



PERSPECTIVE

# Emerging themes in international business research

David A Griffith<sup>1</sup>,  
Salih Tamer Cavusgil<sup>1</sup> and  
Shichun Xu<sup>2</sup>

<sup>1</sup>Department of Marketing, The Eli Broad  
Graduate School of Management, Michigan  
State University, East Lansing, USA;

<sup>2</sup>Department of Marketing & Logistics, College of  
Business Administration, University of Tennessee,  
Knoxville, USA

**Correspondence:**

ST Cavusgil, Department of Marketing, The  
Eli Broad Graduate School of Management,  
N370 North Business Complex, Michigan  
State University, East Lansing, MI 48824-  
1122, USA.

Tel: +1 517 432 4320;

Fax: +1 517 432 4322;

E-mail: cavusgil@msu.edu

**Abstract**

This study is motivated by two research questions: (1) Which recent contributions have been driving the research agenda in international business? (2) Which emerging themes in the literature are likely to set the stage for future work? To examine these questions, the study examined scholarly work in international business over the time period 1996–2006 in six leading international business journals (*Journal of International Business Studies*, *Management International Review*, *Journal of World Business*, *International Marketing Review*, *Journal of International Marketing*, and *International Business Review*). Next, a Delphi study of the most prolific authors in these journals over the same time period was conducted to delineate a future research agenda in international business. Addressing these two research questions provides us with a more complete understanding of the progress made to date in international business research, and provides a glimpse of the future.

*Journal of International Business Studies* (2008) 39, 1220–1235.

doi:10.1057/palgrave.jibs.8400412

**Keywords:** international business research themes; international business scholarship; citation analysis; Delphi study

## INTRODUCTION

A series of recent articles in the *Journal of International Business Studies* have explored the future development of international business as a scholarly discipline (Buckley, 2002; Buckley & Ghauri, 2004; Buckley & Lessard, 2005; Lewin, 2005; Peng, 2004; Shenkar, 2004). Specifically, Buckley (2002) argues that the field of international business has run out of steam, largely answering the big questions posed in the past, with limited focus on issues to drive the field forward. Further, he contends that the field needs to identify key empirical factors to be explained and then search out a tractable means of explication within a coherent theoretical framework, lest we, as a field, fall victim to a lack of differentiation from other functional areas of management and social science. Peng (2004) responds to this call by identifying specific research questions that can be addressed to drive the international business agenda forward. While identification of the big issues in international business is important to the advancement of knowledge, it is also necessary to take stock of the contributions to date. Future advancement of the field is, to a large degree, dependent upon existing scholarship and the work of contemporary contributors generating new knowledge.

Received: 10 November 2005

Revised: 18 June 2007

Accepted: 18 June 2007

Online publication date: 19 June 2008



Over a decade ago a series of articles were published in the *Journal of International Business Studies* aimed at identifying research themes (Wright & Ricks, 1994) and the influence of specific articles (Chandy & Williams, 1994) in the international business literature (and more specifically within the *Journal of International Business Studies*). Since the publication of these studies, the international business literature has continued to expand, spurring a variety of different assessments of the field (e.g., Acedo & Casillas, 2005; Chan, Fung, & Lai, 2005; Kumar & Kundu, 2004; Lu, 2003; Peng & Zhou, 2006). These studies, while providing useful insights into aspects of the field, provide us with only limited knowledge of key articles, theories, and themes driving knowledge creation in the discipline. Those that do focus on research themes (e.g., Acedo & Casillas, 2005; Lu, 2003; Peng & Zhou, 2006) examine only a single content area, such as international management or global strategy, as opposed to the broader context of international business. Given the call for the advancement of research in the field of international business, we believe it is useful to examine the themes and contributions reflected in the field's leading journals, as well as explore future directions as seen by the field's most prolific scholars through a Delphi study.

The current study analyzes the most recent international business research published in the six leading international business journals (*Journal of International Business Studies*, *Management International Review*, *Journal of World Business*, *International Marketing Review*, *Journal of International Marketing*, and *International Business Review*) from 1996 to 2006. This inquiry is motivated by two research questions:

- (1) Which recent contributions have been driving the research agenda in international business?
- (2) Which emerging themes in the literature are likely to set the stage for future work?

To address the first question, a citation analysis of articles published in the leading six international business journals over the designated time frame was conducted. To address the second question, we first analyzed the most cited articles via content analysis to determine the themes driving international business research over the 11-year period, and then conducted a Delphi analysis among the most prolific scholars, asking them to reflect on frontier issues that deserve future research attention in the field of international business.

## METHOD

### Journal Selection

Journal selection, both to examine foundational issues in the field of international business and to form the sample for the Delphi study, was based upon the extant literature. Specifically, Dubois and Reeb (2000) examined international business journal quality based upon citation analysis and a survey of perceived quality. Their integrative review identified six journals as the leading journals in the field of international business: *Journal of International Business Studies*, *Management International Review*, *Journal of World Business*, *International Marketing Review*, *Journal of International Marketing*, and *International Business Review*. Scholarship in these six journals, over 1996–2006, was examined.

### Citation Analysis and Theme Determination

**Citation analysis.** To address the research questions, we first conducted a citation analysis. Citation analysis can provide a method for objectively assessing the interests and perceptions of the scientific community, and therefore may provide insights into current research themes (Chandy & Williams, 1994). The *Social Science Citation Index* was examined to source the citations of articles published in identified journals over the years 1996–2006. It provides full citations of the articles published in the selected journals, as well as both the number of times an article was cited and the specific source of the citation. While not all-inclusive, the *Social Science Citation Index* includes cited references found in over 1700 of the world's leading scholarly social sciences journals covering more than 50 disciplines. All articles cited from the identified journals during the period were extracted from the *Index* on 1 June 2007. Next, the data were audited to remove citation errors (as inaccurate citations create multiple records within the database). Articles were then sorted according to the number of citations to determine the most influential articles.

Next, to identify the primary themes recently addressed in the leading international business journals, a detailed examination of leading articles (as determined by citation analysis) was undertaken. Specifically, 112 articles (articles with 20 or more citations during the period), accounting for 40% of the total citations from the identified journals, were evaluated. Two coders, trained in

qualitative research methodology, coded each article according to:

- (1) departmental area (as delineated at the *Journal of International Business Studies*);
- (2) subtheme;
- (3) theory employed;
- (4) context of study;
- (5) whether the study was empirical or conceptual; and
- (6) whether the article was a literature review.

Differences among the coders were resolved by discussion. Next, a third, independent researcher examined the coding results to synthesize themes from the analysis, providing insights into the extant literature and the literature driving the field forward.

**The Delphi study.** While the assessment of published works provides insights into existing themes, only limited insights can be gained with respect to future research agenda. Therefore a modified Delphi study, similar to Czinkota and Ronkainen (2005), was carried out. The Delphi study process provides for an interactive communication structure between researcher(s) and “experts in a field” in order to develop themes, directions, or predictions about a topic. Delphi study participants were identified based upon their contribution to the field of international business based upon productivity. Specifically, 115 researchers were identified as experts in the IB field (i.e., those having an adjusted appearance of 2.50 or greater in the leading international business journals during the specified time frame).<sup>1</sup> These individuals were first contacted by e-mail and asked to rate the themes identified based upon prior works (Buckley, 2002; Czinkota & Ronkainen, 1997; Lewin, 2005; Peng, 2004) on a scale of 1=least important to 10=most important, indicative of the theme’s “importance in the future” to the field of international business. Participants were also asked both to elaborate on the identified themes and to indicate additional themes not listed. Of the 115 scholars contacted, 77 (67.54%) responded to the first wave of the Delphi study.<sup>2</sup> Results were tabulated, and newly identified themes were integrated into the prior thematic listing.

Participants were then re-contacted via e-mail. In this second round, each scholar received: (1) a comparison of his/her initial importance rankings, plus a summary of the aggregate quantitative importance rankings; and (2) a revised thematic listing. Scholars were then asked to prioritize the

identified themes into three categories (primary, secondary and tertiary), based upon their assessments of the theme’s importance to future international business research. In addition, they were asked to identify *three specific research questions* for investigation from those themes identified as being in the primary category, and to suggest books, monographs, or other publications driving the IB literature. Of the 77 scholars contacted in the second round of this Delphi study, 58 (75.32%) responded. Results were tabulated and frontier themes were identified.

## RESULTS

### Leading Contributions (Research Question 1)

During the time period examined, 1995 different articles were published in the leading international business journals. Of these, 1255 articles were cited a total of 9541 times.<sup>3</sup> Table 1 presents the 15 most frequently cited articles over the 11 years (each with at least 49 citations) in the leading six international business journals. As citations indicate the importance of the work to others in the field, frequent citation of these articles suggests that they have proven to be very influential in the field of international business. Specifically, the eight most cited works, each being cited at least 60 times, are Dunning’s (1998) work on location and the multinational enterprise, Lyles and Salk’s (1996) work on knowledge acquisition from foreign parents in international joint ventures, Leonidou and Katsikeas’ (1996) work on the export development process, Newman and Nollen’s (1996) work on the fit between management practices and national culture, Ralston, Holt, Terpstra, and Kai-Cheng’s (1997) work on the impact of national culture and economic ideology on managerial work values, Aulakh, Kotabe, and Sahay’s (1996) work on trust and performance in cross-border marketing partnerships, Luo and Peng’s (1999) work on learning to compete in a transitional economy, and Kuemmerle’s (1999) work on the drivers of foreign direct investment into research and development.

### Current and Emerging Research Themes (Research Question 2)

**Extant research.** What themes are reflected in the current literature that may set the stage for future scholarly work? To examine dominant themes in the international business literature, first, the 112

**Table 1** Fifteen most frequently cited articles: 1996–2006

No. of citations	Article
86	Dunning, J. H. 1998. Location and the multinational enterprise: A neglected factor? <i>Journal of International Business Studies</i> , 29(1): 45–66.
86	Lyles, M. A., & Salk J. E. 1996. Knowledge acquisition from foreign parents in international joint ventures: An empirical examination in the Hungarian context. <i>Journal of International Business Studies</i> , 27(5): 877–903.
83	Leonidou, L. C., & Katsikeas, C. S. 1996. The export development process: An integrative review of empirical models. <i>Journal of International Business Studies</i> , 27(3): 517–551.
80	Newman, K. L., & Nollen, S. D. 1996. Culture and congruence: The fit between management practices and national culture. <i>Journal of International Business Studies</i> , 27(4): 753–779.
75	Ralston, D. A., Holt, D. H., Terpstra, R. H., & KaiCheng, Y. 1997. The impact of national culture and economic ideology on managerial work values: A study of the United States, Russia, Japan, and China. <i>Journal of International Business Studies</i> , 28(1): 177–207.
63	Aulakh, P. S., Kotabe, M., & Sahay, A. 1996. Trust and performance in cross-border marketing partnerships: A behavioral approach. <i>Journal of International Business Studies</i> , 27(5): 1005–1032.
62	Luo, Y., & Peng, M. W. 1999. Learning to compete in a transition economy: Experience, environment, and performance. <i>Journal of International Business Studies</i> , 30(2): 269–295.
60	Kuemmerle, W. 1999. The drivers of foreign direct investment into research and development: An empirical investigation. <i>Journal of International Business Studies</i> , 30(1): 1–24.
59	Eriksson, K., Johanson, J., Majkgard, A., & Sharma, D. D. 1997. Experiential knowledge and cost in the internationalization process. <i>Journal of International Business Studies</i> , 28(2): 337–360.
58	Barkema, H. G., & Vermeulen, F. 1997. What differences in the cultural backgrounds of partners are detrimental for international joint ventures? <i>Journal of International Business Studies</i> , 28(4): 845–864.
57	Reuber, A. R., & Fischer, E. 1997. The influence of the management team's international experience on the internationalization behaviors of SMEs. <i>Journal of International Business Studies</i> , 28(4): 807–825.
51	Makino, S., & Delios, A. 1996. Local knowledge transfer and performance: Implications for alliance formation in Asia. <i>Journal of International Business Studies</i> , 27(5): 905–927.
50	Pan, Y. G. 1996. Influences on foreign equity ownership level in joint ventures in China. <i>Journal of International Business Studies</i> , 27(1): 1–26.
50	Shenkar, O. 2001. Cultural distance revisited: Towards a more rigorous conceptualization and measurement of cultural differences. <i>Journal of International Business Studies</i> , 32(3): 519–535.
49	Buckley, P. J., & Casson, M. C. 1998. Analyzing foreign market entry strategies: Extending the internalization approach. <i>Journal of International Business Studies</i> , 29(3): 539–561.

Citations are as of 1 June 2007.

most frequently cited articles were analyzed (those with at least 20 citations: these accounted for over 40% of the total citations). Of these articles, 72 appeared in the *Journal of International Business Studies*, 13 in the *Journal of World Business*, eight in the *Journal of International Marketing*, seven in *Management International Review*, and four in the *International Marketing Review*. Of the 112 articles, seven were review articles (two covering research methods, three exporting, one international joint ventures, and one the internationalization process). Further, 36 articles were conceptual, while 76 were empirical contributions.

The thematic derivation results, presented in Table 2, indicate that the areas of research fall into: business dynamics and strategy (47 articles, 41.96%); culture, conflict, and cognition (15 articles,

13.39%); consumer behavior and supply chain management (13 articles, 11.61%); marketing, strategic human resource management, and industrial relations (11 articles, 9.82%); economics and political economy (10 articles, 8.93%); comparative capitalism, institutions, and international business (six articles, 5.36%); organization and management (five articles, 4.46%); technology and innovation (three articles, 2.68%); and entrepreneurship and new ventures (two articles, 1.79%). Further, in some of these areas, significant subthemes emerge. With respect to business dynamics and strategy, subthemes relating to entry mode strategy, the internationalization process, knowledge management, and exporting stand out. The dominant subthemes in culture, conflict, and cognition focused on national culture's influence on management

**Table 2** Major themes addressed in most frequently cited articles: 1996–2006

<i>Departmental area</i>	<i>No. of articles</i>	<i>Subtheme articles</i>
Finance	0	
Comparative capitalism, institutions and international business	6	
<i>Marketing, consumer behavior and supply chain management</i>	13	
Relationship marketing		4
Channel management		2
Alliances		3
Market orientation		2
Consumer behavior		2
<i>Business dynamics and strategy</i>	47	
Entry mode		16
Exporting		6
Internationalization process		9
Knowledge management		6
Joint ventures		3
Subsidiary management		2
Governance issues		2
Other		3
Organization and management	5	
<i>Culture, conflict, and cognition</i>	15	
Cultural distance conceptualizations		1
Methodology in cross-cultural research		2
Culture's influence on entry mode		2
Culture's influence on international joint ventures		2
Culture's influence on general management issues		6
Culture's influence on performance		2
Economics and international political economy	10	
Entrepreneurship and new ventures	2	
Strategic human resource management and industrial relations	11	
Technology and innovation	3	
<b>Total</b>	<b>112</b>	

strategy and organization. In marketing, consumer behavior and supply chain management, the sub-themes of relationship marketing, cooperative relationships (either channel or alliance) were evident. Further, the subtheme of foreign direct investment accounted for nearly all those articles published in the economics and international political economy area, while studies of individual countries (such as China) dominated the area of comparative capitalism, institutions, and international business.

From a theoretical perspective, transaction cost analysis was the most widely employed theory (15 articles), followed by Hofstede's work-related values (10 articles), internationalization theory (10 articles),

and eclectic theory (eight articles). Other perspectives of note were learning orientation and knowledge management, founded primarily on the knowledge-based view of the firm. In addition, cooperation (either inter-firm or intra-firm) was of significant focus.

Finally, the context of the most cited research represents a broad mix of international operations. Multinational enterprises clearly were the preferred context of study (including subspects of multinational alliances, joint ventures, and channel relationships). In addition, studies focused on both manufacturing and service concerns, privately and state-owned operations, as well as a surprisingly large number of small and medium-sized



enterprises. Some research was also present at the country level and/or intra-firm level.

**Future research directions.** Next, to delineate *future* research themes, we relied on the findings of the Delphi study described earlier. Table 3 presents the results of the Delphi study indicative of the primary, secondary, and tertiary priority themes, as judged by respondents. The results are based upon frequency count of respondent categorization.

A number of themes garnered primary importance. For example, there is a clear focus on the persistence of mainstream international business issues. Such topics as joint ventures and MNE–subsidiary issues remain central to international business scholars. Other persisting topics include: the multinational enterprise, foreign market entry strategies, standardization, and culture. It is interesting to note that firm-related topics prevail. The key focus of research centers on the internationalization of the individual business enterprise, even though scholars see much room for studying the phenomenon of globalization at the national or industry level. In this respect they call for a better understanding of the antecedents, processes, and consequences of globalization. While respondents seem to perceive some core issues in international business that have occupied our research focus in the past, and consider these to be central to international business in the future, many new themes are suggested. In particular, researchers point to the importance of understanding the role of emerging markets in globalization. Many of these new topics have a definite managerial theme. Performance and management of the international firm appear to be an overarching theme. These include global account management, knowledge management, information technology and firm performance, and supply chain efficiency. Indeed, leading scholars reveal an overwhelming interest in a better understanding of the drivers of firm competitiveness in global markets. For example, as developed-country companies continue to cultivate emerging markets, the issues of how they can enter, conduct business, and develop partner relationships are particularly relevant. Another recent challenge has been the issue of sourcing components and finished goods from emerging markets. It appears that future international business research will maintain a strong managerial character.

Lastly, topics proposed are much more diverse, richer in terms of the number of constructs, and

enterprise and performance focused. One is struck by the breadth of topics proposed, ranging from supply chains and knowledge-sharing to global brands and born-global firms. Clearly, new perspectives are evolving. These include relational assets as sources of firm competitiveness, facilitation of supply chain management by information technology, global account management, consequences of offshoring activity, and security and risk issues. As evidenced by the comments of respondents, the future of international business research is very promising. It is also interesting to note that many of the questions raised by the scholars require empirical investigations, coupled with more rigorous research methodologies.

Secondary themes highlighted in the Delphi study include: corporate social responsibility/MNE citizenship; ethical issues in international business; global consumer/consumption issues; methodological issues; multinational enterprise subsidiary issues; public policy issues; and security and risk issues in international business. The issue of how well companies balance the diverse needs of their stakeholders in multinational operations was frequently highlighted. The topic of management effectiveness in the achievement of global coordination and integration was a specific research issue. For example, respondents indicated that it is worthwhile to investigate how this objective can be facilitated with contemporary technologies such as the internet and intranets. A new topic that has yet to be explored in the current literature is the issue of security and terrorism. International business scholars are calling for inquiries into the detrimental impact of terrorism on cross-border business. Equally important is the topic of how managers cope with new risks in the international environment.

For tertiary priority, responding scholars identify legal aspects of international business and intellectual property issues as deserving research attention. In particular, explorations into the effectiveness of contract-based *vs* informal cross-border business partnerships are deemed to be timely. As we witness a substantial number of cross-border partnerships, effective governance of these long-term relationships has risen to the top. Since disruptive behavior and conflicts are quite common in these relationships, their effective resolution is also an issue in need of empirical research attention.

The research themes and the specific research questions resulting from the Delphi study provide a

**Table 3** Delphi study: future research themes and questions

<i>Themes</i>	<i>Research questions</i>
<i>Primary category</i>	
Management and performance issues in the international firm	
Cross-national market segmentation and foreign market opportunity assessment	How substantial are cross-country market segments? How can we go about identifying and validating them? Are they superior to within-country market segments?
Country analysis (e.g., assessment and management of country risk)	
Global configuration of value-adding activities	How can we measure the globalization of the company value chains? What is the extent of the efficiencies achieved by firms through global configuration of value-adding activities? What is the impact of world-scale coordination of value-added activities on firm performance?
Foreign market entry forms (e.g., exporting, FDI, offshoring, licensing, franchising)	What behavioral factors impact on managerial decisions regarding entry mode? What are the antecedents and outcomes of developing-country FDI in advanced economies? To what extent is offshore sourcing a new organizational force?
Collaborative ventures/alliances (both equity ventures and project-based alliances)	How should firms measure success of collaborative ventures? How can learning be facilitated? What are the performance consequences of trust and commitment in IB partnerships?
Knowledge management and transfer	What longitudinal evidence do we have for the success of networks and alliances? What impact does knowledge transfer have on performance? How do MNCs transfer valuable knowledge from one part of the organization to another? From the firm to independent intermediaries or sales representatives? What is the appropriate "micro foundation" for knowledge transfer?
Product development and innovation	What are the determinants of success in global product development? What is the role of new products in global markets?
Global brands	How valuable are intangible firm assets such as brands for the international company? How well do global brands achieve local effectiveness? How do SMEs manage branding in international markets?
Relational assets in international business	How can researchers best capture the value of intangible assets such as relational capital in cross-border relationships? How do firms build relational capital with suppliers and customers in IB? What is the role of trust and commitment? Do strategies for securing trust vary by culture?
Supply chain management and procurement	How do firms design global supply chains? What is the role of third-party service providers in the supply chain?
Standardization vs adaptation	How do firms reconcile global standardization objectives with local customization needs? What is the impact of standardization/adaptation on firm performance?
Human resource management in international firms	How can firms effectively staff global organizations and measure their performance? How do firms effectively manage inpatriates/expatriates?
Management, strategy, and structure	What is the relative importance of the manager, strategy, and structure in the success of MNEs? What is the optimal firm size and structure in the global economy? How do MNEs build strong core values that can be shared across disparate parts?
Company internationalization process	
Internationalization of firms and industries	How can we best describe firms' international evolution? How does the experience of firms in international expansion differ among various industry sectors? What contextual factors moderate the internationalization process?



Table 3 Continued

<i>Themes</i>	<i>Research questions</i>
Born-global companies and international entrepreneurship SME experiences in internationalization	What makes young, entrepreneurial start-ups successful in IB? What factors determine the evolution of a born global firm? What unique strategies do small and medium-sized firms employ in going international? How successful are they?
Managerial orientations of internationalizing firms Emergence of intermediary organizations and hybrid organizational forms Commoditization of organizational processes Integration of new technologies	What effect do factors such as global mindset and global culture have on IB success? What will be the coming architecture of global business?
Focus on the multinational enterprise Explaining the existence, strategy, and organization of MNEs Multinationality of the firm and performance	What impact do new information, communications, and manufacturing technologies have on IB? How can general theories be applied to explain the role of IB activities?
Regional and global MNEs	What are the returns from international expansion/diversification? How can they best be measured? What are the moderating influences on returns from multinationality? What are the differences between regional and global MNEs? What performance outcomes can be detected? How are value chain activities managed across a variety of geographic regions?
Integrating mechanisms in the MNE	What are the common processes that allow for greater coordination? What is the role of integrating mechanisms such as global teams, global centers of excellence, global talent pools, and global product development?
Global account management	How do firms best manage their relationships with global (key) accounts? What skills and capabilities are necessary to successfully serve global customers?
Contributions of the internet and information technology to MNEs Globalization of economies Antecedents, process, and consequences of globalization Empirical measurement of globalization Trade, FDI, and offshoring trends Trade agreements, areas, unions The influence of non-governmental agencies on international business	To what extent do tools such as the internet and intranets serve as a vehicle to provide virtual connectedness within the multinational enterprise?
Emerging markets (EMs) Operating in EMs	How does operating in EM markets influence firm success? To what extent do EMs present a challenge to existing knowledge? To what extent does global sourcing provide an opportunity for firms to internationalize?
EM firms	What differences are observed in the internationalization of EM firms? How do the global branding strategies of firms from EMs differ from those of advanced economies? How does EM firm success impact global industry structure? To what extent does global sourcing provide an opportunity for EM firms to internationalize?
<i>Secondary category</i> Multinational enterprise: subsidiary issues Trade-off between centralization and decentralization	How do the structure and form of MNEs influence their performance?



Table 3 Continued

Themes	Research questions
Coordination of MNE activities across subsidiaries Best-practice implementation; common processes Effectiveness of global teams	How can headquarters effectively address local resistance against global coordination? How can MNEs integrate their subsidiary skills and competencies into global strategic assets? What are the factors that moderate the role of subsidiaries in decision-making?
Cultural influences/global consumer/consumption issues Convergence of customer demand	What evidence do we have on the convergence of global customer preferences? How does the pace of convergence differ by countries at different levels of economic development?
Values toward materialism Culture and international business Regional variations in consumption Diffusion of innovations; life cycle of products	Does national culture explain IB phenomena or is it just way to explain residual variance? How does integration within economic regions influence consumer behavior? What patterns can be detected in the cross-national adoption of new products?
Corporate social responsibility/ MNE citizenship Impact of MNE on society, local stakeholders, technology spillovers, etc. Creation of value to multiple stakeholders	How do MNEs balance the interests of various stakeholders with the business objectives? How do managers trade off ethical values with business objectives?
Ethical issues in international business Variation in ethical practices	How do ethical considerations influence decision-making by managers?
Public policy issues Unintended consequences of globalization Global poverty Environmental issues (e.g., pollution, climate change) Effects of offshoring on wages, employment, and standards of living	What role does international business play in creating global insecurity? How do we measure the impact of globalization at a country level?
Methodological issues Better operationalization of key constructs such as global industry, global firm, global strategy, firm performance in international markets Unit of analysis in IB research	How do we measure the impact of globalization at a country level? How can we best capture performance at the network or alliance level, as opposed to the firm level?
International research design (e.g., country selection, sample selection, data sourcing) Rigor of methodologies employed for empirically testing IB theories	How can qualitative research be effectively used in IB research? How can we increase the reliability of IB research? How can we account for partial effects of national culture from organizational culture and other variables?
<i>Tertiary category: themes and research questions</i>	
Legal aspects of international business Partnering across borders	How do firms trade off contract-based partnering against relational partnering? What are the performance implications of explicit vs implicit contracts?
Conflict resolution in international partnerships	How do firms cope with the absence of formal legal institutions in emerging markets?

Table 3 Continued

Themes	Research questions
Safeguarding intellectual property	How do firms effectively safeguard their intellectual property in cross-border relationships?
Security and risk issues in international business	
Security of employees, information, data, etc.	
Company responses to risk (e.g., terrorism, country risk)	
Estimating detrimental impact of terrorism on global business	What role do MNCs have in the security of the regions in which they are located? What should be the responses to long-term supply chain risk?

useful compendium for scholars who are eager to explore new frontiers in international business scholarship. As such, these topics not only deserve further study but also suggest the course of IB scholarship.

### DISCUSSION

The following discussion provides an overview of the key findings. The discussion is organized by the two research issues underlying the study.

#### Most Frequently Cited Contributions (Research Question 1)

An examination of the most frequently cited articles published in the leading international business journals provides interesting insights. For example, of the 15 most widely cited articles (each with at least 49 citations), all were published in the *Journal of International Business Studies*, thus denoting the dominance of *JIBS* in driving the international business research agenda. Further, it is interesting to note that 14 of the 15 most widely cited articles were published in the first half of the time period examined. This is expected, as it often takes some time before published works capture persistent attention and get cited in the literature. We therefore conducted an additional analysis of the most widely cited articles published in the second half of the time period examined (2001–2006) to provide insights into which articles are beginning to influence the field. From this analysis, the two articles most frequently cited are Shenkar's (2001) work on conceptualizing and measuring cultural distance (50 citations), and Leamer and Storper's (2001) work on the economic geography of the internet age (48 citations). These results may point to increasing interest in the internet/electronic mediation, and the role of culture (and its measurement).

#### Emerging Research Themes (Research Question 2)

With respect to the second question, this study identified a number of dominant literature themes in the extant literature. The empirical data related to the themes in the extant literature can be examined in light of the big issues in the field of international business as identified by Buckley (2002), Peng (2004), and Lewin (2005). Specifically, Buckley (2002) argues that the big questions that have driven postwar international business research include:

- (1) how to explain FDI flows;
- (2) how to explain the existence, strategy, and organization of multinational enterprises; and
- (3) how to understand and predict the internationalization of firms and the new development of globalization.

He further suggests that the continued focus on these issues has resulted in the lack of progress in the literature. We contend that underlying Buckley's (2002) conclusion is the assumption that either these postwar research avenues have been completed, or that they are no longer relevant to the field.

An examination of the most frequently cited research does, in fact, confirm Buckley's (2002) conclusions related to continued emphasis on these dominant themes. However, closer examination of these themes highlights the fact that, within each broad theme Buckley (2002) puts forth, a broad range of detailed research aspects that are directly relevant to business have yet to be fully explored. For example, while postwar international business research has extensively examined FDI flows, the topic of FDI still provides an excellent research opportunity for scholars. For example, the current state of research in this area not only attempts to explain FDI at the country level, as it had been typically treated in the past, but has also gradually

moved to the understanding of the rationale behind firm-level FDI to better ascertain the underlying competitive dimensions of firm FDI decisions related to performance implications. Similarly, the case is far from closed on the issue of the underlying rationale, strategy, and organization of multinational enterprises. Research in this area over the last decade has focused on a broad range of themes inclusive of learning, the influence of culture on organizational management strategy, and understanding cooperative strategies as opposed to control-oriented strategies. In addition, while we agree that a great deal of progress has been made through a focus on the multinational firm, Lewin (2005) notes that the transformation of multinationals and value chain parties may require increased investigation of the commoditization of organizational processes and the changing role of third-party providers within the value chain.

Given the research dimensions embedded in Buckley's (2002) themes, one could argue that we have yet to reach a fundamental conclusion on these specific areas. Of greatest note in the literature is a direct contrast to the assumption put forth by Buckley (2002), that is, that we have exhausted the postwar big questions. More specifically, one could argue that we have not addressed these questions at a fundamental level. For example, can we argue that we have a definitive understanding of the influence of professional, organizational, and national culture on management issues within the multinational enterprise (inclusive of human resource management, strategy, etc.)? Further, can we truly say that the answers derived four decades ago are relevant in the context of international business today? Recent work suggests not (cf., Fruin, 2007; Jones & Khanna, 2006). We contend that the big problems of international business identified remain, to differing degrees, unresolved. However, this is not to suggest that we should continue to focus primarily on these issues at the expense of frontier issues that have emerged in the field of international business more recently (e.g., what determines the international success or failure of firms as identified by Peng (2004); management of global accounts and brands; and commoditization of organizational processes as identified by Lewin, 2005). As the Delphi study clearly suggests, the breadth as well as the depth of research proposed by the most prolific international business scholars is encouraging. Judging by the richness of the proposed research agenda, the future of international business scholarship is very promising.

The tradition of social science research is to build upon existing knowledge, making incremental advances in the understanding of a complex business environment. One would therefore expect that the themes for tomorrow will be derived from the literature foundation of today. Clearly the theories of transaction cost economics, Dunning's eclectic theory, Hofstede's work-related values, the internationalization process, the resource-based view of the firm, and the knowledge-based view of the firm have driven research in such areas as entry mode strategy, foreign market expansion strategies, and knowledge management. However, will these be the theories that help us to shed light on emerging international business phenomena? A review of the research questions posed by scholars in Table 3, as well research directions provided by Lewin (2005) and others (e.g., Morck & Yeung, 2007), suggest that we will:

- (1) see a continued application of extant theoretical perspectives to advance our understanding of traditional international business research areas; and
- (2) need to develop new theories to explain emerging international business phenomena.

However, it is important also to note that some scholars have lamented the fact that extant research does not really represent path-breaking or original work addressing major questions, based on solid theoretical grounding (Daft & Lewin, 2008). Indeed, responses from the scholars, as well as examination of the research published over the period 1996–2006, suggests that considerable work in international business is best classified as extension, if not replication, of previous research. The major contribution is consideration of a new context, whether it is the country, industry, or the firm. In other words, substantial scholarly work reported in the literature does not necessarily advance new concepts or theories. Several factors may account for this. First, truly novel ideas or radical new theories rarely emerge from the review process, due either to a lack of rigorous development of the new theories or to embedded biases on the part of reviewers. Thus prevailing theory – whether it be internationalization theory, the eclectic theory, or transaction cost economics – tends to be adopted as the basis for much of our empirical work. Second, even though the emergence of alternative outlets such as the *Journal of International Marketing*, *Journal of World Business*, or *International Business Review* has contributed to the



diversity of perspectives in international business research, international business scholars have struggled to produce radically new explanations. This is partly because each of these journals has its own unique research community. For example, researchers contend that journals suffer from a “creeping parochialism” over time, where they tend to focus inward, reinforcing the existing practices, rather than being open to new approaches and theories (Daft & Lewin, 2008; March, 2004). Thus journals in and of themselves become a limiting factor to true knowledge advancement. Third, as in any other discipline, it takes a long time for the significance of a published article to be recognized by the scholarly community (Daft & Lewin, 2008). It is truly difficult to judge, in advance, what may or may not be highly influential scholarly work.

### FOLLOW-UP STUDY

Although the present study provides insights into the current status and future prospects for scholarship in international business, it is important to note its limitations. First, although this study focused on the leading six international business journals as identified by Dubois and Reeb (2000), it is important to recognize that international business research is also published in those journals not included in the present study. For example, as Inkpen (2001) notes, authors often target field-specific journals when considering publication outlets for their work. This may be especially true for management and strategy, finance, accounting, and legal scholars. Therefore the identification of scholarship (and its influence) in this study has a narrow scope. There is evidence that international business articles are beginning to appear with more frequency in the mainstream functional area journals (Werner & Brouthers, 2002).

Given this limitation, we examined the most cited international business articles in the three mainstream management journals (*Academy of Management Journal*, *Academy of Management Review*, and *Strategic Management Journal*) over the time frame 1996–2006. These journals were specifically selected, given the overlap in membership between the Academy of Management (AOM) and the Academy of International Business (AIB): that is, the largest contingent of AIB members are categorized within the discipline of management. Table 4 provides the results of the analysis.<sup>4</sup>

Consistent with the findings of Werner and Brouthers (2002) and arguments put forth by

Inkpen (2001), we found well-cited IB research published in the leading management and strategy journals. Specifically, the most-cited IB articles identified in the *Academy of Management Journal*, *Academy of Management Review*, and *Strategic Management Journal* received a larger number of citations (ranging from 89 to 170) than the most-cited IB articles published in the six international business journals (ranging from 49 to 86 citations). This finding has several implications for IB journals and scholars. First, it suggests an increasingly competitive environment among journals for quality IB research. As functional area journals become more accepting of IB research there maybe a tendency among IB scholars to select functional area journals. This may be due to institutional reward structures, differences in perceived quality across journals, and/or the perceived ability of work published in functional area journals to have a higher impact on the field. Second, few institutions maintain IB departments, and hence individual scholars are trained in specified functional areas. Therefore these scholars may maintain a stewardship role with regard to their functional area of training, thus selecting functional area journals over IB journals. Lastly, these results suggest that researchers examining the field of IB should look at a broad set of journals when assessing the impact, and stage of development, of the IB discipline.

A second limitation relates to the use of citation analysis for assessing the influence of specific scholarship (cf. Chandy & Williams, 1994). For example, articles are cited for any number of reasons – some substantive, others not. Thus, although a particular work may be cited a number of times, the underlying reasons for its citation are not identified. Further, the employment of citation analysis in a contemporary context clearly biases the results in favor of older works, and therefore underestimates the influence of more recent works. With these limitations in mind, it is through citation analysis that one is able to objectively assess which articles are being identified as essential to the field. For, as noted by Chandy and Williams (1994: 716):

citations included in journal articles are a measure of the innovativeness of pieces of research being cited, reflecting the extent to which other researchers have considered those pieces useful to their own research efforts and, as a result, to the development of their own field of knowledge.

Further, it is important to note that the use of the *Social Science Citation Index* has its own limitations:

**Table 4** Fifteen most frequently cited international business articles in AMJ, AMR, SMJ: 1996–2006

No. of citations	Article
170	Inkpen, A. C., & Beamish, P. W. 1997. Knowledge, bargaining power, and the instability of international joint ventures. <i>Academy of Management Review</i> , 22(1): 177–202.
164	Christensen, C. M., & Bower, J. L. 1996. Customer power, strategic investment, and the failure of leading firms. <i>Strategic Management Journal</i> , 17(3): 197–218.
153	Dyer, J. H. 1996. Specialized supplier networks as a source of competitive advantage: Evidence from the auto industry. <i>Strategic Management Journal</i> , 17(4): 271–291.
149	Dyer, J. H., & Nobeoka, K. 2000. Creating and managing a high-performance knowledge-sharing network: The Toyota case. <i>Strategic Management Journal</i> , 21(3): 345–367.
144	Barkema, H. G., Bell, J. H. J., & Pennings, J. M. 1996. Foreign entry, cultural barriers, and learning. <i>Strategic Management Journal</i> , 17(2): 151–166.
140	Hitt, M. A., Hoskisson, R. E., & Kim, H. 1997. International diversification: Effects on innovation and firm performance in product-diversified firms. <i>Academy of Management Journal</i> , 40(4): 767–798.
131	Dyer, J. H. 1997. Effective interfirm collaboration: How firms minimize transaction costs and maximize transaction value. <i>Strategic Management Journal</i> , 18(7): 535–556.
131	Gupta, A. K., & Govindarajan, V. 2000. Knowledge flows within multinational corporations. <i>Strategic Management Journal</i> , 21(4): 473–496.
122	Peng, M. W., & Heath, P. S. 1996. The growth of the firm in planned economies in transition: Institutions, organizations, and strategic choice. <i>Academy of Management Review</i> , 21(2): 492–528.
107	Jones, C., Hesterly, W. S., & Borgatti, S. P. 1997. A general theory of network governance: Exchange conditions and social mechanisms. <i>Academy of Management Review</i> , 22(4): 911–945.
102	Simonin, B. L. 1999. Ambiguity and the process of knowledge transfer in strategic alliances. <i>Strategic Management Journal</i> , 20(7): 595–623.
96	Park, S. H., & Ungson, G. R. 1997. The effect of national culture, organizational complementarity, and economic motivation on joint venture dissolution. <i>Academy of Management Journal</i> , 40(2): 279–307.
96	Zahra, S. A., Ireland, R. D., & Hitt, M. A. 2000. International expansion by new venture firms: International diversity, mode of market entry, technological learning, and performance. <i>Academy of Management Journal</i> , 43(5): 925–950.
94	Hoskisson, R. E., Eden, L., Lau, C. M., & Wright, M. 2000. Strategy in emerging economies. <i>Academy of Management Journal</i> , 43(3): 249–267.
89	Doney, P. M., Cannon, J. P., & Mullen, M. R. 1998. Understanding the influence of national culture on the development of trust. <i>Academy of Management Review</i> , 23(3): 601–620.

Citations are as of 1 June 2007.

for example, *International Business Review* has only recently been included in its analysis, thereby leading to an under-reporting of its impact on the field of international business (this may also partially explain the higher citation rates for IB research published within the mainstream management journals).

Third, the utilization of a Delphi method with the most prolific scholars poses a set of limitations. Although the Delphi method allows for the development of specific themes based upon a broad range of experts, the identification of experts sets forth a specific segment with individual biases. Thus, by restricting the Delphi participants to only the top 4.61% of publishers in the leading six international business journals, the perceptions of these scholars may be more heavily biased toward either the research topics currently in the literature, or those unique to their current research. For, as

March (2004) and Daft and Lewin (2008) suggest, journals are subject to “creeping parochialism” over time, where they tend to focus inward. The results of the Delphi study may therefore be somewhat limited by the use of the most prolific authors. Thus future research may wish to employ a broader participant base when examining potential future research issues that may be driving the international business research agenda.

Fourth, it is important to note that a specific 11-year time period was selected, and that the selection of any other time period (even simply shifting from the 1996–2006 time period to a 1995–2005 time period) could result in different findings, as the number of citations of a particular work would vary over time periods. Clearly, another time period could identify a unique set of articles.

Finally, dissemination of scholarly work in international business is not limited to refereed journals;



**Table 5** Select list of influential books in international business: 1996–2006 (as derived from the Delphi study)

---

Dicken, P. 2003. <i>Global shift: Reshaping the global economic map in the 21st century</i> (4th ed.). New York: The Guilford Press.
Dunning, J. H. 1997. <i>Alliance capitalism and global business</i> . Oxford: Routledge.
Friedman, T. L. 2005. <i>The world is flat</i> . New York: Farrar, Straus and Giroux.
Hofstede, G., & Hofstede, G. J. 2004. <i>Cultures and organizations: Software of the mind</i> (2nd ed.). New York: McGraw-Hill.
Murmann, J. Peter. 2003. <i>Knowledge and competitive advantage: The coevolution of firms, technology, and national institutions</i> . Cambridge: Cambridge University Press.
Peng, M. W. 1999. <i>Business strategies in transition economies</i> . Thousand Oaks, CA: Sage Publications.
Prahalad, C. K. 2005. <i>The fortune at the bottom of the pyramid</i> . Upper Saddle River, NJ: Wharton School Publishing.
Rugman, A. M. 2001. <i>The end of globalization: Why global strategy is a myth &amp; how to profit from the realities of regional markets</i> . New York: AMACOM.
Stiglitz, J. E. 2003. <i>Globalization and its discontents</i> . New York: W.W. Norton & Company.

---

books and monographs also serve this purpose. In fact, some of the most important contributions to the international business literature have been advanced through non-journal outlets. Given this, it was deemed appropriate to also explore influential works disseminated through books and monographs during the period 1996–2006. For this purpose, we asked the international business researchers who participated in the Delphi study to suggest titles of research monographs and books published during the specified time frame that they considered influential. After compiling the recommendations of the Delphi participants, we employed Google Scholar to examine the number of citations each contribution had received.

Table 5 presents influential books and monographs in IB published during the time period 1996–2006 with citations of greater than 100 times. Textbooks were excluded. Several observations can be offered. First, some of these publications are intended for broad audiences, and indeed gained widespread approval by being included in bestseller lists. Examples are the books by C K Prahalad and Tom Friedman. Second, some offer integrated frameworks of research streams rather than revealing a particular research project. Third, several are commentaries on the globalization phenomenon and explore some aspect of it. Another favorite topic is culture. Fourth, not all authors are necessarily international business scholars; those with a journalistic background or academics from other disciplines do provide revealing insights that gain the widespread attention of researchers trained in the international business discipline.

### CONCLUSION

The present investigation provides a glimpse of the current nature of themes in international business. Importantly, it also reveals research topics and questions that warrant future attention by interna-

tional business scholars. The findings provide an opportunity to assess the field of international business in terms of its influence of articles, dominant themes and emerging themes. With continued questioning of the focus of the field of international business, and the need for authors to discern the issues within the field (e.g., Buckley, 2002), we believe that this study offers some empirically based insights. It is hoped that IB scholars will use the emerging themes noted in Table 3 as a platform for charting out new investigations.

### ACKNOWLEDGEMENTS

We gratefully acknowledge the three anonymous reviewers and the Editor, Arie Lewin, for valuable feedback on early versions of this manuscript.

### NOTES

<sup>1</sup>The table of contents of each of the six journals was used to develop a data set of author productivity following the adjusted authorship approach employed by Inkpen and Beamish (1994).

<sup>2</sup>One author of the 115 most prolific scholars is deceased, thus resulting in a sample frame of 114.

<sup>3</sup>Of these, 112 articles (8.92%) were cited 20 times or more, accounting for 3815 citations (39.98%); 180 articles (14.34%) were cited at least 10 but less than 20 times, accounting for 2436 citations (25.53%); 200 articles (15.94%) were cited at least six but less than 10 times, accounting for 1480 citations (15.51%); and 717 articles (60.80%) were cited five times or less, accounting for 1810 citations (18.97%).

<sup>4</sup>We followed Werner and Brouthers's (2002) definition of international management in the classification of international business articles. An article is classified as related to international business when there is clear indication of international business content in the title, abstract, or keywords.



## REFERENCES

- Acedo, F. J., & Casillas, J. C. 2005. Current paradigms in the international management field: An author co-citation analysis. *International Business Review*, 14(5): 619–639.
- Aulakh, P. S., Kotabe, M., & Sahay, A. 1996. Trust and performance in cross-border marketing partnerships: A behavioral approach. *Journal of International Business Studies*, 27(5): 1005–1032.
- Barkema, H. G., & Vermeulen, F. 1997. What differences in the cultural backgrounds of partners are detrimental for international joint ventures? *Journal of International Business Studies*, 28(4): 845–864.
- Barkema, H. G., Bell, J. H. J., & Pennings, J. M. 1996. Foreign entry, cultural barriers, and learning. *Strategic Management Journal*, 17(2): 151–166.
- Buckley, P. J. 2002. Is the international business research agenda running out of steam? *Journal of International Business Studies*, 33(2): 365–373.
- Buckley, P. J., & Casson, M. C. 1998. Analyzing foreign market entry strategies: Extending the internalization approach. *Journal of International Business Studies*, 29(3): 539–561.
- Buckley, P. J., & Ghauri, P. N. 2004. Globalization, economic geography and the strategy of multinational enterprises. *Journal of International Business Studies*, 35(2): 81–98.
- Buckley, P. J., & Lessard, D. R. 2005. Regaining the edge for international business research. *Journal of International Business Studies*, 36(6): 595–599.
- Chan, K. C., Fung, H., & Lai, P. 2005. Membership of editorial boards and rankings of schools with international business orientation. *Journal of International Business Studies*, 36(4): 452–469.
- Chandy, P. R., & Williams, T. G. E. 1994. The impact of journals and authors on international business research. *Journal of International Business Studies*, 25(4): 715–728.
- Christensen, C. M., & Bower, J. L. 1996. Customer power, strategic investment, and the failure of leading firms. *Strategic Management Journal*, 17(3): 197–218.
- Czinkota, M. R., & Ronkainen, I. A. 1997. International business and trade in the next decade: Report from a Delphi study. *Journal of International Business Studies*, 28(4): 827–844.
- Czinkota, M. R., & Ronkainen, I. A. 2005. A forecast of globalization, international business and trade: Report from a Delphi study. *Journal of World Business*, 40(2): 111–123.
- Daft, R. L., & Lewin, A. Y. 2008. Rigor and relevance in organization studies: Idea migration and academic journal evolution. *Organization Science*, 19(1): 177–183.
- Dicken, P. 2003. *Global shift: Reshaping the global economic map in the 21st century*. (4th ed.). New York: The Guilford Press.
- Doney, P. M., Cannon, J. P., & Mullen, M. R. 1998. Understanding the influence of national culture on the development of trust. *Academy of Management Review*, 23(3): 601–620.
- Dubois, F. L., & Reeb, D. M. 2000. Ranking the international business journals. *Journal of International Business Studies*, 31(4): 689–704.
- Dunning, J. H. 1997. *Alliance capitalism and global business*. Oxford: Routledge.
- Dunning, J. H. 1998. Location and the multinational enterprise: A neglected factor? *Journal of International Business Studies*, 29(1): 45–66.
- Dyer, J. H. 1996. Specialized supplier networks as a source of competitive advantage: Evidence from the auto industry. *Strategic Management Journal*, 17(4): 271–291.
- Dyer, J. H. 1997. Effective interfirm collaboration: How firms minimize transaction costs and maximize transaction value. *Strategic Management Journal*, 18(7): 535–556.
- Dyer, J. H., & Nobeoka, K. 2000. Creating and managing a high-performance knowledge-sharing network: The Toyota case. *Strategic Management Journal*, 21(3): 345–367.
- Eriksson, K., Johanson, J., Majkgard, A., & Sharma, D. D. 1997. Experiential knowledge and cost in the internationalization process. *Journal of International Business Studies*, 28(2): 337–360.
- Friedman, T. L. 2005. *The world is flat*. New York: Farrar, Straus and Giroux.
- Fruin, W. M. 2007. Bringing the world (back) into international business. *Journal of International Business Studies*, 38(2): 353–356.
- Gupta, A. K., & Govindarajan, V. 2000. Knowledge flows within multinational corporations. *Strategic Management Journal*, 21(4): 473–496.
- Hitt, M. A., Hoskisson, R. E., & Kim, H. 1997. International diversification: Effects on innovation and firm performance in product-diversified firms. *Academy of Management Journal*, 40(4): 767–798.
- Hofstede, G., & Hofstede, G. J. 2004. *Cultures and organizations: Software of the mind*. (2nd ed.). New York: McGraw-Hill.
- Hoskisson, R. E., Eden, L., Lau, C. M., & Wright, M. 2000. Strategy in emerging economies. *Academy of Management Journal*, 43(3): 249–267.
- Inkpen, A. C. 2001. A note on ranking the international business journals. *Journal of International Business Studies*, 32(1): 193–196.
- Inkpen, A. C., & Beamish, P. W. 1994. An analysis of twenty-five years of research in the *Journal of International Business Studies*. *Journal of International Business Studies*, 25(4): 703–713.
- Inkpen, A. C., & Beamish, P. W. 1997. Knowledge, bargaining power, and the instability of international joint ventures. *Academy of Management Review*, 22(1): 177–202.
- Jones, C., Hesterly, W. S., & Borgatti, S. P. 1997. A general theory of network governance: Exchange conditions and social mechanisms. *Academy of Management Review*, 22(4): 911–945.
- Jones, G., & Khanna, T. 2006. Bringing history (back) into international business. *Journal of International Business Studies*, 37(4): 453–468.
- Kuemmerle, W. 1999. The drivers of foreign direct investment into research and development: An empirical investigation. *Journal of International Business Studies*, 30(1): 1–24.
- Kumar, V., & Kundu, S. K. 2004. Ranking the international business schools: Faculty publication as the measure. *Management International Review*, 44(2): 213–228.
- Leamer, E. E., & Storper, M. 2001. The economic geography of the internet age. *Journal of International Business Studies*, 32(4): 641–666.
- Leonidou, L. C., & Katsikeas, C. S. 1996. The export development process: An integrative review of empirical models. *Journal of International Business Studies*, 27(3): 517–551.
- Lewin, A. Y. 2005. Letter from the editor. *Journal of International Business Studies*, 36(5): 489–491.
- Lu, J. W. 2003. The evolving contributions in international strategic management research. *Journal of International Management*, 9(2): 11–28.
- Luo, Y., & Peng, M. W. 1999. Learning to compete in a transition economy: Experience, environment, and performance. *Journal of International Business Studies*, 30(2): 269–295.
- Lyles, M. A., & Salk, J. E. 1996. Knowledge acquisition from foreign parents in international joint ventures: An empirical examination in the Hungarian context. *Journal of International Business Studies*, 27(5): 877–903.
- Makino, S., & Delios, A. 1996. Local knowledge transfer and performance: Implications for alliance formation in Asia. *Journal of International Business Studies*, 27(5): 905–927.
- March, J. G. 2004. Parochialism in the evolution of a research community: The case of organization studies. *Management and Organization Review*, 1(1): 5–22.
- Morck, R., & Yeung, B. 2007. History in perspective: Comment on Jones and Khanna “Bringing history (back) into international business”. *Journal of International Business Studies*, 38(2): 357–360.
- Murmann, J. P. 2003. *Knowledge and competitive advantage: The coevolution of firms, technology, and national institutions*. Cambridge: Cambridge University Press.



- Newman, K. L., & Nollen, S. D. 1996. Culture and congruence: The fit between management practices and national culture. *Journal of International Business Studies*, 27(4): 753–779.
- Pan, Y. G. 1996. Influences on foreign equity ownership level in joint ventures in China. *Journal of International Business Studies*, 27(1): 1–26.
- Park, S. H., & Ungson, G. R. 1997. The effect of national culture, organizational complementarity, and economic motivation on joint venture dissolution. *Academy of Management Journal*, 40(2): 279–307.
- Peng, M. W. 1999. *Business strategies in transition economies*. Thousand Oaks, CA: Sage Publications.
- Peng, M. W. 2004. Identifying the big question in international business research. *Journal of International Business Studies*, 35(2): 99–108.
- Peng, M. W., & Heath, P. S. 1996. The growth of the firm in planned economies in transition: Institutions, organizations, and strategic choice. *Academy of Management Review*, 21(2): 492–528.
- Peng, M. W., & Zhou, J. Q. 2006. Most cited articles and authors in global strategy research. *Journal of International Management*, 12(4): 490–508.
- Prahalad, C. K. 2005. *The fortune at the bottom of the pyramid*. Upper Saddle River, NJ: Wharton School Publishing.
- Ralston, D. A., Holt, D. H., Terpstra, R. H., & KaiCheng, Y. 1997. The impact of national culture and economic ideology on managerial work values: A study of the United States, Russia, Japan, and China. *Journal of International Business Studies*, 28(1): 177–207.
- Reuber, A. R., & Fischer, E. 1997. The influence of the management team's international experience on the internationalization behaviors of SMEs. *Journal of International Business Studies*, 28(4): 807–825.
- Rugman, A. M. 2001. *The end of globalization: Why global strategy is a myth & how to profit from the realities of regional markets*. New York: AMACOM.
- Shenkar, O. 2001. Cultural distance revisited: Towards a more rigorous conceptualization and measurement of cultural differences. *Journal of International Business Studies*, 32(3): 519–535.
- Shenkar, O. 2004. One more time: International business in a global economy. *Journal of International Business Studies*, 35(2): 161–171.
- Simonin, B. L. 1999. Ambiguity and the process of knowledge transfer in strategic alliances. *Strategic Management Journal*, 20(7): 595–623.
- Stiglitz, J. E. 2003. *Globalization and its discontents*. New York: W.W. Norton & Company.
- Werner, S., & Brouthers, L. E. 2002. How international is management? *Journal of International Business Studies*, 33(3): 583–591.
- Wright, R. W., & Ricks, D. A. 1994. Trends in international business research: Twenty-five years later. *Journal of International Business Studies*, 25(4): 687–702.
- Zahra, S. A., Ireland, R. D., & Hitt, M. A. 2000. International expansion by new venture firms: International diversity, mode of market entry, technological learning, and performance. *Academy of Management Journal*, 43(5): 925–950.

### ABOUT THE AUTHORS

**David A Griffith** (griffith@bus.msu.edu) is Associate Professor of Marketing in The Eli Broad Graduate School of Management at Michigan State University. He received his PhD from Kent State University, and is a native of the US. His research interests include international marketing strategy and the employment of firm resources for strategic marketing effectiveness. He has published in the *Journal of Marketing*, *Journal of International Business Studies*, *Journal of Operations Management*, etc.

**S Tamer Cavusgil** (cavusgil@msu.edu) is University Distinguished Faculty and The John W. Byington Endowed Chair in Global Marketing at Michigan State University. He is a native of Turkey, and received his PhD from the University of Wisconsin. He specializes in international marketing strategy, integration issues in the global company, manufacturer–foreign distributor relationships, and diagnostic tools in IB.

**Shichun Xu** (sxu3@utk.edu) is an Assistant Professor of Marketing at University of Tennessee. He is a native of China, and received his PhD from Michigan State University. His research interests include marketing strategy, strategic alliance management, and marketing in emerging economies.

Accepted by Arie Y Lewin, Editor-in-Chief, 18 June 2007. This paper has been with the authors for two revisions.



Reproduced with permission of the copyright owner. Further reproduction prohibited without permission.