

## Conference Report

### **2nd Academy of International Business Central and Eastern Europe Chapter (AIB-CEE) Conference**

#### ***International Business and Research in the CEE Region.***

#### ***Why is it worth doing?***

**September 17th-19th, 2015**

**Warsaw School of Economics, Poland**

*Mirosław Jarosiński*, Program Chair of the Conference, Warsaw School of Economics, Poland

*Lukasz Puślecki*, Chair of AIB-CEE Chapter, Faculty of International Business and Economics, Poznań University of Economics, Poland

*Piotr Trąpczyński*, Vice-Chair of AIB-CEE, Faculty of International Business and Economics, Poznań University of Economics, Poland

*Michał Staszaków*, Vice-Chair of AIB-CEE, Faculty of International Business and Economics, Poznań University of Economics, Poland

#### **Conference organisers**

The 2<sup>nd</sup> Academy of International Business Central and Eastern Europe Chapter (AIB-CEE) Annual Conference ***“International Business and Research in the CEE Region. Why is it worth doing?”*** took place on September 17-19, 2015 at the Warsaw School of Economics in Poland. The main objective of the conference was to foster collaboration among scholars, specialists and businesspeople from Central and Eastern Europe in terms of conducting International Business research, disseminating its outcomes and improving International Business education.

The Academy of International Business Central and Eastern Europe (AIB-CEE) Chapter and the Institute of Management of Collegium of Management and Finance of Warsaw School of Economics joined efforts to organize this second international conference.

The overarching purpose of AIB-CEE is to foster cooperation amongst scholars and specialists from Central and Eastern Europe in regard to conducting joint research, disseminating research outcomes and improving international business education standards, mainly through the organisation of regional conferences, seminars and initiation of international research projects. AIB-CEE is in fact one of the youngest chapters in AIB community. However, the region can boast a long tradition in global business and IB teaching. A rapidly changing institutional, social and economic environment offers an excellent “research lab” for IB scholars.

## Opening plenary session

The 2nd AIB-CEE conference followed the forth above mentioned Chapter's activities. It was opened by Prof. Tomasz Szapiro, Rector of the Warsaw School of Economics, Poland. The welcome speeches were also given by Dr. Łukasz Puślecki, AIB-CEE Chapter Chair and Prof. Mirosław Jarosiński, Program Chair of the Conference.

The conference theme "*International Business and Research in the CEE Region. Why Is It Worth Doing?*" has been chosen in order to draw more attention to doing business and research in Central and Eastern Europe and to promote collaboration among businesspeople, scholars and specialists, which is in line with a general idea of establishment of the Central and Eastern European Chapter of the Academy of International Business.

The Keynote Speakers mentioned below were invited to have presentations during plenary sessions:

- **Arkadiusz Kowalski**, the World Economy Research Institute, Warsaw School of Economics – *Competitiveness of the CEE Region*
- **Andrzej Rzońca**, the Monetary Policy Council, National Bank of Poland - *CEE Countries' Achievements in the Years 1990–2015 and Their Outlook for the Future*
- **Kazimierz Wóycicki**, the Institute for East European Studies, University of Warsaw - *CEE Identity*
- **Charles Dhanaraj**, AIB Vice-President Program (Program Chair AIB 2016 Annual Meeting), IMD Lausanne, Switzerland – *How to Publish in High Indexed Journals?*
- **Joanna Hetman-Krajewska**, PATRIMONIUM Law Firm - *Good Practice in Copyright: Aspects of Scholarly Activity*

## Tracks

The conference papers and presentations were divided into 10 tracks:

### 1. *MNEs, their Subsidiaries and Value Chains in the CEE Region*

Track Chair: Modestas Gelbuda, ISM University of Management and Economics, Lithuania

### 2. *Internationalisation of SMEs and Born Globals*

Track Chair: Tiia Vissak, University of Tartu, Estonia

### 3. *CEE Emerging Multinationals*

Track Chair: Andreja Jaklič, University of Ljubljana, Slovenia.

### 4. *Inward and Outward FDI in the CEE Region – Theory and Practice*

Track Chair: Erzsébet Czakó, Corvinus University of Budapest, Hungary

**5. Competitiveness of the CEE Region, its Countries, Industries and Firms**

Track Chair: Piotr Trąpczyński, Poznań University of Economics, Poland

**6. International Marketing, Consumers and Cross-cultural Relations in CEE**

Track Chair: Milan Oreský, University of Economics in Bratislava, Slovak Republic

**7. International HRM and Cross-Cultural Management**

Track Chair: József Poór, Szent István University, Hungary, J.Selye University, Slovakia

**8. International Finance and Accounting**

Track Chair: Inna Romānova, University of Latvia, Latvia

**9. Corporate Governance**

Track Chair: Michał Zdziarski, University of Warsaw, Poland

**10. Teaching and Research in International Business in the CEE Region**

Track Chair: Josef Taušer, University of Economics in Prague, Czech Republic

**Participants: 91 from 14 countries**

**Submitted papers: 63**

**Presented papers: 48**

**Panels: 5**

**Special Sessions:** Networking Session, Educational Session on Good Practices

**Panels and Sessions**

- An important element of the conference was the Central European Business Forum consisting of two panels: the **Policy Panel** on and the **Business Panel**.

The Central European Business Forum was initiated by Áron Perényi, PhD (Lecturer, Swinburne University of Technology) and Mr. Peter Bakonyi (Consular Office of Hungary, Melbourne) in Melbourne, Australia. Its objective is to provide a forum for international business engagement activities, to increase global visibility and connectedness for businesses, governments and academia with Central and Eastern Europe. The event hosted conversations at the levels of governments, business and the broad public/stakeholders. During the conference, two panel sessions on doing business in Central and Eastern Europe took place:

1) The **Policy Panel** concentrated on the question of business cooperation opportunities with CEE countries. Conversations between government representatives focused on determination, clarification and articulation of shared interests between countries, and provided policy makers a platform to serve the development of international economic linkages by implementing an appropriately configured policy environment.

*Members of the Policy Panel:*

Áron Perényi - Panel Chair, Swinburne University of Technology, Australia, Pierre Clive Agius - Ambassador of Malta, Ji-in\_Hong - Ambassador of Korea, Artur Nowak-Far - Undersecretary of State for Legal Treaty and Consular Affairs, Ministry of Foreign Affairs, Poland, Steve Rank - Senior Trade Commissioner and Counsellor, Australian Trade Commission, Zsombor Zeöld - Press, cultural and public affairs, Embassy of Hungary in Warsaw

2) The **Business Panel** including businessmen and businesswomen from both CEE countries and from outside of the CEE focused on the question whether it is worth doing business in Central and Eastern Europe. Conversations between representatives of businesses focused on sharing experiences and best practices, as well as on building relationships.

*Members of Business Panel:*

Mirosław Jarosiński – Panel Chair, Warsaw School of Economics, Justyna Kubicka-Daab – Country Manager, Poland – Human Capital Solutions, SpenglerFox, Zbigniew Płaza – Managing Partner – Boyden, Roland Pac – Head of Global Finance Services, Poland; CFO-Global Hub Europe – RBS, Jan Rekowski – Head of Equity Capital Markets in Poland – Société Générale

The members of both panels came to the same independent conclusion that the CEE region is an attractive place for doing business due to its current development, its potential and high political stability.

- **Networking Session**

Encouraged by the good feedback from last year's research networking session in Budapest during 2<sup>nd</sup> AIB-CEE Conference also networking session was organised as enhancing research collaboration in our region and comparative studies in particular is among key goals of AIB-CEE Chapter. Some of the participants were willing to share their research ideas and invite their peers to cooperate with them on research and publications. This session gave a chance to all people interested in collaboration to further develop research and/or publication ideas over whole.

- **Educational Session Lecture on Good Practice in Copyright**

A lecture on Good Practice in Copyright concentrating on three basic copyright problems concerning scholarly activity: citation, plagiarism and so called autoplagiarism helped the participants to better understand these problems and learn how to better write their texts.

- **Editors Panel - Promising Research Areas – Forecast of Research Agenda for the CEE**

The aim of the Editors Panel was to discuss future topics in international business research with focus on CEE, with specific attention to research question,

topics, methods, approaches, potential of comparative studies and research methodologies. AIB-CEE members who attended this panel benefited from it in several ways. First of all, it was a great opportunity for them to meet Editors from different scientific journals and discuss with them promising research areas and topics, which could be taken into consideration by journals in the nearest future, especially with local insights from the CEE region. On the other hand, it was a unique chance to discover the potential of the CEE region in the field of IB research and learn more about an upcoming research agenda from the perspective of journal editors.

*Members of the Editors Panel:*

Łukasz Puślecki – Panel Chair, Poznań University of Economics, Ilan Alon – International Journal of Emerging Markets, Charles Dhanaraj – Journal of Management Studies, Imre Dobos – Society and Economy, Alen Ježovnik – Management, Krzysztof Wach – Entrepreneurial Business and Economics Review

**Acknowledgement for the Outstanding Papers**

Altogether **48 papers** were accepted for the 2nd AIB-CEE Chapter conference. The sessions provided a great opportunity to have thought provoking and inspiring discussions on the presented papers. The AIB-CEE Chapter 2015 Track Chairs nominated following outstanding papers:

1. Allen Gregory – *Postcolonialism in Poland: New Markets, New Opportunities and New Cultural Imperialism*
2. Barłożewski Krystian – *The Inverted U-Shaped Curve and Multinationality Performance Relationship of Polish Firms*
3. Demeter Krisztina, Szász Levente, Boer Harry – *The Effectiveness of Manufacturing Practices in Different Subsidiary Types – Consequences for CEE Subsidiaries* (named as the **Best Conference Paper**)
4. Lewandowska Małgorzata, Gołebiowski Tomasz, Szymura-Tyc Maja, Rószkiewicz Małgorzata – *Relationships Between Innovation Extensiveness, Innovation Cooperation and New Products'. Research Outcomes for Polish Manufacturing Firms*
5. Panibratov Andrei – *Home Government Involvement in the Internationalization of Emerging MNEs: Industry-Level Specifics in Russia*
6. Perenyi Aron – *Managing SMEs along the Life-Cycle: (R)Evolution in the Hungarian ICT Sector*
7. Šeinauskienė Beata, Virvilaitė Regina – *The Role of International Experience in Explaining the Indirect Effect of Psychic Distance on Export Performance through Export Marketing Strategy: A Moderated Mediation Study*

8. Troilo Michael, Collins J. Markham – *Courts and Firm Investments in Real Property*

### Next AIB-CEE Chapter Events

Academy of International Business Central and Eastern European Chapter (AIB-CEE) is planning following events in 2016:

- 3<sup>rd</sup> AIB-CEE Winter Seminar - *location and topic to be announced soon*
- 3<sup>rd</sup> AIB-CEE Annual Conference in **September 2016** organised by the University of Economics in Prague and AIB-CEE Chapter, **Prague, Czech Republic.**

For more details please visit AIB-CEE Chapter website:

[http://ue.poznan.pl/AIB\\_CEE/](http://ue.poznan.pl/AIB_CEE/) and 2nd AIB-CEE Chapter Conference website: <http://warsaw.aib-cee-conference.com>



## Call for Papers

### Global Strategy and Emerging Markets 2016 Annual Conference and International Business Institute

*International business issues relating to emerging markets that involve both the internationalization of EMEs and AMNEs*

**Submission deadline: October 16, 2015**

The University of Miami CIBER (Center for International Business Education and Research) is pleased to announce its Global Strategy and Emerging Markets (GSEM) 2016 annual conference in Miami, Florida, USA on January 6 to 8, 2016. This conference will provide a platform to bring together scholars, doctoral students, and practitioners in the fields of international business (IB), strategic management, cross-cultural management, and global entrepreneurship from around the world. This platform aims not only to foster sharing and discussion of frontier issues associated with emerging market-related global strategies, but also to create an opportunity for co-learning interactions between scholars from the U.S. and from emerging economies (particularly from Latin America), between IB research and IB practices and teaching, and between IB faculty and IB doctoral students.

Emerging economies are surpassing the developed world in terms of contributions to world economic growth, with emerging market enterprises (EMEs) play-

ing a major role in this transformation. Many companies from these economies are relentlessly scaling the value chain in pursuit of growing roles on the world stage. They increasingly contest developed market leaders, gain market share, accelerate outbound FDI, and even create new business models. Meanwhile, a large number of advanced economy multi-national enterprises (AMNEs) entering and competing in emerging markets have been significantly changing their dominant strategies over the past decades to cope with new or shifting competitive, regulatory, and socio-cultural environments in these markets.

This conference seeks to create a scholarly forum for the study of international business issues relating to emerging markets that involve both the internationalization of EMEs and AMNEs competing in these markets. These issues are diverse, such as unique strategies and behaviors of emerging market MNEs, winning strategies by AMNEs operating in foreign emerging markets, global co-opetition between AMNEs and EMEs, competitive strengths and weaknesses of EMEs in international competition, business model innovation by emerging market MNEs, and adaptation of EMEs to the new global normal such as global connectivity and accelerated flows of trade, investment, finance, people and data, to name a few. We also encourage submissions that tackle the commonality and differences among emerging markets (e.g., common and disparate traits in institutional environment, varying motives and strategies in international expansion by EMEs from different emerging economies).

The conference is composed of an academic program, a teaching program and a doctoral consortium. The academic program is intended to attract abstracts/proposals that will lead the discourse on some fresh or new perspectives on emerging market-related IB issues in general and on global strategy issues in particular. The academic program should stretch our understanding of some new perspectives across multiple domains—international business, strategic management, entrepreneurship, organizational behavior, cross-cultural management, business ethics and corporate social responsibility, human resources, and the like—and at multiple levels of analysis, such as country, industry, organization, and group. To this end, we invite abstracts/proposals (2-3 pages) relating to the conference theme, especially from junior scholars. Only original, unpublished work is sought.

In the teaching program, participants will also have the opportunity to submit and discuss case studies highlighting “Best Practices,” to interact with senior leaders of leading multinationals operating in / from Latin America, and to share relevant teaching / learning methods, including innovative experiential learning approaches, simulations, and methods to teach millennials. Those completing the entire teaching program of the International Business Institute for Excellence in Teaching will receive the Miami International Business Institute Certificate.

In the pre-conference doctoral consortium doctoral students will have the opportunity to present and discuss their research with senior scholars.

Please submit your abstract/proposal to [ciber@bus.miami.edu](mailto:ciber@bus.miami.edu)

### **Important Dates**

Abstract submission deadline:	Friday, October 16, 2015
Author notification of accepted presentations:	Friday, November 6, 2015
Conference registration deadline for speakers:	Friday, December 4, 2015

### **Conference Co-Chairs:**

Alvaro Cuervo-Cazurra (Northeastern University)  
Yadong Luo (University of Miami)  
John M. Mezias (University of Miami)

### **Key Note Speakers - Academic:**

Pankaj Ghemawat (New York University and IESE Barcelona)  
Chris Marquis (Cornell University)  
Jaeyong Song (Seoul National University Business School)

### **Institute Co-Chairs:**

John Daniels (University of Miami)  
Joseph Ganitsky (University of Miami)  
Alejandro Ruelas-Gossi (University of Miami)

### **Conference Committee:**

Ilan Alon (University of Agder, Norway, and Rollins College, FL)  
Maria Helena Jaen (IESA, Caracas)  
John R. McIntyre (Georgia Institute of Technology)  
Santiago Mingo (U Adolfo Ibáñez, Santiago, Chile)  
William Newburry (Florida International University)  
Ravi Ramamurti (Northeastern University)

**Best Paper Award** and publishing opportunities offered by the International Journal of Emerging Markets



## Call for Papers

### **The Institute of Eastern Europe and Central Asia (IEECA) - Prague International Management Conference**

#### ***The Challenges of Modern Management in Eastern Europe and Central Asia***

**Submission deadline: December 1, 2015**

The Institute of Eastern Europe and Central Asia (IEECA) (<http://ieeca.org/>) and the University of Economics, Prague (<http://www.vse.cz/english/>) are pleased to announce an international conference to be held in the Czech capital, Prague on **June 2-3, 2016**. The theme of the conference: **The Challenges of Modern Management in Eastern Europe and Central Asia**.

- The conference comprises four tracks:
- Project Management
- Management Practice and Theory
- Process Excellence Management
- Globalisation, Government, and Management.

Abstracts or proposals should be a minimum of 1000 words that sufficiently describe the topic and include: purpose; design/methodology/approach; findings; research limitations/implications; practical implications; originality/value; keywords and manuscript type. **Proposal / Abstract submissions accepted no later than December 1, 2015.**

Further details as to topics associated with each track will be released shortly.

Questions regarding the above should be addressed to Dr. Richard Brunet-Thornton ([richard.brunet-thornton@vse.cz](mailto:richard.brunet-thornton@vse.cz)).

**Call for Papers**

**4th International Conference on Management and Organization**

***Corporate Governance: Challenges and Development***

**Submission deadline: December 6, 2015**

We are pleased to invite you to the 4th International Conference on Management and Organization CORPORATE GOVERNANCE: CHALLENGES AND DEVELOPMENT hosted by The Slovenian Academy of Management. The conference will be held at **Brdo pri Kranju, Slovenia, from June 9<sup>th</sup> to June 10<sup>th</sup>, 2016.**

Despite rich academic research in the field of corporate governance, several challenges remain at least partly unsolved and the field is in constant development. Please, join us for two days of intensive discussion and dialogue on the following **topics**:

**(1) Contemporary views on corporate governance and the relationship between corporate governance and management:**

- The development of corporate governance as a basic organizational function
- Principal-agent (economic) theory vs. (organizational) stewardship theory
- Comparing governance systems: advantages and disadvantages of the A-A system, continental or German system and other governance systems
- How to overcome problems in corporate governance
- The globalization of governance, the convergence of governance systems
- Corporate governance of European firms according to EU legislation
- Corporate governance of global enterprises
- Corporate governance and organization of business groups
- Corporate governance of not-for-profit organizations
- Corporate governance of state-owned enterprises
- Corporate governance of banks and other financial organizations
- Organizational and economic mechanisms of corporate governance
- The role of shareholders, institutional investors and other stakeholders in governance
- The role of capital and labor in corporate governance
- The selection of external members of governance bodies
- The role of internal and external members of governance bodies
- Corporate governance processes
- The decision-making aspect of governance: who is making which decisions?

- The organizational aspect of governance and the changing roles of governance bodies
- Organizational culture and corporate governance
- CEO-Board chair separation: pros and cons
- Interlocking directorships, a network perspective
- Director exits: reasons for leaving
- The independence norm and other governance reforms
- Influence of the quality of managers on the competitiveness of countries

**(2) Development of corporate governance: stakeholders' governance and corporate social responsibility:**

- The development of shareholders' governance to stakeholders' governance
- Stakeholder corporate governance theory
- Corporate governance and profit-sharing
- The connection of stakeholder corporate governance with social responsibility
- The role of labor as an important stakeholder in corporate governance
- Dominant employee ownership and corporate governance
- Corporate governance within a unionized environment
- Analysis of self-governance experiences
- Corporate governance of cooperatives
- The organization of stakeholder corporate governance
- The role of sustainability and corporate responsibility committees

For more information about the general theme of the conference, please visit the **SAM's English Internet site** <http://sam-d.si/En.aspx?cid=93>. Papers accepted for the conference will be published in the conference proceedings. Quality papers will be considered for publication either in the **Dynamic Relationships Management Journal** published by the Slovenian Academy of Management (SAM) or in the Slovenian SAM journal **Challenges to Management**.

The **deadline for submitting abstracts** is **December 6, 2015**.

Authors will be informed about **the acceptance of abstracts** by **January 10, 2016**.

The **deadline for submitting full papers** is **April 11, 2016**.

**Conference will be held at Brdo pri Kranju, Slovenia, 9-10 June 2016.**

Please, see the attached Call for papers for further information.

To **submit an abstract**, visit the SAM's English Internet site <http://sam-d.si/En.aspx?cid=79>. The abstracts should explain the problem, the purpose and goals of the paper, the approach taken and the main contribution. The abstract

should not exceed 500 words and should include the names and affiliations of the author(s). Abstracts may be submitted as a .pdf file, .doc file or .docx file.

If you have any further questions, we will be more than happy to assist you. Please, contact us on: alesasasa.sitar@ef.uni-lj.si.



**Call for Papers**  
**32nd EGOS Colloquium 2016:**  
**Organizing in the Shadow of Power**  
*Cooperatives as a Fortress of Participation?*  
**Submission deadline: January 11, 2016**

*Convenors:*

**Irma Rybnikova**, Chemnitz University of Technology, Germany  
 (irma.rybnikova@wirtschaft.tu-chemnitz.de)

**Christopher Land**, University of Leicester, UK (cdl13@le.ac.uk)

**Ronald Hartz**, Chemnitz University of Technology, Germany  
 (ronald.hartz@wirtschaft.tu-chemnitz.de)

In the face of the current financial crisis a vivid revival of interest in alternative organizational forms, including cooperatives, can be observed in the literature (Cheney et al., 2014).

Cooperatives are mainly considered as an alternative way of organizing in the shadow of private and public sectors which is often presumed to be able to respond to economic challenges and at the same time to maintain social values, such as organizational participation and democracy.

Conceptual as well as empirical considerations regarding participative issues in cooperatives are quite contradictory. On the one hand, a number of authors (e.g. Rothschild-Whitt, 1979; Allgeier, 2011; Paraque & Willmott, 2014) place cooperatives into a prominent position among participatory forms of organizing, especially because of the principle "one member – one vote". On the other hand, a range of concepts, such as the so called "iron law of transformation" (Oppenheimer, 1913) or "degeneration thesis" (for an overview, see Storey et al., 2014), express strong skepticism regarding participatory power of cooperatives because of managerial dominance over democratic efforts. Several empirical studies support these ideas by providing evidence for the "successive de-democratization" as a result of the management control (Ringle, 1990), "apathy of cooperatives' members" (Patera, 1980) as well as participation practices as a

"farce" (Bonus, 1994) based on ritualized members' voting on the basis of the ready-made lists of their representatives in the large cooperatives.

Instead of dealing with the dualistic question if cooperatives are able to maintain lively participation or if they mainly reproduce managerial forms of organizing, more recent studies point to tensions and contradictions cooperatives face while maintaining participatory values.

Following these studies, conflicts can occur between democratic principles and the 'demands' of a global market (Flecha & Ngai, 2014) or as an ongoing contestation between workers and their representatives in cooperatives regarding democratic principles (Hernandez, 2006). Drawing on these tension- and paradox-oriented analyses, this call for papers invites conceptual contributions and empirical research on cooperatives with the focus on participative values and practices in these organizations as well as ambivalences and challenges emerging from participatory struggles within cooperatives, often linked with 'market demands'. Since most empirical studies up to now have dealt with large cooperatives, such as cooperative banks or cooperatives operating on a multinational level, we particularly encourage empirical contributions addressing smaller cooperative organizations covering different sectors in order to reflect the large width of participative practices.

We invite papers addressing a range of issues, including but not limited to the **following topics**:

- Different forms and initiatives of participation in cooperatives
- The mutual relationship between the (ascribed) identities of cooperatives' members and participation practices
- The interlink between the participation of members and of employees in cooperatives
- The relationship between direct and representative participation in cooperatives, including the role of trade unions and works councils in these organizational contexts
- Country-specific legal and institutional contexts of cooperatives and their impact on participation practices
- Conceptual contributions to the analysis of participation in cooperatives, e.g. exploring the appropriateness of democratic theory or concepts of organizational participation in the context of cooperatives
- Methodological and methodical issues of empirical undertakings in this field, such as critical discussion of suitable research methods or approaches for theory generation

**Please note:**

Short papers should focus on the main ideas of the paper, i.e. they should explain the purpose of the paper, theoretical background, the research gap that is addressed, the approach taken, the methods of analysis (in empirical papers),

main findings, and contributions. In addition, it is useful to indicate clearly how the paper links with the sub-theme and the overall theme of the Colloquium, although not all papers need to focus on the overall theme. Creativity, innovativeness, theoretical grounding, and critical thinking are typical characteristics of EGOS papers.

Your short paper should comprise **3,000 words** (inc. references, all appendices and other material).

If you intend to submit a short paper, please first take a look at the Guidelines and criteria for the submission of short papers at EGOS Colloquia.

### **Time period for submission of short papers:**

Start: Thursday, October 1, 2015

End: Monday, **January 11, 2016**, 23:59:59 CET

For any questions re. the 32nd EGOS Colloquium 2016 in Naples, please contact either the EGOS Colloquium 2016 Organizing Committee in Naples: [egos2016@unina.it](mailto:egos2016@unina.it) or the EGOS Executive Secretariat: [secretariat@egosnet.eu](mailto:secretariat@egosnet.eu)

### **References**

Allgeier, M. (ed.) (2011): *Solidarität, Flexibilität, Selbsthilfe. Zur Modernität der Genossenschaftsidee*. Wiesbaden: Springer.

Bonus, H. (1994): *Das Selbstverständnis moderner Genossenschaften*. Tübingen: Mohr.

Cheney, G., Santa Cruz, I., Peredo, A.M., & Nazareno, E. (2014): "Worker Cooperatives as an Organizational Alternative: Challenges, Achievements and Promise in Business Governance and Ownership." *Organization*, 21 (5), 591-603.

Flecha, R., Ngai, P. (2014): "The Challenge for Mondragon: Searching for the Cooperative Values in Times of Internationalization." *Organization*, 21 (5), 666-682.

Hernandez, S. (2006): "Striving for Control: Democracy and Oligarchy at a Mexican Cooperative." *Economic and Industrial Democracy*, 27 (1), 105-135.

Oppenheimer, F. (1913): *Die Siedlungsgenossenschaft. Versuch einer positiven Überwindung des Kommunismus durch Lösung des Genossenschaftsproblems und der Agrarfrage*. Jena.

Paranque, B., Willmott, H. (2014): "Cooperatives – Saviours or Gravediggers of Capitalism? Critical Performativity and the John Lewis Partnership." *Organization*, 21 (5), 604-625.

Patera, M. (1980): "Anregungen zur Genossenschaftspolitik auf der Grundlage genossenschaftlicher Charakteristika." *Zeitschrift für das gesamte Genossenschaftswesen*, 30, 230-239.

Ringle, G. (1990): "Mitgliederpartizipation in managementgeleiteten Genossenschaften." In: J. Laurinkari & J. Brazda (eds.): *Genossenschaftswesen. Hand- und Lehrbuch*. München: R. Oldenbourg, pp. 474-482.

Rothschild-Whitt, J. (1979): "The Collectivist Organization: An Alternative to Rational-Bureaucratic Models." *American Sociological Review*, 44, 509-527.

Storey, J., Basterretxea, I., & Salaman, G. (2014): "Managing and Resisting 'Degeneration' in Employee-Owned Businesses: A Comparative Study of Two Large Retailers in Spain and the United Kingdom." *Organization*, 21 (5), 626-644.



## Call for Papers

### 32nd EGOS Colloquium 2016: Organizing in the Shadow of Power

*Power and Inequality: Organizing and Organization in  
Transforming Societies and Emerging Economies*

**Submission deadline: January 11, 2016**

#### *Convenors:*

**Anna Soulsby**, Nottingham University Business School, UK  
(anna.soulsby@nottingham.ac.uk)

**Rainhart Lang**, Chemnitz University of Technology, Germany  
(r.lang@wirtschaft.tu-chemnitz.de)

**Thomas Steger**, University of Regensburg, Germany  
(thomas.steger@wiwi.uni-regensburg.de)

This sub-theme seeks to bring together researchers studying change in organization and management in transforming societies and emerging economies. The ambiguous and turbulent nature of these societies offers a challenging and valuable opportunity for scholars to examine the nature and exercise of power. This is because the processes of organizational change as the normally hidden and taken-for-granted assumptions and understandings are either not yet in place or are still being negotiated.

We are interested in studies of the various forms of exercise of power, in particular, between unequal organizational partners in joint ventures; or the imposition of organizational change on local actors in acquired organizations; or changes in local management and employment practices. We believe studies located within the challenging context of transforming and emerging societies can serve to advance organization theory in a significant way. Studying processes of power enables researchers to explore the successful and unsuccessful responses of organizational actors when confronted with radical environmental changes and challenges to adapt to new rules and frameworks.

To gain additional insight into these processes, the convenors seek participation from different countries and regions across the world. Potential areas of interest include: studies of organizational change in transforming settings, e.g. European

post-communist societies and developing societies in Asia, Africa and South America undergoing transition.

**Topics might include:**

- Power, resistance and micro-political responses to organizational change by managers and workers to imposed organizational structures and practices
- Studies of the active role of owners and managers in designing processes and the re-institutionalisation of management structures, systems and practices
- Processes of power, politics, co-operation and trust in international joint ventures
- Privatisation processes and changing structures of organizational and managerial power and control
- Studies of new, emergent forms of organization and organizing under conditions of radical environmental change, resulting from international, regional and national pressures, including influences such as foreign direct investment, asymmetrical joint ventures, knowledge transfers and organizational learning
- Dilemmas, contradictions and unresolved phenomena associated with processes of organizing and organization in transforming societies and emerging economies
- Organizational identity change and processes of power and politics
- Process studies of power and language-based shadow structures and informal communication flows in organizations
- Methodological papers on the issues surrounding the study of power, organizational process and change in these challenging contexts

We would welcome papers from researchers working across a range of qualitative and quantitative methodologies and methods in the above mentioned fields. We invite empirical industry-based and organizational research grounded in any methodological stance, but also encourage purely theoretical contributions.

**Please note:**

Short papers should focus on the main ideas of the paper, i.e. they should explain the purpose of the paper, theoretical background, the research gap that is addressed, the approach taken, the methods of analysis (in empirical papers), main findings, and contributions. In addition, it is useful to indicate clearly how the paper links with the sub-theme and the overall theme of the Colloquium, although not all papers need to focus on the overall theme. Creativity, innovativeness, theoretical grounding, and critical thinking are typical characteristics of EGOS papers.



Your short paper should comprise **3,000 words** (inc. references, all appendices and other material).

If you intend to submit a short paper, please first take a look at the Guidelines and criteria for the submission of short papers at EGOS Colloquia.

**Time period for submission of short papers:**

Start: Thursday, October 1, 2015

End: Monday, **January 11, 2016**, 23:59:59 CET

For any questions re. the 32nd EGOS Colloquium 2016 in Naples, please contact either the EGOS Colloquium 2016 Organizing Committee in Naples: [egos2016@unina.it](mailto:egos2016@unina.it) or the EGOS Executive Secretariat: [secretariat@egosnet.eu](mailto:secretariat@egosnet.eu)



## Call for Papers

### **International Journal of Business and Emerging Markets (IJBEM)**

#### ***Managing Buyer-Seller Relationships in Emerging Markets*** **Submission deadline: January 30, 2016**

**Guest Editor**

Dr. Ying Huang

Associate Professor

University of Massachusetts at Lowell, USA

**Important Dates**

Submission of manuscripts: 30 January, 2016

Feedback to authors: 30 April, 2016

Revised papers accepted: August 30, 2016

Effectively managing buyer-seller relationships in emerging markets such as the BRIC (Brazil, Russia, India and China) and the MIKT (Mexico, Indonesia, South Korea and Turkey) countries has been a key focus and strategic concern for many multinational enterprises (MNEs) and domestic firms. In conducting day-to-day operations and fulfilling channel and supply chain tasks, boundary spanners between the buyer firm and the seller firm play an importance role in managing buyer-seller relationships. Previous research on boundary spanners in emerging markets has mostly focused on top executives. More recently, other levels of boundary spanners such as purchasing and sales personnel have also been examined.

In managing buyer-seller relationships, previous research has revealed various governance mechanisms, including formal (such as contracts) and informal (such as personal ties) mechanisms. However, the efficacy of the governance mechanisms in managing buyer-seller relationships in emerging markets has remained a lacuna.

This special issue is focused on the role of boundary spanners in managing buyer-seller relationships in emerging markets. What roles do boundary spanners play in formal and informal governance of buyer-seller relationships? Under what conditions are the formal or informal governance mechanisms more effective? We are particularly interested in informal governance using personal ties between boundary spanners.

Both conceptual and empirical articles are encouraged. In particular, we welcome papers that address the legal and social challenges in managing buyer-seller relationships in emerging markets, as well as papers that offer unique managerial implications and insights on managing buyer-seller relationships in emerging markets.

### Subject Coverage

Suitable topics include, but are not limited to, the following:

- The roles of boundary spanners in managing buyer-seller relationships in emerging markets
- The efficacy of formal and informal governance mechanisms in emerging markets
- The legal and social challenges of using formal and informal governance mechanisms in emerging markets
- Personal ties between boundary spanners and their effect on buyer-seller relationships in emerging markets
- The ethical and legal issues of personal ties between boundary spanners in emerging markets

All papers are refereed through a peer review process.

**All papers *must* be submitted online.** To submit a paper, please read our Submitting articles page.

[www.abem.ca/journal](http://www.abem.ca/journal)

**Call for Papers**  
**Baltic Journal of Management**  
***The Return to Europe: A Generation of Re-inventing  
National Identities***  
**Submission deadline: February 15, 2016**

**Guest editors:**

Richard Brunet-Thornton, University of Economics, Prague, The Czech Republic (richard.brunet-thornton@vse.cz)

Ilona Bučiūnienė, ISM University of Management and Economics, Lithuania (ilona.buciuniene@ism.lt)

During the period 1989 - 1992, the world and particularly the West, as it was comprised at that time, witnessed the unexpected, the fall of the State Socialist regimes in Central and Eastern Europe. Despite the jubilation, few recognised the enormous effort required to transition from the previous quasi-managerial mind-set to one in which to succeed in the latter part of the 1990s and to meet the free-market challenges of the twenty-first century.

Despite the influx of management experts from Western Europe, Canada, and the United States, many practitioners opted to confront new business challenges using methods and techniques proven successful in the past. Others deployed strategies that encompassed both the old and those borrowed from the established free-market economies.

A quarter-century in the annals of history is insignificant; however, the impact on management in both theory and praxis in the emerging liberal democracies is of central interest to this special edition of the Baltic Journal of Management.

**Suggested Themes**

The transition from state-planned and controlled economies for many countries of the Warsaw Pact and the Soviet Union demanded enormous changes not only in managerial styles but even more so in the practice of management itself. This arose as some management functions, such as Human Resource Management, did not exist. In some cases, the purpose and realisation was different when compared with their Western counterparts. Transformations have affected all management areas, as five decades of the State Socialism left an indelible imprint on individual minds, attitudes and behaviours as well as organisations, collective identities and practices and whole societies. The evolution over the past twenty-five years with both its successes and failures forms the central intent of this special edition.

Manuscripts therefore should focus on management themes relative to the following suggestions:

- The state of management education in post-Communism with an emphasis on the growth of this discipline within educational, particularly state-sponsored, institutions;
- The state of management education in post-Communism with an emphasis on the growth of this discipline within educational, particularly state-sponsored, institutions;
- The challenges and outcomes presented by generational gaps in management wherein members of an organisation comprise both employees with State Socialism imprint and those espousing the newly emerging free-market logics;
- The influence of the former State Socialist regimes on individuals and organisations operating in a radically different institutional settings (dominant neo-liberal arrangements after the decades of State Socialism);
- The transformation of management functions and their subsequent impact on performance;
- Managerial styles and practice: ‘the west is best’, ‘homemade’, or a ‘mix of both’? The challenges of reaching a workable consensus to the benefit of all is central to this discussion;
- Lessons learnt. A review of the various plans and strategies that encompassed the transition and in turn substantiate the accomplishments and document the reasons why some programmes failed;
- The role and importance of cross-cultural management in a global business and working environment – the challenges and encounters over the years and their subsequent impact on national management praxis.

Both conceptual and research papers will be considered for publication.

### **Submission deadline:**

To be considered for publication in the special issue full manuscripts should be submitted by **February 15, 2016**. 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 **2017**.

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

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

For more information about the submission process please contact us on [bjm@ism.lt](mailto:bjm@ism.lt)



**Call for Papers**  
**Business Ethics: A European Review**  
***Gender and Governance in Developing Economies***  
**Submission deadline: February 15, 2016**

**Special Issue Editors:**

Charlotte M. Karam, American University of Beirut

Fida Afiouni, American University of Beirut

Beverly Dawn Metcalfe, University of Manchester

**Potential core idea:**

In this special issue we wish to advance knowledge on gender and governance in developing economies. Our aim is to synthesize current perspectives and conceptualizations of gender and governance in developing economies, not countenanced before. This critique includes unveiling the complex and intersecting dynamics of gender and governance, at the organizational, national, international, and transnational levels, that help constitute, and reconstitute diverse governance systems in contemporary stages of global capitalism. This involves a radical departure from many organization based critiques. An organization lens in our view is limited, as our approach encourages a holistic and nuanced contextual stance that includes the multi-layered systems of governance in diverse geographical states. This also has implications for gendered power relations between stakeholders, and other difference dimensions (race, ethnicity, class) that shape gendered processes of governance, participation and organization in developing societies.

To date, much scholarship on governance is underpinned by Global North perspectives (that is, developed states) (Connell, 2007; Smith 1999; Jackson 2013; Özkazanç-Pan, 2008). A key theoretical flaw in contemporary scholarship on gender and governance, and related literatures on political governance, are confined to assessments in Europe. An example of this is writings on Gender Mainstreaming (GM). Conceptual refinements have largely been based on research within the European Union. Similarly, debates regarding the applications and outcomes of GM efforts have largely occurred between European scholars, activists and development practitioners, who have collectively promoted a Global North and colonial logic for governance (e.g., Walby, 2005, Verloo, 2006; Bauer, 2008; Dahlerup, 2008; Hafner- Burton & Pollack, 2002). This is significant,

as governance is conceptualized and critiqued primarily through recourse to board governance. The politics of governance is underplayed, and the institutional frameworks for governance at the global relationships level are also underplayed (Hulme et al 2015). Worryingly, international organizations, especially the United Nations (UN), are using European GM templates, as an exemplar for guiding policy, in both public administration and private institutions. In the complex transnational organization of very diverse stakeholders, the politics of governance and what it means in diverse states are subtly being silenced, and encouraged to do so by leading development institutions. While we would not restrict exemplar papers that have sophisticated critiques of Global North (Walby, 2005, Reilly, 2010) writings, there is a need to examine how, and why, Global North perspectives are reinforced. In doing this we need to look beyond the dominant gender and governance writings, and permit space for the Global South to explore mechanisms and frameworks for governance outside of neo-liberal, American and Eurocentric conceptualizations (see Bexell, 2012). While some would say that the Washington Consensus is being eroded as a global discourse, how we move forward and include plural positions is crucial. This is timely given that we are in a transition stage with new UN Sustainable Development Goal (SDG) measures, that places women's empowerment as key to inclusive governance and democratic reform processes (see Hulme et al 2015, Nussbaum et al, 2003). The challenge in integrating gender and governance into the post-2015 development framework is thus to translate multiple and diverse governance systems into concrete and measurable global development goals and targets.

The emerging debates concerning relevant organizational, public, and international policies involved in gendering governance, highlight the complexities of stakeholders involved (Rai, 2008, Metcalfe, 2011), and the potential for variations of governance organization in diverse geo-political contexts (Pollack & Hafner-Burton, 2000). One such sociocultural practice, for example, is tied to the variant interpretations of public and private patriarchy and how this impacts women's participation (see Walby 1990). The diversity of governance machineries is aligned with different political systems, the stages of the development of a state, and consequently, organizational policies that may counter the patriarchal forces shaping women's identity and participation in decision making and governance. The dynamics of gendered governance systems, and the power relations amongst key stakeholders and policy makers (i.e., international organizations, state governments, NGOs, private/MNC and SMEs); need to be critically evaluated, in order to assess how policies potentially impact inclusion, and organizing processes for good governance (see Bexell, 2012).

A central thread that also needs fuller evaluation is research by policy specialists concerning the 'relationship' between governments and civil society, what are their strategies, who can participate, and who is left out of civil society activi-

ties, or more worryingly, how are Civil Society Organizations controlled (Banerjee, 2008; Blowfield and Frynas, 2005)? Relationality has long been addressed in feminist scholarship, as they are fundamental to exploring power and agency (for example, Nussbaum et al, 2012, Metcalfe, 2011). However, relationality as a concept, and critique of how it is linked to gendering governance is still emerging (see Hickey, 2014).

Relatedly, the role of diverse organizations in shaping and administering human rights initiatives (e.g., education, health, and community development), ethical codes of conduct, and responsible leadership in global MNCs is becoming increasingly important (Matten and Crane, 2005). The role of business in issues of state governance and their alliance with international agencies (e.g., UN and World Bank) require new investigations to critically examine the ways by which business-civil society-government relations can protect civil, social and political rights (or not) through policy issues that impact women's status, participation or exclusion (see Grosser and Moon, 2005, Lombardo and Forest 2015).

This special issue therefore, aims to broaden the governance debate by providing multilayered critiques, the complexity of power relations between diverse stakeholders, through insights from developing economies. In doing so, we want to provide a forum to advance knowledge, and for scholars and practitioners to re-think a global 'relational ethic', one that is fundamental to economic and social development. We invite researchers to consider and debate the 'activities' 'relationships' and the 'role' of all diverse stakeholders involved in shaping gender and governance systems in developing countries.

Acknowledging that gender and governance is a fluid concept, formed by interlocking systems of power and diverse meanings and translations, we encourage contributions from interdisciplinary fields are welcome, especially from the Global South. We encourage papers from multidisciplinary perspectives including ethics, corporate citizenship and CSR literature, gender studies, feminist economics, development studies, management and organization studies, political science, sociology, and other related fields. We encourage papers that review global institutions, international NGOs, multinational corporations (MNCs), state governments, civil society organizations, social movements, as well as local embedded small-to-medium size enterprise (SME) dynamics (see Karam and Jamali, in press). We are looking for original thought-provoking contributions that take indigenous gender dynamics into consideration in order to critically reflect on various multi-level factors that shape gendered governance, and/or provide opportunities to advance gender and governance writings in diverse geographical territories. We invite both conceptual and empirical papers.

## **Recommended topics include, but are not limited to, the following:**

### **ORGANIZATIONAL LEVEL**

- The role of CSR in advancing gender mainstreaming or gender and governance issues in local SME and in local MNC initiatives.
- The role of indigenously generated HR or management initiatives and/or discourses in generating positive change around gender and governance in work settings.
- Contemporary and leading examples of local businesses advancing gender, governance and equity considerations and practices in the developing world.

### **COUNTRY LEVEL**

- The role of international organizations in supporting good governance through gender sensitive planning, including strategies for SDG assistance
- The role of women's organizations in contributing to social movements to establish better policies and practices related to gender and governance.
- The role of, and interactions between, multiple stakeholder-partners in gender mainstreaming strategies and organization.
- The role of legislative frameworks that shape ethics and governance systems.
- The role of institutional frameworks at state level for managing equality, and the diverse social and cultural dynamics that shape governance policy and practice as well as women's participation in the processes of governance policy.

### **MULTILEVEL**

- Gender, politics and governance machineries at the local, organizational, national, regional, or international levels.
- Southern critiques of gender mainstreaming initiatives, at the global, national or organization level.
- The role of international organizations in supporting good governance through gender sensitive planning and interventions.
- Transnational women's movements, social justice, ethics and development.

### **Submission Instructions**

Questions related to the special issue should be addressed to Dr. Charlotte Karam (ck16@aub.edu.lb). Authors are invited to submit their proposals to Dr. Karam directly indicating that this is a proposal for this Special Issue.

The full papers should be submitted through the Business Ethics: A European Review (BEER) Scholar One Submission System, also indicating that this is a submission to the Special Issue. Submitted papers should follow the Business Ethics: A European Review Guidelines for authors. Submissions should include



an abstract of 100-150 words, followed by 3-5 keywords. The manuscript should not contain any indication of authorship and should be submitted separately from the title page with full author information for contact. Business Ethics: A European Review uses the citation and reference system of the American Psychological Association (APA) and any paper published in Business Ethics: A European Review can be taken as an example.

## Special Issue Timeline and Deadlines

### Target Dates

Submission of 5-6 Page Proposal:	15 February 2016
Notification of Suitability / Fit:	15 April 2016
Submission of First Draft:	15 November 2016
Resubmission of Final Draft:	15 February 2017

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## Call for Papers

### International Journal of Business and Emerging Markets (IJBEM)

#### *CSR in Globalized World: Emerging Issues and Challenges*

**Submission deadline: March 1, 2016**

#### **Guest Editors**

Nisigandha Bhuyan, Arpita Ghosh, V K Unni & Ramendra Singh  
Indian Institute of Management Calcutta (IIMC), India

Various forms of Corporate Social Responsibility have been well known practices in India much before the advent of American academic curricula through Business Schools. Corporate Charity was one of the earliest activities, and as the name suggests, it was voluntary and almost always depended on the charitable instincts of businessmen. After the institutionalization of Business Academia, CSR has come a long way from acts of charity to Strategic CSR that is now inclusive of awareness and concerns for greater social causes like poverty alleviation, education, and access to bare necessities (the problems that developing economies are consistently grappling with). However, the alignment between societal and business goals through CSR practices is not an internalized and universalized reality. Post liberalization, large firms did align their business objectives with societal requirements. However, the Macro, Small and Medium Enterprises (MSME) sector is struggling to incorporate CSR into their business objectives. Moreover, CSR in India is still further from incorporating sustainable business practices. To add to this existing mesh, CSR enters as a mandatory requirement for some of the corporations. The clauses of the mandate are not necessarily favorable to Strategic CSR – the only CSR that motivates the corporate to incorporate CSR practices into their business goals.

#### **Important Dates**

- Submission of full manuscripts: 1 March, 2016
- First reviews to authors: 30 April, 2016
- R&R: 30 June, 2016
- Submission of final versions: October 31, 2016

The Special issue is likely to come out in 2017.

For more details, please visit: [www.abem.ca/cfp-iimc](http://www.abem.ca/cfp-iimc)

## Call for Papers

### International Journal of Emerging Markets

#### *New Wine in Old Bottles? The Role of Emerging Markets Multinationals in advancing IB Theory and Research*

**Submission deadline: March 1, 2016**

#### **Special Issue Editors:**

Bersant Hobdari (Copenhagen Business School)

Lourdes Casanova (Cornell University)

Peter Hertenstein (University of Cambridge)

In many respects, multinationals are a defining invention of Western economies. But like much else, they are no longer the preserve of the West. The emerging economies are producing business giants of their own at a staggering rate. While these businesses share the scale and ambition of their developed-world counterparts, their processes and patterns of growth are often dissimilar to those of their competitors in the developed world. They are success stories that are changing the narrative rules as they go along.

As emerging market countries gain in stature, their companies are taking center stage. Emerging market companies accounted for over 40 percent of world exports and around a quarter of outward foreign direct investment investments flows (UNCTAD, 2012; Contractor, 2013). These emerging market companies will continue to be critical competitors in their home markets while increasingly making outbound investments into other emerging and developed economies. Working to serve customers of limited means, the emerging market leaders often produce innovative designs that reduce manufacturing costs and sometimes disrupt entire industries.

The state of the literature is divided in between those who claim that emerging market multinationals are similar to their Western counterparts and those who claim that these multinationals are a new phenomenon requiring new theories and frameworks. Arguments in support of new theoretical models in which EMNEs can contribute to IB theory can be divided into two streams. Ramamurti (2009), on the one side of the argument stresses the role of country of origin and other contextual factors in shaping emerging market multinationals internationalization strategies. In this respect, there is a need for empirically grounded research to discover ownership-specific advantages of emerging market multinationals, which either help or hinder internationalization process (Ramamurti, 2012). On the other side of the debate, others, like Dunning, Kim, and Park (2008) and Williamson and Zeng (2009), give reasons to believe that emerging market multinationals do not behave differently because of their origin, but because of fundamental changes in the world economy. As a consequence, emerg-

ing market multinationals would act similar to young multinationals from developed countries. In between these opposing views, Cuervo-Cazurra (2012) argues that the behavior of emerging market multinationals can be explained by extending and modifying the existing models rather than building new ones. Gammeltoft et. al. (2010) stress the role of macro and micro perspectives when analyzing the dynamics of emerging market multinationals.

Consequently, we are soliciting empirical and theoretical work addressing these complex relationships between various forms of contextual heterogeneities and emerging market multinationals. This special issue provides an opportunity to bring together the research of scholars from a diverse range of disciplinary traditions such as economics, sociology and political science. As such, the following list of potential research questions is merely illustrative of the broad range of studies that could fit in the special issue:

- Are emerging market multinationals different from similar-aged developing market multinationals?
- Does the change in global economic conditions call for a radical change in the behavior of multinationals?
- What opportunities do fine sliced global value chains open for entry and upgrading of emerging market multinationals in the global economy?
- Can emerging market multinationals help broaden the concept of ownership advantages beyond the traditional definition including technology and brand value?
- Does availability of finance and existence of internal capital markets shape the response of emerging market multinationals to the financial crisis?
- Do emerging market multinationals use CRS and sustainability initiatives as sources competitive advantage?
- Are there contextual elements that make emerging market multinationals truly unique?
- How does corporate governance affect internationalization strategies of emerging market multinationals?
- What are the dynamics of the interrelationship between institutional change and corporate strategy?
- Do emerging market multinationals possess institutional capabilities that can be transferred across borders?

### **Deadlines, Submission Guidelines and Co-Editor Information**

Submissions to the Special Issue must be submitted through the IJoEM website. The deadline for submissions is **March 1, 2016**. For general submission guidelines, see [http://www.emeraldinsight.com/products/journals/author\\_guidelines.htm?id=ijoem](http://www.emeraldinsight.com/products/journals/author_guidelines.htm?id=ijoem). **No late submissions will be accepted.** We have a marked preference for submissions which debate with, extend, and/or refute the indicative

literature cited below. Please indicate that your submission is to be reviewed for the Special Issue on Emerging Economy Multinationals.

Papers will be blind peer-reviewed. We will make initial editorial decisions by June, 2016. Authors invited to revise and resubmit their work will be invited to present the papers at the *IJoEM* special issue workshop to be held at the 5th conference on “Emerging Economy Multinationals” at Copenhagen Business School in Copenhagen, Denmark during September/October 2016.

The papers accepted and presented at the workshop will be considered for publication in a special issue of the *IJoEM*. Presentation at the workshop does not necessarily guarantee publication in the special issue. The combination of a workshop and a special issue nevertheless follows a highly successful template to bring out the full potential of authors and papers. For questions about the special issue, please contact Bersant Hobdari, Guest Editor, at [bh.int@cbs.dk](mailto:bh.int@cbs.dk).

### Indicative Contemporary Literature

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