new international scopes of activities, new ways of organizing ventures, as well as greater varieties of venture types spanning both commercial and socially driven initiatives. This special issue will address current challenges and future prospects for entrepreneurship, while contextualizing them particularly within Nordic and Baltic Europe.

Northern Europe while commonly characterized as relatively entrepreneurship-friendly in international comparisons, still faces challenges in terms of start-up costs, availability of venture capital, relatively low engagement levels of women in entrepreneurial activities, as well as limited scalability of operations and growth in the long term. Hence, studies examining related challenges and how various players in the entrepreneurial eco-systems attempt at dealing with them are of particular interest to the current special issue.

It must also be acknowledged that differences between the Nordic and Baltic regions, as well as among Nordic and Baltic countries within these regions persist. These differences are evident in terms of cultural perceptions of entrepreneurship, institutional mechanisms for the promotion of entrepreneurship, structural barriers to entrepreneurship, dynamics of entrepreneurial eco-systems,

¹ The editorial team recommends earlier submission of short abstracts prior to full paper submission for initial review and constructive commentary.

challenges of venture funding and market development, etc. Hence, cross-cultural and cross-country comparisons of various elements, dynamics and players that are engaged in the Nordic and Baltic entrepreneurial eco-systems are of key interest in the current issue.

Suggested themes:

Themes covered under the special issue may relate, but are not limited to the themes listed below. While the suggested themes are presented under a general formulation it is important to stress that papers will need to focus on realities in the Nordic and Baltic contexts in particular.

Entrepreneurship among critical groups:

Drivers and barriers for female entrepreneurship growth;

Drivers and barriers for immigrant entrepreneurship.

Entrepreneurship education:

Role and effects of entrepreneurship education programs – comparative studies across countries, types of institutions, types of programs/modules, types of audiences, etc.

Entrepreneurship ecosystems:

Cross-country, cross-region, and cross-region comparative studies on structure, effect, and dynamics of relations among stakeholders in entrepreneurial ecosystems.

Role and effects of state policies and schemes on entrepreneurship growth and performance.

Role and effects of university-industry collaborations in spanning out start-ups.

Entrepreneurial finance:

Role and effects of national and regional public funding mechanisms for entrepreneurship.

Role and effects of angel investors and angel investor networks.

Crowdfunding uptake among professional and non-professional investors – reasons, motivations, barriers, etc.

Crowdfunding uptake among entrepreneurs – reasons, motivations, barriers, etc.

Drivers and barriers for venture capital investments and growth.

Entrepreneurial networks:

Role and effects of entrepreneurial networks.

Networks and networking in entrepreneurial contexts.

International entrepreneurship:

Drivers of success and failure of born global firms and international new ventures.

Internationalization processes of family firms and immigrant-owned enterprises.

Effects of entrepreneurial networks on new ventures' international expansion.

Internet-enabled internationalization of born global firms and international new ventures.

Varieties of entrepreneurship:

Comparative studies of commercial, social, and non-profit entrepreneurial models.

Comparative studies of high growth vs. low growth ventures.

Comparative studies of product-focused versus service-focused ventures.

Comparative studies of young versus mature entrepreneurs – motivations, strategic choices, success and performance, etc.

Uniqueness:

Is there a unique Nordic/Baltic/Northern European entrepreneurial model?

How is Nordic/Baltic culture(s) conducive or non-conducive to entrepreneurship?

Cross-cultural studies of perceptions about entrepreneurship and entrepreneurs.

Submission deadline:

To be considered for publication in the special issue full manuscripts should be submitted by December 1, 2014. However, it is recommended that authors send an abstract to the editors prior to submission to ensure the relevance and receive preliminary feedback in good time before the submission deadline.

Anticipated publication date of the special issue is 2016.

To nominate a reviewer, volunteer to review, or obtain additional information, please contact the editors of the special issue.

Manuscript submission:

Authors should submit their manuscripts through ScholarOne Manuscripts <http://mc.manuscriptcentral.com/bjom>. Manuscripts should be prepared following the author guidelines

http://www.emeraldgrouppublishing.com/products/journals/author_guidelines.htm?id=bjm

All articles will be double-blind peer reviewed by at least two anonymous referees.

For more information about the submission process please contact us on bjm@ism.lt

Conference paper considerations:

Top rated relevant papers submitted to the 7th Annual EuroMed Academy of Business Conference, hosted 18-19 September 2014 in Kristiansand, Norway (www.euromed2014.com), will be considered for publication in the special issue.

Call for Papers

International Journal of Emerging Markets (IJoEM) *Sustainability, Institutions, and Internationalization in Emerging Markets: Role of Sustainable Innovation for Sus- tainable World Development*

Submission deadline: December 15, 2014

Firm innovation and internationalization in emerging markets are intertwined with sustainability and the need for sustainable world development. The *economic* dimension of sustainability focuses on increased ROI, revenue and market share increases, lower costs, reduced risk, etc. The *environmental* dimension encompasses activities to preserve, protect, conserve and restore ecosystems and natural resources (e.g., climate change policies, preservation of natural resources, and minimization and prevention of toxic wastes). The *social* dimension addresses conditions and actions that specifically affect humanity (e.g., poverty, unemployment, education, health, human rights, etc.). Sustainability is critical for the developing world to ensure long-term business success while significantly contributing towards sustainable world development through a healthy environment and a stable society. Institutions, both formal and informal, facilitate or hinder sustainable business practices. Hence the need to incorporate the institutional lens, consisting of regulatory, cognitive and normal dimensions, in exploring sustainable business practices in emerging markets (Scott, 1995)¹

In this special issue of the IJoEM, we intend to raise questions of sustainability, institutions and internationalization in emerging economies akin to those raised by Peng, Wang, and Jiang (2008)²: (1) What drives firm strategy in emerging markets? (2) What role do sustainable business practices and innovation play in firm success and failure? and 3) “How to play the game, when the rules of the game are changing and not completely known?” (Peng et al., 2008). Any contribution that furthers these topics, or related ones, in the context of MNCs in emerging markets is most welcome. In line with the above topic, we are editing a special issue of the IJoEM examining these issues. The special issue will feature the best papers from the Academy of International Business Southeast (AIB-SE) chapter meetings to be held in Miami, Florida in October 2014 as well as submissions in response to the general call for papers.

¹ Scott, W.R. 1995. *Institutions and Organizations*. Thousand Oaks, CA: Sage.

² Peng, M., Wang, D., & Jiang, Y. (2008). An institution-based view of international business strategy: A focus on emerging economies. *Journal of International Business Studies*, 39, 920–926.

Potential Topics of Interest (among others)

We welcome papers within the broadly defined subject theme area from all the major disciplines in business and management studies, including: strategy, international business, organizational behavior and cross-cultural management, marketing, operations and decision sciences, finance and accounting, international trade and business economics. Potential topics include, but are not limited to:

- Sustainability as a driver for innovation, growth and internationalization in developed vs emerging markets
- The role of institutions in promoting or constraining sustainable innovation in emerging markets
- Factors impacting the geographic clustering of internationalization efforts in sustainability worldwide
- The impact of distance on sustainable innovation and internationalization
- The effect of internationalization on sustainable innovation within a company or geographic region
- The role of institutions in promoting or constraining inward and outward internationalization
- Managerial mindsets needed for sustainable innovation and internationalization in emerging markets
- Cross-cultural collaboration in sustainable innovation efforts
- The marketing of sustainable innovations in emerging markets vis-à-vis the developed world
- Theoretical and Empirical contributions to the field of sustainability, institutions, and emerging markets

Deadlines, Submission Guidelines and Editors' Information

Submissions for the special issue will be sourced from the best papers of the 2014 AIB-SE conference as well as responses to a general call. Based on editorial review, top rated papers will be invited to go through additional peer review to be considered for publication. Manuscripts for the special issue should be submitted through the IJoEM website: <http://mc.manuscriptcentral.com/ijoem>.

The deadline for submissions is **December 15, 2014**.

For general submission guidelines, see:

http://www.emeraldinsight.com/products/journals/author_guidelines.htm?id=ijoem

For additional information on the 2014 AIB-SE Conference, see:

<http://www.aibse.org/2014-annual-conference/2014-call-for-papers/>

Dr. Anshu Arora
(Special Issue Editor)

Associate Professor –
Marketing
Director of Global Logistics & International Business Education and Research Center
Savannah State University, Georgia, USA
arora@ savannahstate.edu
Phone: (912) 358-3387

Dr. Nicole Hartley
(Special Issue Editor)

Lecturer – Marketing
University of Queensland Business School
University of Queensland,
Brisbane, Australia
n.hartley@business.uq.edu.au
Phone: +61 7 3346 8022

Dr. Rangamohan V Eunni

(Consulting Editor)
Professor & Chair, Management Department
Director: Emerging Markets Initiative
Williamson College of Business Administration
Youngstown State University, Youngstown, Ohio
rveunni@ysu.edu
Phone: (330) 941-7180

References:

- Scott, W.R. 1995. *Institutions and Organizations*. Thousand Oaks, CA: Sage.
- Peng, M., Wang, D, & Jiang, Y. (2008). An institution-based view of international business strategy: A focus on emerging economies. *Journal of International Business Studies*, 39, 920–926.

**Call for Papers****Thunderbird International Business Review*****Strategic Talent Management in Emerging Markets*****Submission deadline: March 31, 2015****Guest Editors:**

Keith W. Glaister, Professor, Warwick Business School, University of Warwick, UK

Mohammad Faisal Ahammad, PhD, Nottingham Business School, Nottingham Trent University, UK

Riikka M. Sarala, PhD, Bryan School of Business and Economics, University of North Carolina, Greensboro, USA

Alison J. Glaister, PhD, Aston Business School, Aston University, UK

Since a group of McKinsey consultants coined the phrase the “War for Talent” in 1997 (Axelrod, Handfield-Jones, & Michaels, 2002), academic and practitioner interest in strategic talent management continues to grow and business leaders consider the search for talented people as the single most important managerial preoccupation for this decade (Deloitte, 2010; Guthridge, Komm, &

Lawson, 2008). Strategic talent management is defined as ‘activities and processes that involve the systematic identification of key positions which differentially contribute to the organisation's sustainable competitive advantage, the development of a talent pool of high potential and high performing incumbents to fill these roles, and the development of a differentiated human resource architecture to facilitate filling these positions with competent incumbents and to ensure their continued commitment to the organisation’ (Collings & Mellahi, 2009, p.304). Strategic talent management offers a distinct approach to the management of human resources and a response to the changes occurring in a turbulent operating environment, a means of improving firm performance (Joyce and Slocum, 2012), reducing employee turnover (Ballinger, Craig, Cross and Gray, 2011) and achieving sustainable competitive advantage (Iles, Priest and Chuai, 2010; Chatman, O’Reilly and Chang, 2005)

While the interest in talent management is growing (see for example Oltra and Lopez, 2013; Minbaeva and Collings, 2013; Joyce and Slocum, 2012; Guerci and Solari, 2012), the current assumptions and concepts in the strategic talent management literature are strongly embedded in the context of multinational, private, and US-based organizations, and may not be appropriate for describing and examining talent management in organizations operating in emerging market contexts (Collings et al., 2011). Consequently, further research is required from different perspectives and traditions.

The growing importance of emerging economies has led to an upsurge of strategy research on the topic (Wright, Filatotchev, Hoskisson, & Peng, 2005); however, research on strategic talent management has not kept pace with the research on multinational companies (MNCs) from emerging economies. While there has been an accelerated interest in emerging markets and emerging market MNCs studies in recent special issues in international business/management journals focus on internationalization, market entry strategy, and location choice aspects (Luo & Tung, 2007; Aulakh, 2007). It is widely agreed that the motivations behind emerging market MNC’ international operations, particularly in developed markets, are related to capability building. Strategic talent management, therefore, can play a crucial role in building absorptive capacity, which helps firms develop ability to recognize the value of new information, assimilate it, and apply it to commercial ends. In addition, strategic talent management may facilitate reverse knowledge transfer to emerging market multinationals’ other subsidiaries and play crucial role in the success of the firm in diverse cultural environments.

Although strategic talent management has been investigated by scholars from a variety of theoretical perspectives (see, for example, Scholz, 2012), practitioners, researchers and teaching academics are still in need of case studies and empirical research from emerging markets that examine the relevance, successes, and failures of particular talent management practices and strategies. Research

needs to address the question of how organizations actually define talent in emerging market context and the roles and impact of various stakeholders, beyond HR and management, on talent management policy and practice. While employee retention strategies were investigated in a developed country context (Ahammad, Glaister, Weber and Tarba, 2012), talent retention strategies in the emerging market context received limited attention. Moreover, research needs to distinguish any attributional tendencies (Vaara, Junni, Sarala, Ehrnrooth, & Koveshnikov, 2013) in the managerial determination of the effectiveness of strategic talent management in the emerging market context. Gaining insight into these issues will not only help advance strategic talent management as a field of academic study, but will also provide practitioners with the insight and ideas to handle strategic talent management issues faced by their organizations.

The purpose of this special issue is therefore to generate a collection of papers on how emerging market companies understand the concept of talent management and how they plan and execute strategic talent management initiatives. This special issue should foster additional conversation on this important subject among academics and practitioners alike. Moreover, it should provide ideas for best practice implementation across different cultural contexts, and case material for executive education, as well as catalyze further cross-disciplinary study.

This special issue seeks to contribute to the emerging body of literature on strategic talent management through publishing articles with fresh insights, particularly on the varieties of talent management strategies encountered in emerging market contexts. This special issue encourages submissions on the following themes and approaches:

- What makes emerging market multinationals different in terms of strategic talent management?
- Emerging market multinationals' talent management practices in developed and developing country subsidiaries.
- International acquisitions of emerging market multinationals and strategic talent management such as talent identification and retention strategies.
- Emerging market multinationals and strategic talent management's role in reverse knowledge transfer.
- Role of managerial attributions in shaping an understanding of talent management, the implementation of talent management systems and the effectiveness of talent management systems within the emerging market context.
- Strategic talent management practices in private and state-owned organizations.
- Articles that help bridge the gap between theory and practice by providing both practical implications of empirical research on emerging market MNCs and capture leading examples of practitioner-initiated strategic talent management via theoretically grounded case studies.

References:

- Ahammad, M. F., Glaister, K. W., Weber, Y. and Tarba, S. Y. (2012) Top management retention in cross-border acquisitions: the roles of financial incentives, acquirer's commitment and autonomy. *European Journal International Management*, 6(4), 458-480.
- Aulakh, P. S. (Ed.) (2007) Special issue on emerging market multinationals from developing economies: motivations, paths, and performance, *Journal of International Management*, 13(3), 235-402.
- Axelrod, B., Handfield-Jones, H., & Michaels, E. (2002) A new game plan for C players, *Harvard Business Review*, January, 81-88.
- Ballinger, G., Craig, E., Cross, R. and Gray, P. (2011) A Stitch in Time Saves Nine: Leveraging Networks to Reduce the Costs of Turnover, *California Management Review*, 53(4), 111-133.
- Chatman, J., O'Reilly, C. and Chang, V. (2005) Cisco Systems: Developing a Human Capital Strategy, *California Management Review*, 47(2), 137-167.
- Collings, D. G., & Mellahi, K. (2009) Strategic talent management: A review and research agenda, *Human Resource Management Review*, 19(4), 304-313.
- Collings, D. G., Scullion, H., & Vaiman, V. (2011) European perspectives on talent management, *European Journal of International Management*, 5(5), 453-462.
- Deloitte (2010) Talent edge 2020: Blueprints for the new normal. Accessed on 12 June 2013. Available at: http://www.deloitte.com/assets/dcom-unitedstates/local%20assets/documents/imos/talent/us_talentedge2020_121710.pdf
- Guerci, M. and Solari, L. (2012) Talent management practices in Italy-implications for human resource development. *Human Resource Development International*, 15(1), 25-41.
- Guthridge, M., Komm, A. B., & Lawson, E. (2008) Making talent a strategic priority, *McKinsey Quarterly*, Issue. 1, 48-59.
- Iles, P., Preece, D., & Chuai, X. (2010) Talent management as a management fashion in HRD: Towards a research agenda, *Human Resource Development International*, 13(2), 125-145.
- Joyce, W. and Slocum, J. (2012) Top management talent, strategic capabilities, and firm performance. *Organizational Dynamics*, 41, 183-193.
- Luo, Y. & Tung, R. (2007) International expansion of emerging market enterprises: A springboard perspective. *Journal of International Business Studies*, 38(4), 481-498.
- Minbaeva, D. and Collings, D. (2013) Seven myths of global talent management. *The International Journal of Human Resource Management*, 24(9), 1762-1776.
- Oltra, V. and Lopez, S. (2013) Boosting organizational learning through team-based talent management: what is the evidence from large Spanish firms? *The International Journal of Human Resource Management*, 24(9), 1853-1871.
- Scholz, T. M. (2012) Talent Management in the Video Game Industry: The Role of Cultural Diversity and Cultural Intelligence. *Thunderbird International Business Review*, 54(6), 845-858.
- Vaara, E., Junni, P., Sarala, R. M., Ehrnrooth, M. and Koveshnikov, A. (2013), Attributional tendencies in cultural explanations of M&A performance. *Strategic Management Journal* (forthcoming).

Wright, M., Filatotchev, I., Hoskisson, R. E. and Peng, M. W. (2005) Strategy research in emerging economies: challenging the conventional wisdom. *Journal of Management Studies*, 42, 1-33.

Wright, P. M., Dunford, B. B., & Snell, S. A. (2001) Human resources and the resource based view of the firm, *Journal of Management*, 27(6), 701–721.

Submissions for this issue should be submitted electronically to TIBR at <http://mc.manuscriptcentral.com/tibr>

Please indicate that the submission is for this special issue. Please DO NOT include your identifying contact information in your manuscript when uploading it into the submission system.

For questions regarding this special issue, authors are invited to contact Dr. Mohammad Faisal Ahammad (e-mail: mohammad.ahammad@ntu.ac.uk).



Call for Papers

Human Resource Management Review

Divergence, Convergence, or Crossvergence in International Human Resource Management

Submission deadline: April 15, 2015

Edited by:

Professor Akram Al Ariss (Université de Toulouse, Toulouse Business School, a.alariss@tbs-education.fr)

Professor Yusuf Sidani (American University of Beirut, Olayan Business School, ys01@aub.edu.lb)

Whether organizations and their HR practices are converging - becoming more similar - (convergence theory) or diverging in their practices (divergence theory) is a matter of intense scholarly interest. In their award-winning paper about values evolution, Ralston et al. (1993; 1997), proposed the crossvergence theory of values evolution. This perspective marked a departure from the traditional convergence/divergence theory of values formation. The convergence theory posited that values develop in sync with the prevailing technology in a particular society given the impact of technological development on other educational and institutional structures. As societies become more similar to one another in terms of industrialization and use of technology, values will eventually converge to Western capitalism, given that this is where most industrialization has traditionally occurred (Ralston, 2008). The divergence theory, on the other hand, argues that the socio-cultural influences are typically the prevailing forces that lead so-

cietal members to adopt specific values irrespective of other external drivers. The crossvergence theory argues instead that it is in fact a combination of sociocultural forces as well as “business ideology influences” that is the major force behind the formation of value systems. A similar term that has been coined in HR research is the “bounded convergence” perspective, which argues that HRM practices sometimes pursue hybrid models of HR (Zhang, 2012).

Congruent to the above, this CFP invites scholars to explore these ideas in the realm of HR practices. To what extent do HR practices converge in line with what may be considered best practices in that regard, which are mainly developed in Western societies? Or is it the case that in any given society, sociocultural practices particular to that society have more impact in determining that society’s HR practices? Or are we instead witnessing a realization of the crossvergence theory, wherein a combination of factors molds HR practices. The crossvergence theory, as far as HR practices are concerned, has been understudied in HR scholarship. From the papers we are calling for, we would like to build an understanding of the trends of convergence/divergence/crossvergence of HRM processes and systems. Earlier HR research seems to be hinting at crossvergence in certain areas. Sidani and Al Ariss (2013), for example, suggest that MNCs operate in such a way that certain practices converge (given their global usage) while other practices diverge (given local contexts) thus leaning toward a crossvergence perspective. Brewster, Wood, and Brookes (2008) also find evidence of both similarities and differences in IHRM practices. Brewster (2004) presents what he terms as “European perspectives on human resource management” suggesting the existence of institutional and cultural factors that do not conform to a pure convergence theory. Likewise, Rowley and Benson (2002) explore the difficulties and challenges facing HRM convergence theory in the Asian context (please refer to the SI in *HRMR* about the Chinese context, Zhang, 2012). Other contributions to *HRMR* also explore the existence of country/region-specific HR practices (for example Gooderham & Nordhaug, 2011; Huo, Huang, & Napier, 2002; Mayrhofer, Brewster, Morley, & Ledolter, 2011; Morley, 2004). The questions that we ask in this SI cover issues including to what extent we have a global HRM versus region-specific model of HR (North American model, European model, Asian model, Middle Eastern model, Nordic model, etc.)? Where do these systems meet and where do they part both in theory and in practice? In this special issue, we are interested in discourses that are currently present in the English language in various parts of the world. We are also interested in under-represented regions of the world, such as the Asian, African, and Latin American contexts in addition to other world experiences. We encourage researchers whose work entails investigating work practices in non-Western contexts to share their perspectives of HRM within their own contexts. The idea is to attract papers addressing these issues at the micro (i.e., individual and group) level with openness to the macro (organizational and societal) levels of analysis.

Some relevant questions (non-exhaustive list) are as follows:

1. Are the assumptions of HRM that we understand in the West applicable in other world regions? What are the major concepts, models, and theories of HRM in those non-Western contexts and how do these enrich our understanding of divergence/convergence/convergence perspectives?
2. What are some of the comparative features of HRM systems in different parts of the world, and at different levels of analysis? What does this tell us about HRM and allied fields (e.g. organizational behavior, industrial/organizational psychology, labor relations)?
3. What are the roles of individuals, groups, organizations, and institutions in creating similar or different approaches to HRM?
4. How is HRM practiced in countries where most of the major employers are large government affiliated employers? What differences do we see in such contexts in areas such as personnel selection, compensation, performance appraisal, attraction and retention, training and development, among others?
5. HRM in Western contexts assumes a certain level of 'rule of law'. How are HRM processes understood at the individual, group, and organizational levels where the rule of law is deficient or barely existent?
6. What key new trends in HRM can be identified as international/global (e.g. Global Talent Management)? How do such trends stimulate empirical research, as well as critical examination of existing concepts, models, and theories?
7. What is the impact of national cultures in developing a specific understanding for the role of HRM? Should we expect that variances along such dimensions (i.e. Hofstede, GLOBE etc.) would be reflected in different HR systems?

Consistent with *HRMR*'s scope, conceptual and theoretical papers are welcomed (not empirical). Papers should be submitted according to the journal's guidelines: <http://ees.elsevier.com/humres/>

Deadlines:

15th September 2014: Submit abstracts (maximum 1000 words) to the guest-editors.

15th October 2014: Invitations to submit full papers will be sent out.

15th April 2015: Submission of full papers for refereeing.

15th May 2015: Authors will receive feedback.

15th September 2015: Full papers with revisions will be due.

2016: Journal volume to be published.

References:

Brewster, C. (2004). European perspectives on human resource management. *Human Resource Management Review*, 14(4), 365-382.

- Brewster, C., Wood, G., & Brookes, M. (2008). Similarity, isomorphism or duality? Recent survey evidence on the human resource management policies of multinational corporations. *British Journal of Management*, 19(4), 320-342.
- Gooderham, P., & Nordhaug, O. (2011). One European model of HRM? Cranet empirical contributions. *Human Resource Management Review*, 21(1), 27-36.
- Huo, Y. P., Huang, H. J., & Napier, N. K. (2002). Divergence or convergence: a crossnational comparison of personnel selection practices. *Human Resource Management*, 41(1), 31-44.
- Mayrhofer, W., Brewster, C., Morley, M. J., & Ledolter, J. (2011). Hearing a different drummer? Convergence of human resource management in Europe—A longitudinal analysis. *Human Resource Management Review*, 21(1), 50-67.
- Morley, M. J. (2004). Contemporary debates in European human resource management: Context and content. *Human Resource Management Review*, 14(4), 353-364.
- Rowley, C., & Benson, J. (2002). Convergence and divergence in Asian human resource management. *California Management Review*, 44(2).
- Ralston, D. A. (2008). The crossvergence perspective: Reflections and projections. *Journal of International Business Studies*, 39(1), 27-40.
- Ralston, D. A., Holt, D. H., Terpstra, R. H., & Kai-Cheng, Y. (1997). The impact of national culture and economic ideology on managerial work values: A study of the United States, Russia, Japan, and China. *Journal of International Business Studies*, 177-207.
- Ralston, D. A., Gustafson, D. J., Cheung, F. M., & Terpstra, R. H. (1993). Differences in managerial values: A study of US, Hong Kong and PRC managers. *Journal of International Business Studies*, 249-275.
- Sidani, Y., & Al Ariss, A. (2013) Institutional and corporate drivers of global talent management: Evidence from the Arab Gulf region. *Journal of World Business* (2013), <http://dx.doi.org/10.1016/j.jwb.2013.11.005>.
- Zhang, M. (2012). The development of human resource management in China: An overview. *Human Resource Management Review*, 22(3), 161-164.



Call for Proposals

Advances in International Management 2015

Emerging Economies and Multinational Enterprises

Submission deadline: July 15, 2014

Editors

Laszlo Tihanyi (Texas A&M University)

Elitsa Banalieva (Northeastern University)

Timothy M. Devinney (University of Leeds)

Torben Pedersen (Bocconi University)

Emerging economies have become major destinations and sources of foreign direct investments (FDI). These economies received over half of the world's FDI inflows and provided more than a third of the world's FDI outflows in recent years. Foreign multinational enterprises have entered emerging economies in their quests for new customers, improved efficiency, and scarce resources. The rapid economic development, changing regulations, and unique local norms in these countries have presented opportunities and challenges for multinational enterprises. At the same time, the presence of these foreign multinationals has contributed to the evolution of local markets and the rise of home-grown multinational enterprises in emerging economies.

The 2015 volume of the *Advances in International Management* will focus on the opportunities and challenges of multinational enterprises that consider emerging economies as their destinations or their homes. We have outlined four goals for this volume. First, we would like to provide an overview of successful strategies that foreign multinationals have adopted in emerging economies. Second, we wish to examine the rise of home-grown multinational enterprises in emerging economies and the challenges they face when they enter developed markets. Third, we would like to study the co-evolution of and dynamic interaction between emerging markets and both types of multinationals: foreign and home-grown. Fourth, we aim to publish a collection of papers with original ideas and theoretical advances that will provide the foundation for future doctoral dissertations and other research projects on emerging economies.

We hope the volume will provide a forum for thought-provoking empirical research, theoretical ideas, discussions, and reviews owing to its format and our review process. We are open to theoretical papers and empirical submissions using different methodological approaches.

If you are interested in being involved in this volume, please send a proposal (5 single-spaced pages, including a title page with all author details) to AIM.Ed.Tihanyi@gmail.com by **July 15, 2014**.

Based on the proposals that we receive, we will select a number to participate in a conference to be held in Boston, on September 27-28, 2014. This conference will be co-sponsored by the *Center for Emerging Markets* at Northeastern University, the *Center for International Business Studies* at Texas A&M University, and Emerald Group Publishing. The purpose of this conference is to give the opportunity to the authors to bring their manuscripts up to the state of the art, create coherence among the included papers, and ensure that the papers in the volume speak to one another as well as to the general international business community. Those asked to participate in the conference will need to have a 20-page double-spaced draft of their paper available by September 17, 2014.

Submission Information

- Submission deadline for proposals: **July 15, 2014.**
- Conference invitation: **August 1, 2014.**
- Submission deadline for draft manuscripts for conference: **September 17, 2014.**
- Boston conference: **September 27-28, 2014.**
- Submission deadline for full papers: **December 15, 2014.**
- Submission deadline for revised papers: **February 10, 2015.**
- Publication date of volume: **July 1, 2015.**

You can access the online version of this call here:

http://www.emeraldgrouppublishing.com/products/books/news_story.htm?id=5270&PHPSESSID=eusaj3f97445jou0fv7532mjt6

The *Advances in International Management* (AIM) is a research annual devoted to advancing the cross-border study of organizations and management practices from a global, regional, or comparative perspective, with emphasis on interdisciplinary inquiry. Currently AIM is one of the most-downloaded annual scholarly publications in business and management. Information on past AIM volumes and contributors can be found at the following link:

[http://www.emeraldinsight.com/books.htm?issn=1571-5027.](http://www.emeraldinsight.com/books.htm?issn=1571-5027)



Invitation

1st AIB-CEE Chapter Conference on:

Competitiveness of the CEE Region in the Global Economy

Oktober 9 – 11, 2014

Budapest

Submission deadline: June 23, 2014

The Academy of International Business Central and East European (AIB-CEE) Chapter and the Competitiveness Research Center of the Corvinus University of Budapest are joined to organize an international conference in Budapest, October 9-11, 2014.

The conference is the first AIB-CEE conference and the 2nd international working conference on competitiveness research. It is to attract academics and professionals in the field of International Business (IB) and competitiveness, focusing on and/or living in the CEE region.

Theme of the conference

The decade of the 1990s was marked by the transition to market economy and reentry to the global economy for countries in the region of Central and Eastern Europe (CEE). Some IB academics reckoned then that foreign direct investment (FDI) could have a crucial role in that. They were right and FDI, that far insignificant in the region, has played a dominant role.

In the first decade of the 2000s several countries in region were still considered as emerging markets. Both FDI and export figures per capita were outstanding globally. The CEE region became both host and home region of MNEs as Deloitte CEE TOP 500¹ rankings show. Several countries accessed the European Union, and it is already their 10th membership anniversary in 2014. Their EU membership brought new dynamism and raised new challenges both to the EU and their governments.

The global recession since 2008 exposed further challenges for both the countries and the region in the global economy. It is proposed that the CEE region and its countries are no longer seen as emerging markets since the second decade of the 2000s². As McKinsey Global Institute stated in December 2013³ a new growth model is needed to reignite growth and return back the pre-crises economic growth rates in the region.

Some scholars assume that research findings in IB and competitiveness may deserve more attention to contribute to that. It is perceived that there are several commonalities among countries behind the regional macro picture. They deserve systemic exposure, further research, and cooperation to have a better understanding and a clearer overview on it.

Main goals of the conference

The AIB-CEE Chapter would like to provide a platform for scholars and professionals working on and in CEE region. The 1st AIB-CEE Chapter conference is an academic conference to give opportunity for academics to discuss their research findings on IB and competitiveness.

Scholars are encouraged to submit competitive and discussion papers related to the conference highlights and tracks. Two anonymous referees will evaluate the submitted papers. Nomination for best paper award is part of the review process. Accepted papers are published in conference proceedings, and will be considered for a journal special volume.

A track is dedicated for sharing lessons on teaching IB and international management in CEE countries. For upgrading and developing publication skills a Meet-the-Editors-Session with CEE focus is going to be organized.

¹ <http://www2.deloitte.com/global/en/misc/litetopicpage.global-topic-tags.cetop500.html>

² <http://www.ft.com/intl/reports/central-eastern-europe>

³ http://www.mckinsey.com/insights/economic_studies/a_new_dawn_reigniting_growth_in_central_and_eastern_europe

Moreover, an urgent need for comparative research on CEE countries has been recognized. Thus, the conference would like to provide academics an opportunity for networking in a session. Papers on good practices to support collaborative initiatives and research project ideas for CEE collaboration are also expected as paper submission.

Conference highlights and tracks

Central and Eastern Europe is assumed to constitute a major lens and common denominator of all the papers. The conference theme is to encourage both IB and competitiveness academics and professionals to submit their papers which have this specific focus. The preliminary track description shows the highlighted fields where submissions are especially welcome, and papers on other IB and competitiveness topics are also accepted. Each track is briefly outlined below. However, submissions from other areas are also possible, provided that they contribute directly to international business scholarship with a focus on Central and Eastern Europe.

1. MNEs and their Subsidiaries in the CEE Region – Andreja Jaklic, University of Ljubljana, Slovenia

CEE region hosts varieties of MNEs subsidiaries, those from MNEs from developed countries, less developed (or emerging) country MNEs and the CEE-born and headquartered MNEs. The track is open to research papers on varieties of MNEs subsidiaries in CEE region, their performance, development, integration and cooperation within the region, effects and barriers for their growth. Papers on institutional support to foreign affiliates and domestic MNEs are also welcome.

2. Internationalization of SMEs and Born Globals – Tiia Vissak, University of Tartu, Estonia

Qualitative, quantitative and conceptual papers on internationalization processes of SMEs and born globals - for instance, on factors leading to or affecting their initial internationalization and further growth, but also factors leading to de- and re-internationalization and differences between born globals and other internationalizers - are welcome to this track. Papers on CEE firms entering CEE and other regions or other firms entering CEE are especially welcome.

3. A New Level of Analysis: Global Value Chains in the CEE Region – Andrea Gelei, Corvinus University of Budapest, Hungary

Internationalization has shifted the level of analysis from individual firms to complex global value chains. Both conceptual and empirical papers focusing on competitiveness issues of these GVCs are invited to the track. Research results related to the evolution, strategic positioning of GVCs active in the CEE region are welcomed just like their challenges related to governance and operative management. Papers with special focus on supply chain management are also awaited.

4. International Management and HRM – Jozsef Poor, Szent Istvan University, Hungary

National labor market belongs to the least globalized ones. International management and HRM are activities to cope them. Track would like to provide insights into HR management of multinational corporations in culturally diverse environment. Qualitative and quantitative papers to facilitate understanding and learning the implementation of international HR practices are warmly welcome.

5. Competitiveness of the CEE Region its Countries, Industries and Firms – Piotr Trapczynski, Poznan University of Economics, Poland

This track is directly related to the main theme of the conference. Conceptual and empirical papers devoted to both current state and changes of the international competitive position of the CEE region, its countries, selected industries, and firms, are expected for this track. Contributions on theoretical foundations of competitiveness, particularly interrelatedness of national-, industry- and firm-level concepts are welcome.

6. Teaching IB and International Management: Experiences and Challenges – Mirosław Jarosinski, Warsaw School of Economics, Poland

International Economics has been cultivated at higher education in many CEE countries. IB and international management have arrived with the development of market economy and globalization. The track is intended to discuss challenges and share lessons for further developing.

Hosts of the conference

Zita Zoltay-Paprika, Dean of Faculty of Business Administration, Corvinus University of Budapest

Attila Chikán, Director, Competitiveness Research Center, Corvinus University of Budapest

Organizing committee

Erzsebet Czako, Program Chair of the Conference, Corvinus University of Budapest, Hungary

Lukasz Puslecki, Chair of AIB-CEE Chapter, Poznan University of Economics, Poland

Attila Chikán, Corvinus University of Budapest, Hungary

Andrea Gelei, Corvinus University of Budapest, Hungary

Andreja Jaklic, University of Ljubljana, Slovenia

Mirosław Jarosinski, Warsaw School of Economics, Poland

Michał Staszko, Poznan University of Economics, Poland

Jozsef Poor, Szent Istvan University, Hungary

Piotr Trapczynski, Poznan University of Economics, Poland

Tiiu Vissak, University of Tartu, Estonia

Michał Zdziarski, University of Warsaw, Poland

Important dates

Paper submission system opens: March 31, 2014

Paper submission deadline: June 23, 2014

Paper acceptance/rejection: July 31, 2014

Conference date: October 9 – 11, 2014

Registration fees

Early bird AIB member registration fee (before September 15, 2014): 300 Euro

Early bird non-AIB member registration fee (before September 15, 2014): 400 Euro

PhD student rate is also available: early bird 200 Euro, and regular 250 Euro

The registration fee includes all the conference materials, refreshments, lunches, and conference gala dinner. Conference registration fee does not include accommodation or travel costs. The registration fee does not include AIB membership fee. For further information on the AIB membership please visit:

<http://aib.msu.edu/membership/>

Further information on the paper submission will be distributed soon. For more information please contact Erzsebet Czako, e-mail: erzsebet.czako@uni-corvinus.hu