

PROGRAM

The 7th EIASM workshop on International Strategy and Cross-cultural Management

hosted by Helsinki School of Economics

Address: Runeberginkatu 14-16, Helsinki (HSE main building)
Local Conference Secretary Ms. Bea Alanko, tel. +358 40 353 8167

Thursday, 24 September

19:00 **Welcoming cocktails**
Restaurant Proffa, HSE main building, 2nd floor

Friday, 25 September

8:30 - 9:00 **Registration**
Room C-350

9:00 - 10:00 **Keynote address**
Room C-350
From Distant and Detached to Up-Close and Personal: Bridging Strategic and Cross-cultural Perspectives in International Management Research and Practice
by Professor Mary Yoko Brannen, INSEAD and San José State University

10:00 - 10:30 **Coffee break**

10:30 - 12:30 **Workshop sessions 1 & 2**

Session 1 - Managing People Across Cultures (A-310)

Chair: Sebastian Reiche

Antonio Bice della Piana - Alessandra Vecchi
CROSS-CULTURAL RESEARCH IN MANAGEMENT STUDIES: AN OVERVIEW (1960-2008)

Marina Latuha
TALENT RETENTION IN EUROPEAN AND RUSSIAN COMPANIES: MOTIVES OF "EARLY BREAK-UPS" BETWEEN GRADUATE PROGRAMS' TRAINEES AND ORGANIZATION

Marion Festing - Martina Maletzky
LEADERSHIP ADJUSTMENT OF WESTERN EXPATRIATES IN RUSSIA
- A STRUCTURATION PERSPECTIVE

Minna Söderqvist - Iiris Aaltio
ALWAYS A FOREIGNER: NEED OF INTERNATIONALIZING THE PERSONNEL

Session 2 - International and Global Strategies of Companies (C-350)

Chair: Lena Zander

Christopher Carr - Liu Ling
GLOBAL VS REGIONAL STRATEGIES: REVISITING THE CASE OF DOMESTIC APPLIANCES

Ove Brandes - Staffan Brege - Per-Olof Brehmer
FROM ROUND TABLE TO ARM'S LENGTH AND BACK? – GLOBAL STRATEGIES IN THE
AUTOMOTIVE INDUSTRY

Hans-Erich Müller
STRATEGIC PARTNERSHIPS IN AUTOMOTIVE SUPPLY CHAINS – THE CASE OF TOYOTA,
GENERAL MOTORS AND VOLKSWAGEN

Fragkiskos Filippaios - Ruth Rama
THE IMPACT OF MULTIDIMENSIONAL STRATEGIC INTERNATIONALIZATION ON FIRM'S
PERFORMANCE: EVIDENCE FROM THE WORLD'S LARGEST FOOD & DRINK
MULTINATIONALS

12:45 - 14:00

Lunch

Restaurant Perho
Address: Perhonkatu 11 (short walking distance)

14:15 - 15:45

Workshop sessions 3 & 4

Session 3 - Multicultural Work Settings, Teams and Cultural Tensions (A-310)

Chair: Rebecca Piekkari

Aida Hajro - Markus Pudelko
THE INTERPLAY BETWEEN MULTINATIONAL TEAMS, NATIONAL CULTURE AND
CORPORATE CULTURE

Lena Zander – Christina Butler
TEAM LEADERSHIP MODELS: MODELING MULTICULTURAL TEAM SUCCESS BASED ON
TEAM COMPOSITION

Toke Bjerregaard - Jakob Luring - Anne-Marie Söderberg
REFRAMING INTERCULTURAL COMMUNICATION: A CONTEXT-BASED APPROACH

Session 4 - Management of Post-Merger Integration (C-350)

Chair: Günter Stahl

Satu Teerikangas - Tomi Laamanen
CULTURAL AND STRUCTURAL DYNAMICS OF POST-ACQUISITION INTEGRATION

Vicenzo Farina - Alessandro Carretta - Paola Schwizer
CULTURAL FIT AND POST MERGER INTEGRATION IN BANKING M&AS

Zeynep Yalabik
EMPLOYEE RETENTION AFTER MERGERS AND ACQUISITIONS: HELPFULNESS OF
ORGANIZATIONAL SOCIALIZATION PRACTICES

15:45 - 16:00

Coffee break

16:00 - 18:00

Session 5 - Integrating and Controlling MNCs and Partnerships (A-310)

Chair: Chris Carr

Laura Erkkilä - Perttu Kähäri
CONTROL RESEARCH IN MNCS: TOWARDS A NEW RESEARCH AGENDA

Tuija Virtanen

MANAGEMENT CONTROL: A PARENTING THEORY APPROACH

Bo Eriksen

INFORMATION, UNCERTAINTY AND INTERNATIONALIZATION

Hela Yousfi

CONTRACTS IN INTERNATIONAL PARTNERSHIPS: UNIVERSAL MOTIVATIONS AND LOCAL INTERPRETATIONS: A CASE OF A MANAGEMENT CONTRACT FOR DRINKING WATER IN LEBANON

Session 6 - Management Capabilities and Leadership Perspectives (C-350)

Chair: Anne-Marie Söderberg

Timur Umans - Elin Smith

DIVERSITY ON THE TOP - A STUDY ON SWEDISH LISTED CORPORATIONS

Rebecca Piekkari

BARRIERS TO DIVERSIFYING CORPORATE BOARDS IN THE NORDIC COUNTRIES

Gregory Park

CORPORATE SUCCESS IN GLOBAL CRISIS: AN EVALUATION OF THE ONGOING SUCCESS OF TWO GLOBAL FINANCIAL INSTITUTIONS AND THE MISSING INGREDIENTS IN COMPARATIVE "SHOOTING STAR" ORGANISATION

- 19:00 Bus transportation from HSE
(leaving from Arkadiankatu, next to the main building)
- 19:30 **Dinner at Hilton Helsinki Kalastajatorppa**
Address: Kalastajatorpantie 1, Munkkiniemi, Helsinki
Tel. +358 9 45811
- 23:00 Bus transportation, return to HSE

Saturday, 26 September

9:00 - 10:15

Workshop sessions 7 & 8

Session 7 - International and Regional Strategies: Focus on Russia and the Baltics
(A-310)

Chair: Rebecca Piekkari

Andrei Panibratov

JOINT VENTURE AS AN ENTRY VEHICLE TO EMERGING MARKET: CASES OF FINNISH COMPANIES IN RUSSIA

Iveta Ludviga

NATIONAL IDENTITY AND CULTURE AS POOL OF RESOURCES FOR SUSTAINED COMPETITIVE ADVANTAGE

Markku Sippola

THE POSITION OF THE BALTIC SUBSIDIARY IN THE NORDIC MANUFACTURING VALUE CHAIN: AN ANALYSIS OF SUBSIDIARY ROLES

Session 8 - Hofstede's Cultural Dimensions Revisited (C-350)

Chair: Sebastian Reiche

Urmas Varblane - Anneli Kaasa - Maaja Vadi
AFRESH OF HOFSTEDÉ'S CULTURAL DIMENSIONS ON THE EUROPEAN SAMPLE

Najla Podrug - Darko Tipuric
CROSS-CULTURAL COMPARISON OF HOFSTEDÉ'S DIMENSIONS WITHIN CEE CONTEXT

Mikael Søndergaard
NATIONAL CULTURE AND MANAGEMENT PRACTICES. A CLOSER LOOK AT THE FIT BETWEEN NATIONAL CULTURE AND MANAGEMENT BEHAVIOR. THE CASE OF SCANDINAVIA.

10:15 - 10:30

Coffee break

10:30 - 12:30

Workshop sessions 9 & 10

Session 9 - International(ization) Strategies and Resource Commitment (A-310)

Chair: Elizabeth Rose

Fabio Musso - Barbara Francioni
INTERNATIONAL MARKET SELECTION: AN SME PERSPECTIVE

Mario Tani - Valentino Vecchi
INTERNATIONALIZATION FOR SMALL TRADITIONAL CRAFTS ENTERPRISES: AN ANALYTICAL FRAMEWORK

Abhishek Shukla
POST ENTRY INTERNATIONALIZATION OF SERVICE FIRMS IN OVERSEAS HOST MARKET: VARIATIONS IN RESOURCE COMMITMENT

Simon Harris
INTERNATIONAL STRATEGIC ENTREPRENEURSHIP: CASE STUDIES FROM THE MIDDLE EAST AND NORTH AFRICA REGION

Session 10 - Knowledge Management: Expatriation and Social Capital (C-350)

Chair: Mary Yoko Brannen

Torben Andersen - Charles Vance - Vlad Vaiman
THE VITAL LIASON ROLE OF HOST COUNTRY NATIONALS IN MNC KNOWLEDGE MANAGEMENT

Kristiina Mäkelä - Ulf Andersson - Tomi Seppälä
KNOWLEDGE SHARING IN MULTINATIONALS: TRANSCENDING STRUCTURAL BARRIERS THROUGH INTERPERSONAL SOCIAL CAPITAL

Sebastian Reiche
INPATRIATION AND REPATRIATE KNOWLEDGE TRANSFER: THE ROLES OF SOCIAL CAPITAL, AND PERCEIVED REPATRIATION AND CAREER SUPPORT

Anne-Marie Söderberg - Martine Cardel Gertsen
CULTURAL LEARNING PROCESSES IN GLOBALIZING COMPANIES – A NARRATIVE APPROACH TO THE DEVELOPMENT OF CULTURAL INTELLIGENCE

- 12:45-14:00 **Lunch**
Restaurant Perho
Address: Perhonkatu 11
- 14:15 - 15:15 **Keynote address**
Room C-350
*How, Where and Why Culture Matters in Mergers and Acquisitions:
A Research Synthesis and Agenda for Future Research*
by Professor Günter Stahl, Vienna University of Economics and Business
- 15:15 - 17:15 **Workshop session 11**

**Session 11 - Trust in Business Relationships: Focus on China and
Business Ethics in International Business (C-350)**
Chair: Markus Pudelko

Richard Cawley - Yi Dai Fei
THE STRATEGIC MANAGEMENT OF TRUST IN INTERNATIONAL BUSINESS
RELATIONSHIPS – WITH REFERENCE TO BUSINESS IN CHINA

Zheng Liu – Shi Yongjiang
UNDERSTANDING INTER-FIRM TRUST FROM CULTURE PERSPECTIVE:
COMPARISON OF CHINESE AND US ANIMATION GAME INDUSTRY

Victor Oltra – Jaime Bonache
THE LIMITS OF CULTURAL RELATIVISM IN IHRM: AN INTERDISCIPLINARY
FRAMEWORK BASED ON UNIVERSAL ETHICAL PRINCIPLES

Daniel Bageac - Emmanuelle Reynard
THE PERCEPTION OF BUSINESS ETHICS IN FRANCE AND ROMANIA
- 17:15 - 17:45 **Coffee and concluding comments**
Room C-350
Concluding comments by the organisers: Chris Carr, Rebecca Piekkari, Markus
Pudelko and Sebastian Reiche