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What matters more in multicultural teams - CQ or EQ? An empirical study

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Given that previous literature has mainly focused on cultural intelligence in multicultural teams, we will examine if the positive effect of cultural intelligence is stronger than the influence of emotional intelligence on the performance of multicultural teams. Utilizing a sample of 7,625 individuals in 1,322 multicultural teams, the study examines the effect at individual as well as at team level. In addition, the relationship between the two intelligences is studied as well as the moderation effect of emotional intelligence between cultural intelligence and performance is examined both at individual and at team level.

In the shadow of SOEs: the duality in management practices of a Chinese bank's overseas operation

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Our paper aims at providing a comprehensive analysis of the internationalisation of a Chinese bank by examining its management practice, adaptation strategies, and relationship with its head office. The transformation of Chinese banks, especially their overseas operations, from State Own Enterprise (SOE) to State Owned Multinational Enterprise (SOMNE) in terms of changes of ownership and changes of management philosophy, has not been adequately understood. What is not well understood is how China's overseas banks operate under the shadow of its SOE past even though the banks are officially listed in the stock markets and owned by a variety of entities. It is hoped that this study will fill this major gap in the literature.

Global Teams and the Transfer of Tacit Knowledge in Multinational Service Firms

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The ability to transfer tacit knowledge internationally through global teams can be a source of competitive advantage for firms. For services firms, effective global teams require the movement of employees from one geographic location to another to facilitate the transfer of knowledge, and to aid intra-organizational learning. However, this movement can be restricted by governments enacting regulative barriers with the aim of providing protection to domestic firms and locally trained professionals by suppressing international competition. Using knowledge-based view, we identify and analyze key barriers faced by service firms in the organization and operation of global teams. We use the case of an Indian multinational consultancy firm to highlight the key strategies for knowledge transfer. We find that the company uses global teams to transfer tacit knowledge, and facilitates inpatriation through an internship program that helps the firm overcome nationality requirement that restricts the movement of managers to other countries, which in turn limits their ability to transfer knowledge in intra-organizational setting. The company uses the services of a not-for-profit youth organization that helps recruit interns for the program, and facilitates the relationship with the Indian government, which provides support for this initiative by reducing barriers to entry for the interns.

MNE's, Place Attachment and Liability of Foreignness

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The concept of 'place', while scarcely new in the IB literature, has too often been narrowly framed as mere location. This is particularly the case regarding the concept of liability of foreignness (LOF), in which the dynamic interplay between locational factors and MNE firm-specific advantages is critical. This paper reviews the concept of LOF and argues that a multidimensional construct of place, and firm-level sense of place, have the potential to advance and sharpen our understanding of LOF in productive ways.

Place reflects a nexus of relationships and meanings, and incorporates multiple dimensions of location, spatiality/materiality, and a socially-constructed "sense" of place that includes attitudinal components such as behavior, cognition and emotions. Firms with a deeper sense of place develop an attachment that ties firm and place together. This paper offers a model of the effects of an MNE's sense of place on its ability to generate place-based resources - and a place capability - that enables it to better understand, engage, and integrate with a place, and to mitigate liability of foreignness. We conclude by discussing how, through creation of a field of care, may also have economic, social and ecological implications for the places in which such firms operate.

A Dynamic Ambidexterity Strategy: The Evolving Subsidiary Role of Exploiter and Explorer

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The charter conferred on the MNE subsidiary by HQ and its corresponding role within the corporate value chain has important implications for the subsidiary in terms of its longevity and influence both within and outside the corporation. A subsidiary that creates significant value through engaging in innovation can be a strategic leader in the corporate network and a decisive influencer within the local milieu. Therefore, subsidiaries that are initially established with a knowledge exploiter role engaged in low value-added activities may be motivated to evolve into a more strategically significant role as a knowledge explorer. This paper is concerned with two questions with respect to this potential subsidiary role evolution trajectory: how the subsidiary triggers and makes the transition and how, if at all, does a subsidiary maintain a portfolio of projects where it takes on exploiter and exploratory roles.