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## News / Information

### Call for Papers

#### 19<sup>th</sup> CEEMAN Annual Conference

*Management Education in a Changung World: Are We Ready for the Challenge?*

**21 – 24 September 2011**

**Tbilisi, Georgia**

#### **Theme**

The conference will explore whether, and to what extent, the ongoing processes of change and transformation in business education and leadership development are aligned with the dramatic changes taking place in the world in general and in business in particular.

It will focus on the changes taking place in the global and local landscape, explore business and management education opportunities and challenges in Caucasus region and in a broader perspective of emerging markets, as well as whether or not business education and leadership development are on track and in alignment with previously assessed context (in terms of teaching, research, institution building, and other aspects).

Prominent speakers from Caucasus region and international arena will address these issues in panel presentations and interactive roundtable discussions together with academic, political, and business leaders from around the world.

#### **Participants**

Deans and directors of business schools and universities;  
Leaders of international and regional management development associations;  
Business leaders and entrepreneurs;  
Political leaders and change makers;  
International publishers

#### **Conference program**

21 September (afternoon): Company visits in Tbilisi and around; 19th CEEMAN Annual Conference opening;  
22 September: 19th CEEMAN Annual Conference;  
23 September: 19th CEEMAN Annual Conference conclusion;

CEEMAN Annual Meeting; Information session on CEEMAN IQA; Gala Dinner and Awards ceremony (Case Writing Competition Awards, CEEMAN Champion Awards, IQA and new member certificates) at Mtskheta, old capital of Georgia;

24 September: Networking and sightseeing program in Tbilisi

### **Participation fees**

Before 1 June 2011: EUR 580 for CEEMAN members; EUR 800 for non-members;

After 1 June 2011: EUR 650 for CEEMAN members; EUR 900 for non-members.

### **Contact**

Klara Pegan

Program Manager

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## **Call for Papers**

### **AIB-SE Annual Conference**

#### ***Globalization and Emerging Economies***

**26 – 28 September 2011**

**Florida, USA**

We would like to invite you to consider submitting your work for the 2011 Annual Meeting of the Academy of International Business Southeast USA Chapter (AIB-SE), to take place at Rollins College in Orlando, Florida, on October 26 – 28, 2011. We invite scholars as well as graduate and undergraduate students to submit papers, panels and presentation proposals addressing international business topics in general, and thematic papers focusing on globalization and emerging economies are encouraged.

The conference centers on the presentation of the newest ideas on global business to an international audience of academic scholars and business practitioners. AIB-SE is characterized by a strong developmental focus,

providing participants with a supportive and collegial platform to discuss and develop ideas, and mentoring and helping authors enhance their papers for publication. Please visit our website for further details and paper submission information: [www.aibse.org](http://www.aibse.org):

### **2011 Keynote Speakers:**

**Dr. Mary Ann Von Glinow**, President of the Academy of International Business, Knight Ridder Eminent Scholar Chair in International Management and Director of the Center for International Business Education and Research (CIBER) at Florida International University.

**Dr. Sumit Kundu**, Knight-Ridder Research Professor of International Business in the College of Business Administration at Florida International University.

### **Why AIB-SE Conference?**

- Opportunity to be published in an international business journal
- All accepted conference papers and dissertation proposal abstracts accepted for doctoral consortium will be published in the 2011 AIB-SE Conference Proceedings
- Doctoral Consortium and 2011 William J. Ziegler Best Student Paper Awards for best graduate as well as best undergraduate student paper,
- 2011 Rollins Best Conference Paper Awards for Best Overall Conference Paper and for Best Thematic Conference Paper on Emerging Markets,
- 2011 Emerald Group Publishing Best Reviewer Awards,
- Exciting conference program including 'Meet the Editors' session, Musical Performance in the Tiedke Concert Hall, Social Events at Park Avenue in Winterpark, AIB-SE Dinner, Cocktail Reception and Annual Luncheon with Award Ceremony,
- Enjoy subtropical weather and tourist attractions in Orlando, Florida in October!

### **Submission instructions:**

All papers should be submitted electronically via the AIB-SE's website by **June 15, 2011**. To be included in the official Conference Program, at least one author of each paper and all members of a panel proposal must register by **October 1, 2011**. Papers must conform to the Instructions for Authors of the Journal of International Business Studies (JIBS).

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

#### **Ilan Alon, Ph.D.**

George D. and Harriet W. Cornell Chair of International Business  
 Director, The China Center at Rollins College  
 Department of International Business, 1000 Holt Ave  
 Rollins College, Winter Park, FL  
 Email: [ialon@rollins.edu](mailto:ialon@rollins.edu)

**Daniel Rottig, Ph.D.**

Assistant Professor of Business Strategy and International Business  
Department of Management, Lutgert College of Business  
Florida Gulf Coast University, Fort Myers, FL 33965  
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**Call for Papers**  
**9<sup>th</sup> Workshop**  
*International Strategy and Cross Cultural Management*  
**21 – 22 October 2011**  
**Moscow, Russia**

**Chairpersons:**

Chris Carr (University of Edinburgh)

Anna Gryaznova (University of Moscow Graduate School of Business Administration)

Markus Pudelko (Tübingen University)

Sebastian Reiche (IESE Business School)

**Keynote Speakers:**

Sheila M. Puffer (Northeastern University)

Ingmar Björkman (Hanken School of Economics)

The 9th EIASM workshop on “International Strategy and Cross-Cultural Management” will be hosted by Moscow State University Graduate School of Business and Administration, Moscow, on Friday/Saturday 21st and 22nd October 2011.

Previous workshops were held 2002 in Växjö (Sweden), 2004 in Edinburgh (UK), 2005 in Vienna (Austria), 2006 in Toulouse (France), 2007 in Istanbul (Turkey), 2008 in Barcelona (Spain), 2009 in Helsinki (Finland) and 2010 in Tübingen (Germany).

The workshop invites both conceptual and empirical papers in the areas of International Strategy and Cross-Cultural Management. We are particularly interested in papers that may help us to enhance the dialogue between and

integration of these areas. We envisage a special journal issue or a special section of a journal, as we have done in previous years.

The workshop is organized around this call for papers, coupled with keynote addresses by invited speakers. Awards will be given to the authors of the best papers (one best overall paper and one best paper written by a junior scholar).

**Deadlines:**

Deadline for submitting full papers – **30 June 2011**; Acceptance notified: to be announced.

**Address:**

Graduate School of Business Administration  
1-52, Leninskie Gory, GSP-1 MGU,  
Moscow, 119991, Russia

**Administration:**

Ms. Cristina Setyar - EIASM Conference Manager  
EIASM - PLACE DE BROUCKÈRE-PLEIN - 31 - 1000 BRUSSELS –  
BELGIUM  
Tel: +32 2 226 66 69 - Fax: 32 2 5121929  
Email: cristina.setyar@eiasm.be



**Call for Papers**

**19<sup>th</sup> Annual Conference**

***Business and Marketing Strategies for Central and Eastern  
Europe***

**01 – 03 December**

**Vienna, Austria**

A primary goal of the conference is to promote an international dialogue between decision makers, business and government leaders from countries in transition and Western developed countries. The conference will present information about the process of economic transformation in Central and Eastern Europe, the stimulation of entrepreneurial activity and will contribute to the theory of global marketing; in addition, management education issues will be addressed. A central question to be raised will be if, and eventually how, the

concepts of marketing and other business disciplines can be adapted for the cultivation of markets in economies undergoing transition. Empirical research, case studies or discussion sessions are sought which address the following topics:

- Transition results and perspectives on the macro and micro level in CEE after more than 20 years of transition
- Comparative analysis of conditions of market entry in CEE
- Market entry through exports versus market entry via capital investment
- Acquisitions as opposed to joint ventures in CEE
- Joint Venture Management/Cultural conflicts and/or harmony of joint ventures
- Management and Corporate governance in CEE
- Human Resource Management
- Competition Policy and competitive strategies in CEE
- Consumer behavior and Marketing strategies to reach consumers in CEE
- Industrial marketing and organizational buying behavior in CEE
- Promotion/Advertising
- Distribution and logistical strategies
- Pricing and contractual policy
- Financial strategies for opening Eastern European markets
- Legal and tax issues
- Central and Eastern Europe's role and its future in the EU
- Case studies of experiences by western firms in CEE
- Case studies of experiences of CEE companies in the process of transition

Abstracts of the papers, in English, should be received by **September 15, 2011**. The final papers must be ready by **November 1, 2011**.

**For more information** or to send abstracts contact either of the conference sponsors:

**Prof. Dr. Reiner Springer**

Vienna University of Economics and Business, Austria

Phone: +43-1- 313364377

Fax: +43-1- 31336751

Email: Reiner.Springer@wu.ac.at

**Ph. D. Petr Chadraba**

Depaul University, Chicago, Illinois, USA

Phone: (312) 362-6889

Fax: (312) 362-5647

Email: pchadrab@depaul.edu

**Directions for preparation of the manuscript/abstract:**

Prepare your manuscript according to the following guidelines and send the file by email formatted in Word for Windows.

1. Print your manuscript in English on A4 (210x297mm) paper, single spaced.
2. Maximum length is 20 pages.
3. Use only one side of the paper.
4. Use 2,5 cm margins on all four sides of the paper.
5. Use 10 pt Times New roman (please, no fancy script type).
6. List all endnotes at the end of the paper, but before references.
7. List all references in alphabetical order at the end of the paper. When referencing an item use the following style: (Baran 2002).
8. All paragraphs should be indented. Do not skip a line between paragraphs.
9. The first page should contain the following information centered on the page from both the top and bottom and right and left margins: The paper's title; The author's name. First and last name, without titles; The author's affiliation, name of institution, city, state, and country; The word "Abstract". An abstract of the paper should be no more than 100 words long.
10. Tables and figures should be numbered (1,2,3, etc.), single spaced and placed in the text. A 2,5 cm margin on all four sides must remain free. All tables and figures (drawings) must be clear and dark.
11. There can be up to three levels of headings. The first level is centered, all uppercase and bold; the second level is flush with the left margin, all uppercase and bold; the third level is flush with the left margin (lowercase characters) underlined.

Abstracts must be received by **September 15, 2011**. Final papers must be received by November 1, 2011.

Send abstracts to either of the conference sponsors: Prof. Dr. Reiner Springer or Prof. Dr. Petr Chadraba – addresses on previous page.

**Note:**

Abstracts will be reviewed until early October 2011 and you will be notified as to whether or not your abstract has been approved. Please provide a complete mailing address and email address on all of your correspondence.

## Call for Papers

### Management International Review

#### Focused Issue:

#### *Indigenous Management Research*

**Deadline: 31 August 2011**

#### **About MIR – Management International Review:**

Management International Review publishes research-based articles that reflect significant advances in key areas of International Management. Its target audience includes scholars in International Business Administration. MIR is a double-blind refereed journal that aims at the advancement and dissemination of applied research in the fields of International Management. The scope of the journal comprises International Business, Cross-cultural Management, and Comparative Management. The journal publishes research that builds or extends International Management Theory so that it can contribute to International Management Practice. For more information see <http://www.mir-online.de/>.

#### **About the Focused Issue:**

Over the last few years, tremendous progress has been made in many emerging markets around the world. The development of knowledge on these economies, however, lags behind their growing relevance in the world economy. One reason for this is that indigenous management concepts such as ubuntu (South Africa), dharma (India), guanxi (China) or blat' (Russia) which are essential for understanding management practices in these countries are not adequately reflected by traditional "Western" management theories.

It is only recently that the significance of these aspects has been fully recognized in international management research. For example, in a study of the indigenous conceptual dimensions of Chinese CSR, Xu and Yang (2009) reveal that several widely accepted CSR dimensions in the western world have no embodiments in China. Das (2010) shows how the Indian view of good management practices is strongly rooted in ancient Indian epics such as the Mahabharata and the Ramayana. And Jackson, Amaeshi and Yavuz (2008) demonstrate how the success of firms in Africa is affected by the use of indigenous management techniques.

As a consequence, several scholars call for more context-specific research to draw on indigenous thought in developing new theories that can help to better understand management practices in Asia, Africa or Latin America (Holtbrügge



1999; Meyer 2006; Panda/Gupta 2007; Banerjee/Prasad 2008; Zheng/Lamond 2009). Moreover, studying indigenous management theories can also be useful for understanding the implicit assumptions of traditional western views and in this way contributes to global management knowledge (Punnett 2004; Cappelli et al. 2010).

While the need for indigenous management research is clear, there are currently very few studies that analyze concrete implications for discovering interesting and relevant research questions, theory building, and data collection (Tsui 2004; Wang/Huang 2009). In this call for papers we specifically seek contributions that may help to close this research gap. We encourage contributors to submit both conceptual and theory-building papers, as well as empirical studies.

**Possible paper topics include, but are not limited to:**

- Foundations of indigenous management practices;
- Implications of indigenous management theories for different management functions such as marketing, organization, HRM, etc;
- Implications of indigenous management theories on the individual, group, and organizational level;
- Performance implications of indigenous management practices;
- Methodological aspects of indigenous management research;
- Transferability of indigenous management practices to other countries;
- Clashes and synergies between “Western” and indigenous management practices.

**Submission information:**

All papers will be subjected to double-blind peer review. Authors should follow MIR guidelines, <http://www.mir-online.de/Guideline-for-Authors.html>. Contributions should be submitted in English language in a Microsoft or compatible format via e-mail attachment to [dirk.holtbruegge@wiso.uni-erlangen.de](mailto:dirk.holtbruegge@wiso.uni-erlangen.de), [knn@hss.iitb.ac.in](mailto:knn@hss.iitb.ac.in), and [wanghui@gsm.pku.edu.cn](mailto:wanghui@gsm.pku.edu.cn)

**Submission deadline:** 31.08.2011 (however earlier submissions are encouraged). The review process will take approx. 5-6 months.

**About the guest editors**

**Dirk Holtbrügge** is Professor of International Management at the University of Erlangen-Nürnberg, Germany, School of Business and Economics. His primary research stream is focused on FDI and management in emerging markets, international HRM and international CSR. He has widely published on international business topics with several books and more than 70 articles in academic journals such as *Journal of International Business Studies*, *Journal of International Management*, *Management International Review*, *International Business Review*, *Asian Business and Management*, or *Journal of Business*

Ethics. Among others, he serves as a member of the editorial board of *Management International Review*.

**K. Narayanan** is Professor of Economics at the Indian Institute of Technology Bombay (IIT Bombay), India. He is currently the President of the Academy of International Business AIB – India Chapter. His primary research interests include development economics, technology and competitiveness, international business, industry-environment linkages, and socio-economic impacts of climate change. He has recently co-edited a book on Indian and Chinese Enterprises and published numerous articles in edited volumes and academic journals such as *Research Policy*, *Oxford Development Studies*, *Technovation*, *Economic and Political Weekly*, *Indian Economic Review* and *Journal of Services Research*.

**Wang Hui** is Professor of Organization Management at the Guanghua School of Management, Peking University, China. His research interests are in the fields of organizational behaviour, organizational culture, transformational leadership and human resource management, especially in the Chinese context. He has published numerous articles in edited volumes and academic journals such as *Academy of Management Journal*, *Asia Pacific Journal of Management*, *International Journal of Human Resource Management*, *Management and Organization Review*, *Organizational Dynamics* and *Leadership Quarterly*.

## Call for Papers

### Management and Organisational Review

#### Special Issue:

#### *Behavioral Ethics, Organizational Justice, and Social Responsibility across Contexts*

**Deadline: 01 October 2011**

The management literature is witnessing an intersection of research on organizational justice, behavioral ethics, and corporate social responsibility (CSR). Organizational justice deals with how fairly employees feel they are treated by the various stakeholders with whom they interact. This includes perception formation, the cognitive and emotional processing of events, attitudinal and behavioral reactions to perceived mistreatment, and the formation of justice climates within workgroups and organizations. Behavioral ethics considers those interactions between individual behavior and social contexts that involve morality-based social prescriptions and moral norms. CSR refers to firm activities that serve the social good and are beyond both the interest of the firm and what the law requires. Whereas these topics differ in terms of perspective and level of analysis (i.e., justice often deals with the self, behavioral ethics often deals with the context for justice and the behavior of potential transgressors, and CSR involves the actions of firms), what brings these topics together is a focus on fairness, individual rights, and morality-based (as opposed to profit-based) decisions. Research that integrates these themes has involved collaborations between micro and macro OB, psychology, sociology, political science, law, behavioral economics, business ethics, and philosophy. As such, we see topics such as morality, social norms, decision-making, social influence, motivation, whistle-blowing, deviance, governance, and business ethics being studied in new ways and through new lenses.

In parallel to these research advances are changes in business practices worldwide. The movement of ethics and corporate social responsibility to the forefront of global business practice signals fundamental changes in the way businesses interact with their stakeholders (e.g., employees, customers, local communities, and the larger society). Despite the global nature of this trend, many of these business practices have been driven by theories and research stemming from a Western context. Because responses to justice, behavioral ethics, and social responsibility cannot be meaningfully understood without reference to the social, cultural, and institutional contexts, this special issue seeks to showcase current and integrative research that highlights varying

cultural perspectives within the justice, ethics, and CSR domains as well as the role of context on these issues.

**Potential research topics:**

Both conceptual and empirical papers are welcome. Particularly welcome are papers that provide contextually informed extensions to Western theories. We also invite papers that take a Chinese perspective. Papers do not necessarily have to bridge the various topics mentioned in this call, however, the special issue will seek to present a balance of perspectives, levels of analysis, and methods across the papers featured. Particular topics might include (but are in no way limited to):

- Justice and emotion
- How organizational justice is managed across cultures
- Moral motivation, moral awareness, and/or moral disengagement
- Ethical decision frameworks
- Neurobiological approaches to behavioral ethics
- Individual differences in ethical behavior
- Consequences of ethical and unethical behavior across diverse contexts
- Justice climate
- Global business ethics
- How relationship-oriented societies address issues of fairness and behavioral ethics compared to other societies.
- China's adoption of the 2006 Harmonious Society Policy and the resultant changes in the balance between economic and social performance of firms in that region
- The roles of indigenous CSR practices on societal values and vice versa

Questions about the special issue should be directed to any of the guest editors: Deborah E. Rupp (derupp@uiuc.edu), Patrick M. Wright (patrick.wright@cornell.edu), Samuel Aryee (s.aryee@aston.ac.uk), or Yadong Luo (yluo@bus.miami.edu). You are encouraged to submit your tentative topics to the guest editors for feedback in the early stage when conducting your studies or preparing your manuscripts. Papers for the special issue should be submitted electronically through MOR's ScholarOne Manuscripts site at <http://mc.manuscriptcentral.com/mor> and identified as submissions to the 'Behavioral Ethics, Organizational Justice, and Social Responsibility' special issue. All submissions should follow the 'MOR Submission Guidelines', which are available on the MOR webpage (<http://www.iacmr.org>). Papers will be double-blind peer reviewed and acceptance decisions will be based on the peer reviews and the standards described in the MOR mission statement.

**Guest editors**

**Deborah E. Rupp** is an associate professor of Labor/Employment Relations, Psychology, and Law at the University of Illinois at Urbana-Champaign. She conducts research on organizational justice, behavioral ethics, corporate social

responsibility, and the emotion regulation of individuals at work. She is also known for her work on the assessment center method, its use for training and development, and the role of technology in facilitating remote and cross-cultural behavioral assessment. She is currently an associate editor at the Journal of Management and serves on the editorial boards of Journal of Applied Psychology, Personnel Psychology, and Journal of Organizational Behavior.

**Patrick M. Wright** is the William J. Conaty GE Professor of Strategic Human Resources in the School of Industrial and Labor Relations at Cornell University. His research interests include Strategic Human Resource Management, how firms create competitive advantage through people, the impact of HR practices on firm performance, the HR function's role in creating competitive advantage. He currently serves on the editorial boards of Personnel Psychology, Human Resource Management Review, Human Resource Management Journal, Journal of Managerial Issues, Journal of Applied Psychology, Journal of Management, Journal of Management Studies, and International Journal of Strategic Change Management.

**Samuel Aryee** is Professor and director of Research Degrees Programme at Aston Business School, Aston University. His research interests include organizational justice, employee-organization relationship, power and politics, and counterproductive workplace behavior. He serves as Associate Editor for Human Relations and also serves on the editorial boards of Academy of Management, Journal of Applied Psychology, Journal of Organizational Behavior, Journal of Management Studies, and Management and Organization Review.

**Yadong Luo** is the Emery M. Findley Distinguished Chair and Professor of Management at the University of Miami, where he served as Chairman of Management Department. He has authored over a dozen books, over a hundred refereed journal articles. His recent research focuses on international management, global strategy, and business in emerging economies. He is currently an editor of Journal of World Business, consulting editor of Journal of International Business Studies, and senior editor of Management and Organization Review.

## Call for Papers

### Human Resource Management

#### Special Issue:

#### *People Management in Emerging Market Multinationals*

**Deadline: 01 December 2011**

#### Guest Co-Editors:

Dr. Adrian Wilkinson, GriffithUniversity, Adrian.wilkinson@griffith.edu.au;

Dr. Geoffrey Wood, University ofSheffield, g.t.wood@sheffield.ac.uk

Dr. Mehmet Demirbag, University of Sheffield, m.demirbag@sheffield.ac.uk

There is a very extensive body of literature on how multinationals manage people in different national contexts. (Ferner 2009) The bulk of this literature, however, focuses on cases of multinationals from advanced industrial economies, and more specifically, the United States. Much less has been written on multinationals based in emerging markets, and what is published focuses on a very limited number of contexts (Mellahi/Wilkinson 2009). Yet, multinationals from emerging markets have become increasingly prominent on the international scene, most notably, those from the “top” emerging markets (Garten 1996): Argentina, Brazil, the Chinese Economic Area, India, Indonesia, South Korea, Mexico, Poland, South Africa, Turkey, and Russia. We suggest that much can be learned from firms in emerging markets because they lack the historic first-mover advantage abroad. At the same time, they have considerable experience forging beneficial relations to national governments and coping in culturally diverse and often unstable markets.

World investment reports from UNCTAD show that although developed-country multinational enterprises (MNEs) account for the bulk of global foreign direct investment (FDI), developing and transition economies have emerged as significant outward investors, and the growth rate of the number of MNEs from developing countries and transition economies over the past 15 years has exceeded that of MNEs from developed countries. 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 human resource management (HRM) has not kept pace with the research on MNCs from emerging economies. While there has been an accelerated interest in emerging markets and emerging market MNEs as new challengers, studies in recent special issues international business/management journals focus on internationalization, market entry strategy, and location choice aspects of these new challengers (Luo/Tung 2007; Aulakh 2007). It is widely agreed that the

motivations behind emerging market MNEs' international operations, particularly in developed markets, are related to capability building. HRM policies and practices, therefore, play crucial roles in building absorptive capacity, which helps firms develop ability to recognize the value of new information, assimilate it, and apply it to commercial ends (Cohen/Levinthal 1990). HRM policies and practices facilitate reverse knowledge transfer to emerging market multinationals' other subsidiaries and play crucial role in the success of the firm in diverse cultural environments.

This special issue seeks to contribute to the emerging body of literature on HRM in emerging markets through publishing articles with fresh insights, particularly on the varieties of people management strategies encountered in different national contexts.

This special issue encourages submissions on the following themes and approaches:

- What makes emerging market multinationals different in terms of people management?
- Case studies of HRM in selected emerging market multinationals.
- Emerging market multinationals' HRM practices in developed and developing country subsidiaries.
- International acquisitions of emerging market multinationals and HRM.
- Emerging market multinationals and HRM role in reverse knowledge transfer.
- Country of origin effect, liability of emergingness, and HRM policies of emerging multinationals.
- HRM practices of family-owned, private, and state-owned emerging market multinationals.
- Host country effects on HR policies and practice by emerging multinationals.
- Multinationals, state and society: Coping with managing people political challenging contexts.
- Multinationals and market volatility: Prosperity and challenges for HRM in crisis.
- Comparing country of origin effects: People management in multinationals from different emerging markets.

Articles that help bridge the gap between theory and practice by providing both practical implications of empirical research on emerging economies MNCs and capture leading examples of practitioner-initiated HRM strategies and policies via theoretically grounded case studies.

### **Manuscript submission and review**

All papers must be based on original material and must not be under consideration by any other journal. Papers intended for the HR Science Forum will undergo a rigorous, double-blind review process to ensure relevance and quality. Papers suited for the HR Leadership Forum (more practitioner-focused pieces, case studies, interviews, etc.) will be single-blind reviewed by subject matter experts. Please see HRM's Publishing Cues for a complete description of each section. Submitted papers must also follow the HRM Style Guidelines, found at <http://www3.interscience.wiley.com/journal/32249/home/ForAuthors.html>.

The deadline for submitting papers is **December 1, 2011**.

Direct questions about content and ideas to the guest co-editors noted above. Direct all logistical questions about submitting and review to Managing Editor Leslie Wilhelm at [lwilhelm@umich.edu](mailto:lwilhelm@umich.edu). Manuscripts must be submitted electronically using the Journal's web-based submission and review website called Manuscript Central: <http://mc.manuscriptcentral.com/hrm>. Electronic submission through Manuscript Central is required. Manuscript Central is configured to be very intuitive; therefore, you should have little difficulty creating an account and submitting your manuscript. The online system will guide you through each step of the process.

When submitting through Manuscript Central, please submit the following documents:

1. Document 1: A "blind" copy of your manuscript. Delete all author identification from this primary document. This document may include your tables and figures, or you may include tables and figures in a separate document.
2. Document 2: Submit a separate document with information that would typically appear on the document's title page (author names, addresses, affiliations, contact information, etc.). This document may also include author biographies.

#### **In addition:**

Answer "Yes" to the question regarding special issue submission and clearly label your submission for the "Emerging Market Multinationals" in the text box provided.

Include a paragraph in your cover letter specifically identifying how the paper fits within the special issue theme.

Direct logistical questions about submitting your manuscript through Manuscript Central to Managing Editor Leslie Wilhelm at [lwilhelm@umich.edu](mailto:lwilhelm@umich.edu) or 734-748-9069.



**Call for Papers**  
**Critical Perspectives on International Business**  
**Special Issue:**  
***Russia: Solid as a BRIC?***  
**Deadline: 01 February 2012**

### **Background**

Just ten years ago Goldman Sachs made the prediction that the largest developing economies – Brazil, Russia, India and China (BRICs) will overtake the G7 in size by 2050. Goldman is now predicting that this will happen by 2018. Last year China surpassed Japan to take the number 2 slot in the world economy, right behind the US. The BRICs' total GDP amounts to nearly US\$11 trillion and their economies see phenomenal growth and rising wealth.

Russia has the largest land mass in the world, and its vast natural resources plus its other endowments generated a GDP of around \$1.5 trillion in 2010, slightly larger than that of India's \$1.4 trillion, but smaller than Brazil's \$2.2 trillion and China's \$5.7 trillion. However, Russia's 2010 per capita income of \$10,522 is slightly larger than that of Brazil and more than twice that of China, and about nine times that of India. Russia's growing economic stature has earned the country membership in the G8 industrialized nations. The country is an energy giant, being number one in the world in gas reserves and number two in oil reserves, and supplying 25 percent of Europe's energy. Russia is also a major exporting nation, with 2009 exports amounting to over 30 percent of GDP, in contrast to 26 percent for China, 25 percent for India, and 13 percent for Brazil, further evidence of Russia's importance in the global economy.

Russia has the potential to be an even greater global player. The Russian government established in early 2011 a \$10 billion fund, managed by Goldman Sachs, to be used in attracting foreign investment. Russia's outward foreign direct investment, too, has increased substantially and averaged almost \$50 billion for 2007 to 2009, and the \$203 billion in stock of those assets owned by Russian multinational enterprises in 2008 was larger than that of any other BRIC nation, with 2 Brazil's being \$162 billion, China's \$148 billion, and India's \$62 billion. In 2010, President Medvedev and the State Duma adopted a program intended to make Russia an innovative economy over the next two decades, including creating a major center for innovation in Skolkovo in the Moscow suburbs, as well as numerous technoparks and favorable economic zones throughout the country's regions.

### **Why this special issue?**

Despite the developments noted above, in the last year or so, some have suggested redefining the BRICs with the conclusion that Russia is no longer a viable member of that fast-growing group of emerging economies. One reason is that Russia has not been given as much attention as BRIC nations such as India and China in either academic research or the popular business press, despite Russia's powerful position in the global economy. This lack of emphasis might be due to its population being the smallest of the BRICs and thus having a smaller labor force and domestic market. Still, we assert that as a major transition economy, Russia has the potential to play a substantial economic and political role on the global stage, and as such remains solid as a member of the BRICs, and continues to deserve the attention of management and international business researchers.

### **Existing research**

At the macro level a substantial amount of research has examined the dramatic political and economic changes the country has experienced since its transition over the past quarter century from a communist, centrally planned society to a relatively more open political system and a more market-oriented economy. Topics have included, among others, Russian national culture and institutional context, technological development, as well as Russia's erratic transition to a democracy and a market economy, issues related to foreign direct investment, the role of government in the economy including privatization in the 1990s and, more recently, the government's increasing role in managing the economy.

At the firm level, researchers have focused on various issues associated with the operations of foreign companies in the Russian market. Since high-tech giants including Intel, Microsoft, Cisco Systems, Hewlett Packard, and Sun Microsystems as well as numerous industrial and consumer goods companies including Ford, Kraft Foods, Nestlé, Danone, Unilever, Carrefour, Ikea, John Deere, and many of the largest Western financial services companies have been active in Russia for some years, a substantial number of topics have been researched including business strategies, cross-cultural issues, leadership styles, corporate governance, knowledge management, restructuring and organizational change, business ethics, and human resource management. Such topics have been explored to some degree in state-owned and privatized firms and entrepreneurships. Additional topics have included challenges for firms and managers such as dealing with corruption and managing the use of favors and networks (*blat/sviazi*).

All such topics remain fruitful areas for future research in the country's evolving economic and political landscape. As the country progresses through the various stages of post-communist transition, a number of assumptions and conclusions that appeared valid in the 1990s and the early 2000s are not

necessarily true at present. Continuing to examine topics that have occupied 3 both academic research and management practice continues to be important, but newer and unexplored topics might well be even more salient.

Recently Russian multinational enterprises have become prominent global players acquiring companies and assets in Europe, North America, Asia, the Middle East, and Africa. Although some research has covered these developments, we still do not know enough about Russian multinationals investing and doing business abroad. Neither do we have detailed knowledge about the trend of Russian companies issuing initial public offerings or intending to do so in the near future. And regarding international debt markets, in March 2011 the state-owned railway became the first BRIC borrower since 2007 to issue bonds in British pounds, to raise an initial \$1 billion in 2011 to be used to upgrade its rail network in preparation for the 2018 World Cup soccer games. Still, little research has been done on how Russian companies finance their growth.

Finally, while we have accumulated knowledge on Russia related issues, processes and phenomena at single levels of analysis, we have fewer examples of research conducted at multiple levels of analysis. Investigating relationships between constructs at different levels would enable us to capture much of the nested complexity of these issues, processes and phenomena. Methodologically, multi-level research provides the opportunity for cross-level – bottom-up as well as top-down – examination of links and interactions which so far have been treated in isolation. Finally, since managers deal with multi-level realities in their every day practice, they are in need of guidelines and advice in relation to what combinations of instruments and mechanisms they can utilize to address management and international business issues at multiple levels.

### **Potential themes and questions of interest to this special issue**

- How can a careful consideration and examination of the current economic and political landscape in Russia be situated in relation to findings and conclusions from previous research?
- What do we know about intra-country variation in Russia? Can one observe/detect differences between generations in terms of values? How do contemporary Russian managers differ from the red executives and what has been maintained from the communist executive portrait and why? How do social classes differ and whom do Western investors target? What are the differences and similarities between regions in Russia in terms of economic and institutional development? What other aspects of intra-country variation exist?
- How and to what extent do macro-level factors (industry, market, technology, culture, institutional environment) impact organizational or lower level issues, processes and 4 phenomena in the Russian context?

For instance, do specific national cultural and institutional contexts (and changes that have been taking place in them) facilitate or hamper processes at lower (firm, group, individual) levels? In contrast, how do powerful individual companies or industry groups impact Russia's institutional development?

- What is the interplay between formal and informal institutions and how does this interface impact business practices in contemporary Russia? What role do sub-national institutions play in the process of institutional (and other types of) transition?
- How important are blat (favours) and sviazi (connections) in contemporary Russia and why?
- How do co-evolutionary interactions between macro-level changes, firm-level strategic decisions and micro-level events shape specific processes and practices within and across firms?
- Where do Russian multinationals invest and why? When Russian firms go international, what are their preferred strategies and why? What are the similarities and differences between Russian multinationals and Russian domestic firms?
- In what aspects can we observe convergence and where is there rather a divergence between Russian and non-Russian management practices?
- What characterizes Russian management and (international) business education and how does it contribute to the business and management landscape in the country?
- How has Russian business and management language changed over the last two decades?
- What specificities of the Russian context can help generate context-specific and contextembedded management and international business knowledge, including a theory of Russian management or a Russian theory of management?
- What indigenous thought and knowledge can enrich the existing literature on Russia and how can they be incorporated to understand current and predict future management and international business phenomena related to Russia?
- What methodological challenges exist when generating original empirical data in Russia?
- How can they be dealt with?

The above is only a suggestive list and we invite authors to explore themes and research questions that extend beyond this list. However, in the spirit of CPoIB, it is important that authors engage critically with the issues they examine.

**Detailed information** about the journal's mission, emphasis and preferences is available at <http://www.emeraldinsight.com/authors/interviews/cpoib.htm>.

We welcome both conceptual and empirical papers. Also, papers may be context specific to Russia, or include comparisons with other countries. Papers will be reviewed according to the journal's double-blind procedure. Submissions should be sent using the Scholar One Manuscript Central online submission system (<http://mc.manuscriptcentral.com/cpoib>).

The deadline for submission to the special issue is **01 February 2012**. The special issue is targeted for publication in early 2013. Please direct questions to any of the special issue editors at **s.michailova@auckland.ac.nz**, **s.puffer@neu.edu**, or **da.mccarthy@neu.edu**.