



# HISTORY OF THE ACADEMY OF INTERNATIONAL BUSINESS UK AND IRELAND CHAPTER

Stephen Young



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## Preface

The material for this History was gathered by Stephen Young, his untimely death however prevented him from completing the work. This History is dedicated to the memory of Stephen Young.

Work to complete the History was undertaken by Frank McDonald, Heinz Josef Tüselmann and Pavlos Dimitratos. Invaluable information to enable the work to be completed was provided by Peter Buckley.

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# History of AIB UK & Ireland Chapter

## The foundation and development of the Chapter

What became the AIB United Kingdom & Ireland Chapter (AIB UK&I) dates from the 1973 when Michael Z Brooke of the University of Manchester Institute of Science and Technology (UMIST) took the initiative to develop the International Business community in the UK. The Chapter began when Michael was requested by Vern Terpstra, the President of AIB to form a Chapter in Western Europe. Michael opted for creating a Chapter in the UK as he considered that organising a chapter for all of West Europe was too daunting. He held the inaugural meeting of AIB UK with 64 participants on a spring day in 1973 at UMIST. This meeting was Michael's response to Lee Nehrt's enquiry (Vern Terpstra's successor) as to why UK members were not being recruited in greater numbers.

Peter Buckley recalls the first meeting - "The impetus for the establishment of a UK chapter of AIB came from Michael Brooke. In 1973 Michael organised (what in retrospect became) the first meeting of AIB UK in Manchester. I attended as a PhD student from Lancaster having recently been appointed Esmee Fairbairn Research Assistant to John Dunning at Reading. Dunning gave the only formal talk on the state of the art in International Business (IB) and the other participants all gave short summaries of their research, before we adjourned to the pub. The first formal meeting of AIB UK took place in Reading in 1975 and early meetings settled into a Bradford–Manchester–Reading–Strathclyde circuit."

The history of the first 25 years of the AIB UK Chapter is summarised in a pamphlet written by Michael Z Brooke published in 1998 on the 25<sup>th</sup> Anniversary of the Chapter. The pamphlet provides an outline of the foundation of the Chapter including the relationship with the Academy of IB (AIB) and the European IB Association (EIBA). The history also refers to some of the debates about the boundaries and content of IB in the 1970s and 1980s and highlights the contributions to this debate by the Chapter. The pamphlet contains a list of the papers presented at conferences between 1973 to 1998 and reveals a growing number of papers on a wide range of topics, many by leading members of the IB community, for example,

Julian Birkinshaw, Keith Brouthers, Peter Buckley, John Cantwell, Mark Casson, John Dunning, Neil Hood, Klaus Meyer, Ram Mudambi and Stephen Young.

The development of the Chapter was supported by leading IB scholars. The Chapter benefited from the strong support of Peter Buckley from the earliest days until today. He has provided invaluable support for the development of the Chapter and advice and encouragement to Chapter Chairs, track chairs, and doctoral panels. Stephen Young also provided invaluable advice to the Chapter over many years. The first constitution was drawn up by Peter Buckley and Stephen developed this constitution, which remains the core of the governing processes of the Chapter. John Dunning and Alan Rugman were staunch supporters of the Chapter by regularly attending the conferences, presenting papers and providing advice to Chapter Chairs and to PhD students in the doctoral sessions.

Since the early foundational days of the Chapter a series of Chairs have led a large number of committed academics on the Executive Board of the Chapter to develop and promote the IB community in the UK and further afield. In 2006 the Chapter was extended to include the Republic of Ireland and became the AIB UK & Ireland Chapter. Personal insights into the development of the Chapter are provided by reports from the Chairs of the Chapter from Peter Buckley onwards. The reports from the Chairs of the Chapter outlining the developments in the Chapter and pamphlet on the history of the first 25 years of the Chapter written by Michael Z Brooke and are on pages 12 to 61.

From the beginning, the major work of the Chapter has been the annual conference. The conference has seen a significant increase in the number of papers presented; from a handful of papers in the 1970s and 1980s to about 50 or so papers by the late 1990s (see *The First 25 Years – 1973 to 1998*, pages 33-58). In the early to mid-2000s this had risen to about 100 papers. Currently, the conference attracts around 150 papers. The conference developed a strong doctoral panel and special tracks of major contemporary issues and on developing IB research. The development of the annual conference stimulated a significant enhancement in administrative structure of the Chapter. The initial organisational structure was based on an informal network of a small but vibrant community of IB scholars based in the UK. As the work of the Chapter extended with larger and more developed conferences

the Chapter developed a Constitution and an Executive Board. The organizational structure has continued to develop, covering a large number of areas. The Chapter has also developed links with external bodies and has become an important representative of the interests of the IB community in the UK and Ireland and in wider arenas. The development of the Chapter in terms of conferences, organisational structure and engagement with wider academic and user communities is outlined in the reports from Chapter Chairs (see pages 10 to 32).

## Conferences

The organization of the Chapter's conference was progressively developed by improving the reviewing process and introducing special tracks, dedicated workshops and panels on contemporary topics and phenomena. There have also been sessions celebrating the life and contributions of eminent scholars Michael Z Brooke, Alan Rugman, John Dunning, Colm Kearney, and Jim Bell. Special tracks in the annual conference have been run with many organisations, for example the Royal Geographic Society and UNCTAD. Conference themes became increasingly interdisciplinary and contemporary, engaging with new challenges and trends in the international arena such as multispeed global economy, relevance of IB management and business research.

Major developments in the conference of the Chapter include the addition of a doctoral workshop in 1993 organised by Jeremy Clegg and the introduction of various doctoral prizes. In 1999, Marion Jones formalised doctoral panels to provide advice to doctoral students by senior IB scholars including eminent scholars such as Alan Rugman, Peter Buckley, Steven Young and John Dunning. The doctoral panels were highly successful and have continuously been running at AIB UKI conferences using the systems developed by Marion. In the early 90s, reform in the UK higher education sector led to the establishment of new UK universities and senior members of the Chapter, in particular, Stephen Young and Fred Burton reached out and encouraged researchers in IB in the new universities to become involved with the Chapter.

The annual conference has had numerous influential keynote speakers and special sessions involving high profile policy makers, officials of international organisations and senior executives of MNEs (Oxfam, World Bank Group, Bank of Santander, OECD). A notable

keynote was given in 1992 by Oliver Williamson. In special panel sessions and keynote speakers at AIB UKI conferences high profile policy makers and practitioners have brought the views and ideas of users of IB research to conference delegates. For example, in Manchester in 2015 there were speakers from the OECD, Oxfam and German British Chamber of Commerce and in Birkbeck in 2016 speakers included representatives from the World Bank Group, Commonwealth Commission, Bank of Santander.

Experience of organizing and developing the annual conference led to the development of a detailed and practical guide by Frank McDonald, Colin Wheeler and Sharon Loane on how to organise the annual conference. This template for organizing the annual conference has been used by other Chapters such as the Indian and MENA Chapters. The administrative and organisation side of the papers section for conferences were significantly improved by Rudolf Sinkovics who introduced a system based on the Comftool submission and review system and the use of dedicated panels for selecting prizes. The editors of the Palgrave Macmillan AIB series book engaged with the conference organizers to promote the profile and quality of the book. The book series has also been crafted to provide papers and commentaries that centre on the key themes of conference.

The conference has developed side events and pre-conference events to complement the main conference, for example, on methodology and pedagogy sessions. These sessions are normally geared towards doctoral students and early career researchers and include workshops for doctoral and early career on qualitative and quantitative methods and key research issues in IB. At these workshops doctoral and early career researchers get the opportunity to discuss key issues with senior IB researchers. Examples of these pre-conference activities include statistical workshops on structural equation modelling involving small groups of 3-4 participants and 2-3 senior researchers. Regular workshops connected to the annual conference have been, led by Emmanuella Plakoyiannaki, to develop expertise in qualitative research. From the mid-2000s annual conferences included regular meet the editor sessions to provide guidance on how to publish in IB and management journals such as JIBS, JWB, IBR, BJM, AMP, JIM, MBR and Business and Strategy Review.



Over the years, several prizes and awards were introduced including best conference paper and two awards for doctoral papers. The annual conference has awarded the John Dunning lifetime achievement award to eminent scholars based on their contribution to IB research, support of the work of the Chapter and encouragement of the next generations of IB researchers. The inaugural lifetime achievement award went to Stephen Young and subsequent prizes were received by Peter Buckley, Mark Casson, Bob Pearce and John Child.

## Constitution and administration

Michael Brooke was the first chair, and he was succeeded by Peter Buckley. There was a small leadership team at the beginning which was formalised into an executive committee during Stephen Young's term as chair when the revised constitution specified key management roles, scope and duties for an executive committee, including chair, treasurer, and secretary. When Ireland joined the Chapter under Jeremy Clegg's term as chair some amendments were made to the constitution. These amendments related to conference funding; executive board members roles were expanded, formalised and modernised with the defining of roles such as communications officer, membership officer and doctoral convener. The addition of Ireland to the Chapter led to Irish representative on the Executive Committee. The first representative was Colm Kearney. In the early 2000s, interim strategy meetings were initiated in between conference periods to develop the work of the Chapter beyond the annual conference.

Further changes to the administration of the Chapter were implemented under Heinz Tüselmann's term (2011 – 2017). The executive board was enriched by improvement of the gender balance on the executive board roles and co-opted members for diversity/equality, pedagogy and impact to reflect developments, trends and challenges in the modern IB context. To reflect the substantial presence of participants to the conference from Nordic countries two representatives from these countries were added to the executive board of the Chapter. Succession planning was developed for executive board to ensure the well-being of the chapter for future generations. Shadowing was introduced for core roles such as the doctoral convener (to ensure continuity. Observers from MENA and the Commonwealth Institute were included in the executive to help and facilitate Chapter

development. The introduction of Academicians, past chairs and J. Dunning life-time achievement award holders, that the chair of the Chapter can consult for strategic directions and major initiatives. The Academicians are linked to the board via a co-opted member, currently Heinz Tüselmann .

## Engagement with wider academic and user communities

The Chapter has been involved in representation to journal quality listings since the mid-2000s. The first moves in this involved submission in 2008/9 to early versions of the Chartered Association of Business Schools (CABS) academic journal list and to the ABDC journal quality list. This contributed to the upgrading of some IB journals in these lists. Notable in these first exercises to influence journal quality lists was upgrading the IB Review in the CABS and the ABDC lists. Since 2013 the Chapter has been represented on the committee responsible for the CABS list, which is one of the most authoritative and widely used academic journal list. This influenced the construction of the 2015 CABS guide, which saw a major upgrading of IB journals (such as JIBS to world elite, JWB to four star, and various lower ranked journals were upgraded to 2 star), thereby safeguarding and promoting the long-term well-being of IB as subject area. In addition, the number of IB journals on the CABS list increased from 40 in 2014 to 55 in 2018 with further increases in the 2021 CABS guide.

The Chapter has representation in the major learned societies in management and business such as the Academy of Marketing (AOM) and the British Academy of Management (BAM). This enables the Chapter to have a voice in these associations and can therefore influence the actions of management and business societies in areas such as REF and UK Research and innovation consultations. A BAM Special Interest Group in IB and IB Management (BAM SIG IB & IM) was launched in 2012 by Frank McDonald and Jeremy Clegg. The SIG was designed not be a rival to the Chapter but to be complementary. In particular, to reach out to academics in the area of International Management who see BAM as their home community rather than AIB. In 2013 the BAM, SIG, IB & IM has jointly organized with the Chapter a Research Excellence Framework (REF) impact workshop for researchers in IB and IM; a joint workshop on shaping an IB and IM research agenda; a REF impact workshop IB in 2016 with Nigel Driffield (who was in the REF panel for IB in 2014) and Ian Drummond (Department of

skills and industrial strategy practitioner panel for REF 2014). Regularly Joint AIB UK & I and BAM SIG IB & IM workshops on developments in qualitative research are normally organised in connection with the Annual Conference.

As part of the AIB community and one of its largest chapters, we have a very close and harmonious relationship with other Chapters of AIB. We feed into the activities and development of other chapters.

## Evolution of the Chapter

The Chapter has evolved from a small group of pioneers of IB research and scholarship in the UK to a large and vibrant community encompassing the UK and Ireland and embracing many other parts of the world. The annual conference has become a leading international conference in the field of IB attracting participants from Europe and beyond. The number of papers has risen considerably, and the rigour of papers has also increased. Developing support for doctoral students and early career researchers has been a prominent feature of the Chapter. Providing help to develop competencies in research design and methods at the conference and in events connected to the Chapter has contributed to enhancing the research and scholarly environment associated with IB. The Chapter has expanded and enhanced the organisational structure by setting up an Executive Body. The work of this body includes strategy and operations for the annual conference. The Executive also works to develop training in research design and methods, helping to publish in high quality journals, linking IB scholars to other academic communities and user groups. The Chapter also sought to encourage greater participation in the IB community by women, doctoral students and user groups. The work is of course not finished. In many areas only limited progress has been made thus far, especially in the areas of diversity and inclusiveness, and engagement with users. New issues that need to be addressed are also emerging. The vision and oversight of the creators of the Chapter in 1973 has been taken up and developed by a host of Chairs and members of the Executive with the unstinting help and encouragement of leading people in the IB community in the UK and Ireland. The work of the Chapter has also been supported by leading IB scholars from Europe. The ambition of the Chapter is to build on its inheritance to address the challenges and opportunities that it now faces.

## Chairs of AIB UK & I Chapter

Michael Z. Brooke (1973-1985)

Peter Buckley (1985-1991)

Stephen Young (1991-1996)

Fred Burton (1996-2000)

James Taggart (2000-2001)

Jeremy Clegg (2001-2007)

Frank McDonald (2007-2011)

Heinz-Josef Tüselmann (2011-2017)

Pavlos Dimitratos (2017 - 2021)

Davide Castellani (2021 - )

# Observations from the Chairs of the Chapter from 1985 to 2022

## Peter Buckley Chair of AIB UK 1985-1991

The impetus for the establishment of a UK Chapter of AIB came from Michael Brooke. In 1973 Michael organised (what in retrospect became) the first meeting of AIB UK in Manchester. I attended as a Ph.D. student from Lancaster having been recently appointed Esmee Fairbairn Research Assistant to John Dunning at Reading. Dunning gave the only formal talk on the state of the art in IB and the other participants all gave short summaries of their research, before we adjourned to the pub. The first formal meeting of UKAIB took place in Reading in 1975 and early meetings settled into a Bradford-Manchester-Reading-Strathclyde circuit. By 1985 the time was ripe for more formal organisation as Michael led on a personal basis and my assumption of the Chair also involved the creation of a committee structure that replaced the informal 'steering group'.

The first and overriding concern of my period as Chair was viability. Chapter numbers were miniscule and activity reliant on the goodwill and efforts of a very small number of dedicated and individuals. From memory, the 1986 meeting had 19 paid attendees! Constant efforts were made to attract academics to the Annual Conference, and therefore to AIB. The focus on doctoral students and early career training was vital as IB as a subject was developing from a small but firmly anchored base in a number of pioneering Universities and Business Schools. It was always pleasant to see new ventures in IB to swell the ranks!

Critical to these developments were advances in the theory, practice, and teaching of IB particularly 'local' (UK) advances. The 'founding' schools, Reading, UMIST, Bradford and Strathclyde begat children. PhD students were attracted in increasing numbers to a vibrant research community that still had a notion of 'pioneering' in advancing theory, empirical work and novel notions of teaching ("foreign", "international", comparative even "global" case study material for instance, radical in their day). There was also the sense of creating a unique niche between economics, finance, marketing and later strategic management. This had to be fought for and protected, so AIB became the focus for like-minded individuals to coalesce around research and teaching programmes identifiable (not standardised) as IB.

The formalisation of IB as a discipline paralleled the increasing formalisation of research and teaching in Universities generally – not always welcomed by those of us on the coalface. At the time, I was recruited to the Universities Funding Council (UFC) – the forerunner of HEFC

and became involved in the early Research Assessment Exercises (RAE), now the REF. This helped IB to achieve provenance as a 'discipline' within business schools and ensured a place for IB at the top table of research policy, but it had downsides (in terms of workload and aggravation!). I was also a member of the Research Grants Board of ESRC and tried to disseminate the knowledge of how to get research grants (and what we were doing wrong) through AIB.

Relations with AIB 'centrally' were not always good. There was a lack of understanding of non-North American academia at AIB headquarters and the UK as the first Chapter outside North America raised new issues, often perceived as problems. Successive Chairs have worked on these problems and achieved much – AIBUK&I is now seen as a 'model Chapter' and its path breaking work is recognised (by many). I was elected a Fellow of AIB in 1985 (at what I now appreciate was an incredibly young age) and saw at first hand the "culture clash" and the genuine (but sometimes frustratingly slow) attempts to address the issues – often mundane things (aren't they always?) like collecting dues, having a channel to voice our issues and the bigger issue of the legitimacy of "foreign" chapters. The growth of AIB into a truly global organisation has ameliorated, if not removed, many of these frictions.

Looking back, the achievements of the small leadership team were enormous. AIBUK Conferences became annual, better quality, open to all, with a special emphasis on young scholars and doctoral students and a 'fixture' on academics' calendars. The Reading Conference of 1982 had produced an edited book (Casson 1983) and the 1989 Bath Conference followed this (Buckley and Clegg 1991) and led to the successful Macmillan /Palgrave/Springer series that continues today. AIB became a recognised 'scholarly association' with representation at the highest levels of UK academic and government bodies.

Much later, I saw things "from the other side" after becoming President of AIB (2002-2004). I had been Vice-President (1991-1992) and was responsible for the academic programme for the Brussels conference. As with many other AIB Committees, mine tried to build a stronger dialogue and have strong ties with the Chapters (later Regions) of AIB. And, as ever, this met with only partial success. The global/local conflict is present in academic institutions as well as in multinational enterprises! My period as Chair of UKIB stood me in good stead as President – I tried to see the problems "from both sides".

The development of UKAIB parallels and regularly leads academic developments in business schools. Its leadership role has to be consolidated and developed by each successive generation of IB scholars.

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Brooke, M. Z. 1998. *The United Kingdom Chapter of the Academy of IB: The first 25 years*. London: City University Business School.

## Stephen Young Chair of AIB UK 1991-1996

Following Michael Brooke and Peter Buckley, I took over as AIB Chair after the AIB Conference in Spring 1991, with our first meeting being held at Brighton Polytechnic on 24 September that year. The members of the Executive Committee comprised me as Chair (University of Strathclyde); Secretary Dr Carla Millar (Thames Polytechnic Business School); Treasurer Fred Burton, (UMIST); Newsletter Editor Dr Jeremy Clegg (University of Bath); Member Hafiz Mirza (University of Bradford); Current Conference Organiser Barry Scherer (Brighton Polytechnic); Past Conference Organiser Dr Howard Cox (South Bank Polytechnic).; and Past Chairman Professor Peter Buckley (University of Bradford).

At this meeting a Mission Statement was agreed, to be put forward at the following (1992, Brighton) AIB Annual meeting.

‘To promote the teaching and research of all areas of IB, within the framework of the worldwide AIB, and to act as the forum for the development and exchange of views in IB, mainly by means of the UK AIB Annual Conference and the AIB UK Newsletter.’

This was a challenging period for me personally as I had been appointed Professor at the University of Strathclyde in 1987 and I was Director of Strathclyde IB Unit (SIBU) and Head of the Department of Marketing during most of my period as AIB Chair. Fortunately, we had a hard-working and innovative Executive Committee, and I had the great support of my secretaries Betty McFarlane and Ann Johnstone.

It was also a challenging but exciting period for the AIB UK. The academic landscape was changing with the emergence of the ‘new’ universities commonly focusing upon (international) business studies. There were also problems associated with finances and payment issues; relationships between AIB worldwide and AIB UK; the launch of the Macmillan-AIB (now Palgrave) book series; the creation of the formal Constitution for AIB UK; and the initiation of a Doctoral Colloquium, still a regular and well supported feature of the annual conference. The preparation of the first ever set of accounts was presented by the Treasurer Fred Burton for the period January 1<sup>st</sup>-December 31<sup>st</sup> 1991.

**The Academy of IB Series.** At the first Executive Committee meeting discussions were held about the formal publication of the AIB UK conference proceedings. To this point the proceedings had been published either paper bound or with mainstream publishers (Brooke, 1998: Appendix 1). Carla Millar (CM) took the initiative in approaching publishers (aided by Jeremy Clegg), the aims being to enhance the AIB UK’s image, help achieve the agreed Mission, and also generate much needed funds. This was to be an annual volume focusing upon a specific theme but covering all areas of IB. A positive response was received from Macmillan resulting in the signing of a five-year contract on 28 September 1993 led by Carla Millar (AIB UK) and Jane Powell (Macmillan). The actual publication of the initial planned volumes was slower than planned partly due to the inexperience on both sides and lengthy review periods, and the first volume appeared in 1996 (Burton, Yamin and Young eds. (1996)



(*IB and Europe in Transition*) followed soon after by Chrysochoidis, Millar and Clegg eds. (1997) *Internationalisation Strategies*.

**The AIB UK Constitution.** During this period the AIB worldwide (AIB WW) was growing rapidly with over 2,300 members in 50 countries by the 1990s (Brooke, 1998: 3). In 1995 AIB Headquarters (a controversial term!) prepared a set of AIB Chapter guidelines with individual chapters being requested to “develop or revise your own Constitution and Bylaws in accordance with these guidelines”. The basis of our Constitution derived from the mission statement agreed at the 1991 Brighton meeting and amendments subsequently. This was submitted to AIB Worldwide in 1996 and agreed with minor changes; and approved at UK level at the UK Members Meeting of June 1997.

As hinted above a number of controversial issues emerged in relationships between AIB UK and the worldwide organisation which came to a head at the AIB UK Business Meeting in March 1994. The UK membership was 143 in May 1993 (a significant increase over previous years) and the UK was the fastest growing Region in AIB WW. However, no information was available on membership in 1994 as UK dues could no longer be paid locally and so it was not possible to trace members. This was viewed as “a highly unsatisfactory situation”. A board member of the AIB WW organisation (Jean Boddewyn) was present and it was agreed that the dues should be made to UK AIB in £ and remitted to the US in \$. The Minutes record the following: “the AIB WW was too top-down and too US-centred ”...AIB WW should operate as a network, not on the basis of a HQ subsidiary relationship”. In a subsequent letter to the UK Executive Committee, the Chair remarked that: “A heterarchical Academy of IB this is not!” (For more details of the controversy over Subscriptions, see Brooke, 1998: 2-3).

**UK AIB Membership.** As indicated above, data on membership numbers were quite poor during this period and numbers fluctuated greatly from month to month because many UK members joined by attending one of the annual conferences. In a report to the AIB WW Annual Meeting in Banff, Canada in 1996, it was stated that “UK membership increased from 35 in the late 1980s to approaching 200 in the early 1990s, but numbers have fallen back since then to around 150 in 1996” (specifically a membership total of 151 was reported at the Banff Meeting in 1996). The latter ties up with a figure of 241 quoted by the AIB UK Membership Secretary Dr Simon Harris in his report of April 2005.

**The AIB UK Newsletter.** This was agreed at the Brighton Executive Committee meeting in 1991, its aim being to disseminate information concerning developments in the UK Chapter. Jeremy Clegg was appointed as the first Newsletter Editor.

At this same meeting, on a related theme the Chair also agreed to prepare a promotional Leaflet for new members.

**The Doctoral Colloquium.** Alongside the Book Series, the AIB UK Doctoral Workshops have probably proved to have the strongest impact and greatest longevity among the initiatives instituted by the Chapter. The stimulus to the Doctoral research methods workshops derived from the approval and support of the ESRC through an award of £7,000. Initiated by

Committee members Jeremy Clegg and George Chrysochoides, a workshop was held at the University of Bath in September 1994 with 25 postgraduate IB and management students participating. The high calibre of the academics supporting the presentation and discussion sessions at this ESRC / AIB UK Chapter workshop undoubtedly raised the status of the programme which has remained a flagship annual event.

I stepped down from my AIB chairman position at the Business Meeting at Aston on 30 March 1996 after five years in office, presenting a personal statement summarised in the Minutes as follows:

- The period saw an evolution from an economics dominated to multidisciplinary UK AIB; membership has been volatile but increasing.
- I have a slight disappointment that established academics were not at UK AIB conferences more often.
- There has been a move to more formality and more control by AIB worldwide.
- 'Standards of papers have gone up with a better rigour of refereeing.

## Fred Burton Chair of AIB UK 1996-1999 (prepared by Stephen Young)

I am very pleased to present this account of Fred Burton who was Chair of the UK AIB during the years 1996-1999. Sadly, Fred passed away in the Spring of 2016 and I attended his funeral in Colwyn Bay where he and his wife lived after his retirement from UMIST (University of Manchester). I think golf was a significant driver here!

Much of the early material here derives from a speech presented by Stan Paliwoda (a very well-respected Marketing scholar) at Fred's funeral service and I am very grateful for this\*. Stan worked with Fred for 10 years at UMIST and together they taught programmes in Africa, USA, Canada, France, Germany and Spain. Fred was a strong academic and the first to graduate from the University of Hull with a First-Class honours in economics. But he was multi-talented, as an accomplished pianist, footballer, squash player, athlete and golfer. Fred was forthright and very sharp and could sum up a situation or people quickly and often come out with a humorous, very accurate and concise but demining one liner.

Fred was widely respected by all whether as a lecturer, doctoral supervisor or external examiner. His former PhD students include many who have attained very senior positions in business and academic. Stan Paliwoda writes: "When I think of Fred I think of a sincere, dependable friend, unwavering in his support." His dedication to his work (at the expense in this case of his health) was shown when he came to Strathclyde University to examine a PhD of mine. Coming up the steep hill after lunch he took ill but still insisted on carrying on to Mongolia (where he was working for the World Bank) when he took a heart attack there, but fortunately recovered fully. Clearly, we had no idea of such health problems. As Stan Paliwoda observes: "Fred leaves a very large footprint behind him and lasting memories for all who knew him."

In an AIB UK context Fred Burton and I worked together as Treasurer and Chair respectively from 1991 when we had our Executive Committee meeting at Brighton Polytechnic. The UK AIB had 27 paid up members at £20 and a current balance of £4,300. Fred was a committed and efficient Treasurer and took over from me as Chair in 1996. In addition, he was on the EIBA (European IB Association) as UK representative and became its chairman when UMIST hosted the conference in 1999. Generally, links with EIBA were strong at this time and Danny Van Den Bulcke (a major player in EIBA) attended some of the UK AIB meetings.

Fred was a strong supporter of the important AIB Book Series and co-edited a number of its volumes during his period as UK AIB Chair from 1996-1999. Namely:

Vol. 1 Fred Burton, Mo Yamin, and Stephen Young (eds.), (1996) *IB and Europe in Transition*.

Vol. 3 Peter Buckley, Fred Burton and Hafiz Mirza (eds.), (1998) *The Strategy and Organization of IB*.

Vol 5. Fred Burton, Malcolm Chapman and Adam Cross (eds.) (1999) *IB Organization*.

In addition, aside from implementing the new UK AIB Constitution and supporting the Book Series, an important initiative during Fred Burton's term in office was a renewed emphasis upon membership. The number of members increased from 35 in the late 1980s to approaching 200 in the early 1990s, before falling back to around 150. To tackle this decline, Fred brought Eleanor Morgan into the Committee as Membership Secretary and Conference Continuity Coordinator. This membership drives targeted heads of IB departments and related fields through the Newsletter, leafleting and inserts in publishers' mail-outs as well as targeting Doctoral students.

\*This material derived from: Stan Paliwoda's *Speech at Fred Burton's Funeral Service*, Colwyn Bay, Spring 2016

## James Taggart Chair of AIB UK 1999-2001 (prepared by Stephen Young)

James Taggart took over as UK AIB Chair from Fred Burton for a short period from June 1999 to April 2001 when he resigned owing to ill-health. This period included the Annual UK AIB Conference held at the University of Strathclyde on 14-15 April 2000 titled *The Multinational in the Millennium: Companies & Countries, Changes and Choices*. James sadly died in November 2014, aged 71.

Jim (the name I knew him by) was a fervent Scot and lifetime believer of Scottish independence. He wore his kilt proudly and as a talented musician played the bagpipes at SIBU (Strathclyde IB Unit) events and at the UK AIB conferences we held at Strathclyde University. He left a well-paid, secure job in 1984 aged 41 to become a full-time student. I taught him on his MBA and supervised his PhD. He then progressed as an academic and was an energetic, enthusiastic and well-respected teacher of IB and business strategy.

I remember one day he came into my office and in typical Jim fashion he blurted out: “you are a professor – tell me what to do to get a chair”. I was a bit bemused, and I muttered something like: “well I never really thought that way, but I’ll give you some advice.” So, I told him what was required, focusing upon a balanced portfolio, and he went away and did it in super-fast fashion.

In a highly productive period from 1987 to 1999 he produced 61 published outputs, many in top European and American journals, and some in collaboration with his wife Jennifer who has a PhD in economics. His main contributions to the IB field relate to the strategies and strategy shifts of multinational subsidiaries and headquarters-subsidiary relationships. His most influential papers were those published in the *Journal of IB Studies* (1997, **28**, 51-76 and the *Strategic Management Journal* (1998, **19**, 663-681). Progressing to Senior Lecturer at Strathclyde University, he was then promoted to Professor at Glasgow University in 2000.

As head of the UK AIB he chaired three meetings of the Executive Committee. These mainly dealt with routine matters relating to recent and forthcoming conferences, namely the 2000 conference at Strathclyde University, and upcoming conferences at Manchester Metropolitan University (2001, Conference organiser Frank McDonald) and the 2002 conference to be held at the University of Central Lancashire.

By this time the web page had become an important means of communication; but concerns were raised about the financial implications of developing the web page. In the end Macmillan offered to host the AIB website, taking care of the technical aspects of the site and saving £500 for website development. The Macmillan Series was proving a valuable source of income, although sales were slipping.

\*With assistance from Jim's wife and other family members I prepared an *Obituary* which was published by *The Herald* (Glasgow) newspaper. I spoke to this *Obituary* at the AIB Annual Conference on 17 April 2015.

## Jeremy Clegg Chair of AIB UK&I 2001-2007

I was elected chair of the UK Chapter of the Academy of IB at the annual conference in 2001. It was not an honour that I had sought or had envisaged. In fact, I had been on the committee of the chapter for quite a number of years and had served as the organizer of the doctoral workshop, which then became the Doctoral Colloquium. The doctoral workshops had their origins much earlier in the chapter's evolution, although a significant change, for the better, was marked by the 1994 ESRC sponsored Doctoral Workshop in Advanced Research Methods for IB and Management, held from 5-8 September, at the School of Management at the University of Bath.

When I took over as chair of the chapter, I saw it as my job 1. Develop the Doctoral Colloquium; 2. Further increase membership; 3. Increase participation at AIB conferences; and 4. Ensure that the Book Series remained in a healthy state. Broadly speaking these were the priorities which I kept as the centre of my vision for the UK chapter. What I did not anticipate was a significant opening of my eyes to the very exciting prospect of expanding the chapter, not through organic growth, but through joining with Irish colleagues, members of AIB, who up to that time did not have a chapter of their own.

In the immediate period after my election as chair, one of the biggest challenges that I faced was the state of administration in the AIB Secretariat in the USA. Limited by the technology of the time, it was impossible for me as chair, or as any of my committee members, to know precisely who a member at any one time was. The UK chapter had its own list of members, which was not only wonderfully out of sync with the actual membership - based on the records of who had paid their dues to AIB - but was also troubled by having multiple entries and different addresses. This situation needed to be sorted out before we really made a concerted effort to develop our membership.

I was especially fortunate to meet Dr Bryony Conway, at a conference held at INSEAD. Bryony was at this time Dean of Wolverhampton Business School, and as such, she was blessed with a personal assistant, Marie Porello who became essential to realising our ambitions on the membership front. Bryony was not only an academic but also a senior manager, and brought an administrative gravitas to the committee, as well as a very wise head. Bryony and Marie were the key initiators of the new strategy to grow membership in a way that we had been unable to do before. Crucial to this, was a new, closer relationship with the AIB Secretariat, which was to be ushered in within a couple of years. At the University of Michigan our key contact point was Tunga Kiyak, at that time very new to his job. I was able to talk to Tonga in a constructive way concerning our membership ambitions while leaving the membership strategy entirely in the hands of Bryony and Marie, who had regular dealings with the Secretariat. A new closer relationship with the AIB worldwide was thus forged. In April 2003 Bryony and Marie produced a detailed analysis of membership within the UK, by region, and for the first time we were able to see where membership could be expanded strategically. I was fairly confident that this could be achieved, but we would need resources and the imprimatur, of the AIB, on this new development work. Therefore, with the support of the committee, I applied for funding from AIB to grow membership. AIB resourcing support

allowed us to engage in promoting the new chapter, now with a new and refurbished membership list, in a way that we had not been able to before. In particular, we were able to write to people whose membership had lapsed and suggest to them that they rejoin. This resulted in a very significant upswing in membership, as people not only joined but realised that the Academy actually cared about having them as a member. This brought our chapter to the attention of AIB worldwide, as a chapter which had a vision to contribute to the worldwide Academy, and to influence IB research and teaching - a vision which it has retained, and significantly developed, to this day.

What we achieved organically, through this initiative, in terms of membership, was the platform for what I regard as the next big initiative during my period of office. This reached fruition during my second three-year term but has its origin in my first term of office. This was the idea to expand the chapter to include Irish colleagues working in the field of IB. How this came about, was through two key events. The first was that Professor Jim Bell at the University of Ulster, had offered to host the 2003 conference at the Magee Campus, in Northern Ireland. Somewhat presciently, an email from Jim, sent to me on 7 June 2001, says that he has in mind a conference in 2003, and describes it as the “UK (& Ireland) AIB conference”. Whether this was the genesis of the initiative to create a unified chapter of British and Irish AIB members, I cannot be sure. But for certain this conference, run by Jim Bell, Dr Sharon Loane and Trevor Morrow was a turning point, in so many ways. Jim referred to an enhanced number of delegates at the 2003 conference being drawn from the Republic of Ireland, in addition to the regular participants from the United Kingdom. In fact, in 2002, I took the opportunity to attend a different conference, also organized by Jim and his team at the University of Ulster and was greatly impressed by his ability to bring people together from both sides of the border. As a Jean Monnet professor, I could see that Jim was achieving something significant not only for the people of Ireland and the United Kingdom, but also for the European Union, and that this, surely was a new and important direction that the UK chapter should follow. This view became more concrete following discussions I had with Professor Colm Kearney, then of Trinity College Dublin, and a participant at Jim’s conference, who told me that colleagues within the field of IB in the Republic of Ireland were keen to increase their presence in the international IB community.

First, however was the AIB UK Chapter (as it then still was) was to run its conference- very successfully so – at the University of Ulster. Exactly as envisaged, the atmosphere was more international and, for the first time, was able to benefit from a closeness with the Republic of Ireland that we had never enjoyed before as an Academy. Throughout the discussions that led up to the proposal to the AIB UK Executive Committee, the vision that Jim had started as a unified chapter for Irish and British colleagues met approval from the AIB Secretariat and everyone else consulted. It was at the Executive Committee meeting at the University of Leeds in June 2005, that a unified UK-Ireland Chapter was proposed by me as chair and then verbally approved by each executive committee member, thereby creating a new regional chapter under the constitution of AIB (as opposed to the existing national UK chapter). I felt it was necessary to ask each committee member individually, as this was the most important constitutional change in the history of the Chapter. And I am glad that I did so.



As I went round the table asking each member to give his or her assent, I collected only “yes’s.” Until, that is, I came to Jim Bell - the inspiration for the proposal in the first place. In his best Ulstermen accent, indistinguishable from the famous tones of the Rev. Ian Paisley, Jim let out a resonant “No!” After the initial shock - we realised we had been “had” and fell about laughing. Jim had punctured the rather excessive formality and the rest, as they say, is history. \* Approval was formally granted by the AIB for our new chapter, known as the Academy of IB UK & Ireland Chapter (AIB UK & I); and approved by the Members’ Meeting of the AIB UK in 2006. We were then free “legally” to hold our annual conference outside of the United Kingdom, and we did so as soon as possible, at Trinity College Dublin, with Colm Kearney as the conference chair. The Chapter of which I was chair had now grown both organically, and through the merger of Irish and UK academic colleagues.

At this point in the evolution of the Chapter, it was clear that the annual conference would now become in the steady state, a prestige offering, not just for a British membership, but for a membership that placed the subject above national affiliations. As I, and my colleagues on the executive committee believed, the annual conference was an international conference, which just happened to be held in the United Kingdom, and now in the Republic of Ireland as well. I believe that this shift in the national political affiliation of the chapter, to having no political affiliation, was the starting point of the Chapter’s growing international component, to the extent that participation of AIB members from outside of the UK & Ireland came to represent 50 per cent of registrations. From being a nationally focused academic body, the chapter was well on the way to “walking the talk” of having an international mindset. The quality of bids to host the annual AIB UK & I conference rose. From a position where, as chair, I had to worry about where the next conference host was coming from, I was now in the luxurious possession of having universities lining up, and making formal bids, to host the annual conference. I realised that threshold had been passed, when in one year I had three bids to host the annual conference. Each institution bidding came to run the annual conference in due course.

During my period of office, I instituted an extra annual meeting of the Executive Committee. Having been on the Chapter Executive Committee for many years, it had long struck me as problematic that the committee met only once at the annual conference, in a timeslot that was always pinched for time, before the conference proper began, and once on a day trip to the following year's conference venue. No longer was this short amount of committee time sufficient. Also, the finances of the Chapter had improved considerably, and we now had a larger bank balance than ever before, as membership had risen, and any surplus from the now larger annual conference, was (at the time) retained by the Chapter. This extra committee meeting became known as the annual “Strategy Meeting,” and it was an opportunity for us to think of blue skies developments for the Chapter, but also to consolidate on the growth that had already taken place. Academic time is always costly, and I became more and more impressed with the number of colleagues who were prepared not only to join the committee, but to give their time so freely to develop an academic organization.

In developing the new Chapter I relied increasingly on the Constitution, which had been written by Stephen Young and approved by the AIB Secretariat in 1996. Stephen had taken

on this job in order to give the Chapter a far more regular basis for its existence, and its governance, than it had enjoyed up to this point. The Constitution set out, in very plain terms, the normal membership of the executive committee. This was to be based around a chair, a secretary, and the treasurer. Roles such as membership, publicity and so on, could either be co-opted - in the form of individuals – or could be enshrined of offices within the constitution. My principle, was, that if a role was useful, then it should be in the constitution. Therefore, with the support of the committee, and the administration of the committee secretary, we would when it was required, hold a ballot of the membership (which we now had on record, owing to our improved membership recording) as to whether our recommendation to add a new post (or to remove a post) had their approval. It was also possible to make such constitutional changes at the annual conference members meeting but, given that things were moving fast, we were not always able to wait for the next annual conference. The Constitution therefore became the indispensable instrument that governed the operation of the Chapter, and the executive committee could not have achieved what it did without this basis to steer itself into new enterprises.

Looking back, I am delighted to have had the opportunity to Chair the AIB UK in such fascinating times - and have some fun along the way!

\*Sadly, Prof. Jim Bell passed away in 2009. Born in Peru he was Irish through and through. A respected academic, Jim was a prolific writer and teller of tales from many adventures. He was clever, witty, charming, and ever mischievous. For further details, see the introduction to Vol. 17 of the Palgrave Macmillan Series, *Resources, Efficiency and Globalization*. P. Dimitratos and M.V. Jones (eds.).

## Frank McDonald Chair of AIB UK&I 2007-2011

I was elected chair of the Chapter in April 2007. I had been the Treasurer of the AIB UK&I for four years before my election as Chair and had worked in the Executive Committee under the leadership of Jeremy Clegg. I had been drawn into the work of the Chapter by Fred Burton. In addition to Fred, several people generously provided me with support and guidance during my time as Chair. Two of the founding fathers of the Chapter, Stephen Young and Peter Buckley provided unstinting guidance and support. During my period as Chair many people were instrumental in laying down the foundations of systems and procedures that have been developed over the years and still guide the Chapter today. Notable contributions were made by Colin Wheeler who served as Secretary for many years and was involved in setting up many of the procedures that underpin how the annual conferences are run. Colin also played an important role in creating effective procedures for producing the Palgrave book. Marian Jones set up the foundational structures for the doctoral symposium and encouraged the Chapter to make as a core objective the promotion of activities helpful for embedding doctoral students into the community of IB scholars. The Chapter was very fortunate in having the support and guidance of such people and in my time as Chair I benefitted greatly from their guidance and support.

When I was elected Chair attendance at the annual conference was growing and attracted not only IB scholars from the UK, but increasingly from further afield. Delegates from Europe, especially Scandinavian countries, grew considerably in this period. The base for the growing number of delegates had been enhanced by support from the University of Central Lancashire (UCLAN) that in the period when I was Treasurer of the Chapter had regularly sent 25 plus Master students to the annual conference. This support from UCLAN was an important contribution to the conference being regarded as one of reasonable size. This helped in the development of the numbers of delegates that were attracted to the annual conference. The growth of the health of the finances of the Chapter together with a growing number of delegates provided the basis for the annual conference to become the largest conference among the Chapters of AIB. In this period the annual conference cemented its position as an important IB conference, which although focused on the UK and Ireland attracted delegates on a global basis, especially from Nordic countries.

In my period as Chair various steps were taken to enhance the academic standing of IB in the UK and Ireland. The first moves towards promoting IB journals in the major journal quality lists were made in this period. The Chapter made submissions to the second version of the Association of British Business Schools (ABS) Quality Journal List and the Australian Business Deans Council (ABDC) Journal Quality List. The Chapter arranged for testimonials from leading IB scholars to be submitted to these bodies, to support an upgrading of the IB Review. This was successful as the journal was moved from a 2 to 3 in the ABS list and its rank in the ABDC list was also raised. In another move to support the development of the IB community two new conference prizes were introduced – the *Neil Hood and Stephen Young Prize for the Most*

*Original New Doctoral Work* and the *Critical Perspectives on IB Award*. In this period, approval was received from AIB HQ for the Chapter to present an award - *John Dunning Lifetime Achievement Award*. The development of special sessions at the conference to promote particular areas of interest were also promoted in attempts to enlarge the spheres of influence of the IB community in the UK and Ireland. One of the first of these types of sessions 'meet the editors' the conference in the University of Edinburgh in 2011. Editors of the *Journal of IB Studies*, *IB Review*, *Journal of World Business*, *Journal of International Management* took part in this session. At the conference in the University of Liverpool in 2012 one of the first sessions involving collaboration with another academic body (Royal Geographical Society) took place with a special track on the research connections between IB and Economic Geography. Foundations were also laid for a variety of symposiums and seminars held outside of the annual conference. In 2012 the Chapter encouraged the development of a British Academy of Management Special Interest Group (BAM SIG) in IB and International Management. This BAM SIG was established in 2012 by Jeremy Clegg and me with the intention of encouraging collaboration with the AIB UK&I Chapter. The late Keith Glaister, the BAM Fellow associated with the SIG, made tremendous contributions to encouraging collaboration between the SIG and the Chapter. The linkages established between these two bodies led to successful joint workshops and seminars in issues such as preparing for REF 2014 including a session on developing impact studies in the area of IB. Some the first Chapter seminars on qualitative research methods were also developed in this period.

I encouraged Heinz Tuselmann to become involved with the Chapter and he was elected as Secretary of the Executive, and he quickly became a major pillar of the Executive. When I stepped down, he was elected as Chair. In 2014 Annie Wei asked me to be co-chair for the annual conference at the University of York. I therefore found myself for a year back on the Chapter's Executive. I was delighted, but not surprised, to find that under Heinz's leadership the Chapter had developed and improved in many ways. I have kept in touch with developments at the Chapter and am delighted that it is going from strength to strength. It has been a privilege to be involved with the Chapter and to have played a part in its development.

## Heinz Tüselmann Chair of AIB UK&I 2011 – 2017

I was elected Chair of the Chapter in April 2011. I had been Secretary of the AIB UK&I from 2005 to 2011 during the chairmanships of Jeremy Clegg and Frank McDonald and I am proud that was able during this period to support their various initiatives and achievements. Although Jeremy and Frank left big shoes fill, working closely with them during my time at the AIB UK& I executive prepared me well for the important role of Chair of the Chapter. I take pleasure that during my leadership of the Chapter I was able to build on their achievements. I am also grateful that I was supported by a sterling executive committee during my tenure as Chair, and in particular by the Secretary and my successor as Chair, Pavlos Dimitratos who sadly passed away in January 2021.

Building on the hard work of my predecessors, it was pleasing to see that during my tenure and the initiatives we undertook during that time, that the Chapter continued to be in a steady state and grew originally in terms of membership, continuing to be one the largest and longest established Chapter in the AIB family, and the largest regional AIB conference.

Conference attendance continued to grow. The annual Chapter conferences further cemented its position as an important IB conference, which although based in the UK and Ireland, continued to attract a large share of delegates from Europe, especial from Nordic countries, and beyond. Special workshops and events led by leading IB scholars, such quantitative and qualitative method workshops for IB research, IB pedagogy, research and paper development workshops and publication sessions with IB journal editors have become a permanent a fixture of all AIB UK&I annual conferences.

Our conferences have also connected beyond the remit of our annual conferences, such as the 2012 Liverpool conference which was run in parallel to the Royal Geography Society conference at Liverpool University with lots of crossovers and debates between IB and economic geography researchers, or the 2017 Reading conference which brought together the Chapters' conference with the biannual John Dunning Centre and UNCTAD conference. Importantly, the doctoral programme, which has always been the backbone of our annual conferences and an important aspect of the Chapter's commitment to promote the next generation of IB researchers, has been further strengthened thanks to the commitment and initiatives of the doctoral convenor Margaret Fletcher. In this connection, I am grateful to Sinéad Monaghan and Sharon Loane for having organised several AIB UK&I sponsored doctoral events in Ireland, that fed into AIB UK&I doctoral streams at our annual conferences.

An important milestone during this period was the Chapters' establishment of the John Dunning Lifetime Achievement Award to recognise outstanding achievement in *(i)* contribution to IB research, *(ii)* services and support to AIB UK&I, *(iii)* development of the next generation of IB researchers. I took great pleasure that the inaugural award was bestowed to Stephen Young, who sadly passed away in 2021, at the 2015 conference held at Manchester Metropolitan University. In the years to follow during my tenure, the recipients were Peter

Buckley, Mark Casson and Bob Pearce. Sadly, Bob passed away before the award ceremony and he received the award posthumously.

Another noteworthy development during this time was the formal recognition of the longstanding conference attendance of our European colleagues and particularly those from Scandinavian countries. Olli Kuivalainen and Ulf Andersson were co-opted to the AIB UK&I Executive Committee in capacity of Nordic Countries' Representatives. They have very much enriched the Executive and are committed and much valued members. We also appointed Olli Kuivalainen and Rudolf Sinkovics as dedicated book editors for the annual Palgrave MacMillan IB Book Series arising from the annual conferences. The book editors support and assist the conference host editors, ensure consistency across the annual volumes, as well as guidance as to thematic themes and content. In addition, they are the focal point of contact between the Chapter and the publishers. A notable initiative during this time was the initiation of academicians, bestowed on the former Chairs of the Chapters and holders of the John Dunning Lifetime Achievement Award. This is an informal body of the Chapter to provide counsel and advise to the Chair and the Executive Committee on strategic matters and acting as a sounding board. Indeed, they constitute a valuable pool of knowledge and experience for the Chapter to draw on.

Yet, the frontrunners and inspirators of this were the infamous annual "old gits meetings" of Stephen Young, Jeremy Clegg, Frank McDonald, and me. This was an evening out at Don Giovanni's restaurant in Manchester, where over dinner we discussed issues, initiatives, and future direction of the Chapter. I am grateful to Stephen, Jeremy and Frank for their counsel and advise during these very productive meetings. However, after the second bottle of wine and when AIB UK&I business was done, in a truly "old gits" fashion, we put the world to rights. Thanks Stephen, Jeremy and Frank for their invaluable advice and inspiration, and importantly, for making the "old gits meetings" such memorable happenings and fun.

The initiative by Jeremy Clegg and Frank McDonald leading to the creation of the British Academy of Management Special Interest Group (BAM SIG) in IB and International Management in 2012, constituted another major milestone during this period. Jeremy and Frank were subsequently the founding co-chairs of the BAM SIG, setting the scene for strong collaboration with AIB UK&I and also increasing the voice and stature of IB within BAM. The linkages established between these two bodies has led to successful joint BAM and AIB UK&I sponsored workshops and seminars and these continue to be intensified further by the BAM SIG and the Chapter.

I am particularly pleased that during my tenure and as subject expert for IB of the influential Chartered Association of Business Schools (CABS) Academic Journal Guide, we were able to upgrade several of our IB journals and IB related journals. In particular: *Journal of IB Studies* to world elite status, *Journal of World Business* to grade 4, *Journal of International Management* to grade 3, *Management Organization Review* to 3, inception grade of *Global Strategy Journal* as grade 3 (and in 2021 upgrade to grade 4), as well as promoting a number of grade 1 IB journals to grade 2 and including a number of new and emerging IB journals onto

the CABS journal list. This is an important development for safeguarding and growing IB as subject area in the competitive international journal landscape.

It has been an honour and privilege to serve as Chapter Chair and to have made some contributions to the long and proud history of the Chapter. The upside to the end of my Chairmanship is perhaps that the conference delegates are no longer subjected to my German jokes at the conference gala dinner speeches. It was a pleasure when Pavlos was elected as my successor, although his tenure was cut short when he passed away untimely. His progressive leadership and his various initiatives have made major inroads in the further development of the Chapter.

## Pavlos Dimitratos, Chair of the AIB UK&I, 2017 – 2021 (prepared by Mario Kafouros)

No doubt, the period between 2017 and 2021 was one of the most eventful periods in the history of the Chapter.

While the Chapter further consolidated its strengths during this period, the unprecedented disruption caused by the spread of Covid-19 also put the Chapter (and the IB community more widely) to the test. Yet, this one-of-its-kind crisis has shown to all of us how strong the IB community is and how good we are at bouncing back from setbacks. The leadership of Pavlos Dimitratos as Chair of the AIB UK&I Chapter played an important role in weathering this unprecedented challenge.

Pavlos served for over ten years on the Executive Committee of the Chapter and after being the Secretary for several years (during the Chairmanship of Heinz Tüselmann), he became the Chair of the Chapter in 2017. He remained in this post and worked enthusiastically with various colleagues (e.g. Mario Kafouros and Heinz Tüselmann) until his death in January 2021.

During the 2017-2021 period, Pavlos as Chair of the Chapter built on the work of his predecessor (Heinz Tüselmann) to develop and introduce initiatives that strengthened and progressed the Chapter within the IB community. He placed a lot of emphasis on community-building work that was instrumental in developing the institutional scaffolding that IB scholars within the UK and internationally needed. The fact that Pavlos had leading roles in the European IB Academy (EIBA) and the British Academy of Management (BAM) also helped him to champion the Chapter in a unique way in the wider academic community and make it more inclusive than ever.

The chapter introduced new and refined existing initiatives over the years, many of which were aimed at supporting and promoting doctoral students and early career researchers. These included the sponsorship of various seminars and doctoral events that complemented the annual Chapter conference. Pavlos was passionate about developing early career academics and this passion was shared by the rest of the executive board. He loved to welcome them into our community (seeing them as the 'future'). In turn, because of Pavlos' social nature, openness, and kindness, both senior and early career scholars wanted to work with him to contribute to the Chapter. During Pavlos time as Chair he initiated a survey of members to improve interaction with the members of the Chapter. Pavlos also encouraged



the revamping of the communications systems of the Chapter leading to Noemi Sinkovics developing a new web site and an improved social media presence.

Pavlos also introduced two new AIB UK&I conference awards: the “Adam Smith Business School Best Doctoral Dissertation Award” and the “Peter Buckley and Pervez Ghauri Prize for the best Early Career Research Paper”. These further signify his commitment and initiatives to bring along the next generation of IB scholars. In addition, he installed the Global Strategy Journal Prize. Adding to the existing AIB UK&I awards, Pavlos’ initiatives ensured that the Chapter has now a variety of high-profile prizes and awards to celebrate and acknowledge the best work of established and emerging IB scholars.

As a result, the annual conferences of the Chapter not only further consolidated its position as an ‘exemplar’ chapter but also continued attracting many participants from various other European countries and increasingly from America and Asia. The conference continued to be one of the most important IB annual events. Both attendance at conferences and Chapter membership remained very high. This international reach and inclusion were also reflected on the Executive Board of the Chapter which included co-opted members from other European countries. Moreover, reflecting Pavlos’ progressive and forward-looking Chairmanship, he made several strategic appointments on the executive board, including co-opted members for “Diversity and Inclusiveness” and “Impact”, with the latter reflecting the growing demands for IB to not only make academic contributions but to be relevant and impactful for policymakers and practitioners to address and provide answers to real-world problems facing the international community.

The executive board meetings were not only constructive but also very enjoyable and fun to attend. They often felt like a gathering of long-standing friends, rather than work-related meetings that people had to attend. This kind of collegiality and friendship could be seen in different circumstances and many colleagues still recall a variety of stories demonstrating just this. For instance, after the Gala dinner in one of our annual Chapter conferences, one of the delegates could not find a taxi. Although it was very late (after midnight), she decided that she had no option but to walk to her hotel which was nearly two miles away from the Gala dinner venue. Pavlos was quick in asking other colleagues to join him to walk with her back to her hotel, making sure she was safe. There was a very enjoyable discussion on the way to the hotel. This kind of collegiality run through all the activities of the Chapter.

Nevertheless, despite these successes, the Chapter was not immune to the widespread disruption caused by Covid-19, which arrived at Europe in January-February 2020. The Chapter faced unprecedented challenges and the IB community as well as the rest of the world were hit very hard. While the situation is currently improving, it is worth remembering that we all had to isolate. This effectively led to the cancelation of the Glasgow AIB UKI&I conference and also meant that one of the most important scholarly activities (i.e., meeting with other IB friends and colleagues face to face) came to a standstill overnight.

This kind of disruption however has shown how resilient the Chapter, the wider IB community and our society are. Pavlos' steady hand played an important part in weathering this challenge. A

fter the spread of Covid-19, we were very quick in adapting to online forms of interacting with people. Although many fellow academics will agree with the view that such online interactions are not as enjoyable as meeting people face to face, they enabled us to keep interacting and working with each other. They also allowed the Chapter to run a very successful and well attended conference in Greenwich in 2021. It was certainly a challenging period, but no doubt it made the IB community stronger and better prepared for the future, and Pavlos played an important role in advancing the Chapter during this difficult time.

Pavlos left a considerable legacy in promoting and advancing the Chapter in the UK and Ireland and beyond. His progressive leadership of the Chapter, his support for the next generation of IB researchers and his steady chairmanship during a difficult and challenging period have made a considerable contribution to the long-term well-being of the Chapter. Although his untimely death cut short his chairmanship, his successor Davide Castellani is building on Pavlos' contributions, leveraging new initiatives to move the Chapter along to continuing to thrive in the future.

## Davide Castellani Chair of AIB UK&I 2021-

I was appointed as interim chair of the Chapter in January 2021, after Pavlos Dimitratos passed away, and then formally elected chair in April of the same year at the Annual Conference held online and organised by the University of Greenwich. I had been the Membership Officer of the AIB UK&I for three years before my election as Chair and had worked in the Executive Committee under the leadership of Pavlos Dimitratos. I had been drawn into the work of the Chapter by Heinz Tüselmann. In the Spring 2020 Pavlos Dimitratos informed me that he was not keen on a second term as Chair, and he proposed that I put my name forward to succeed to him. Pavlos and I had some conversations on the future of the Chapter, and I treasure the suggestions he had for me at the time. The Annual Conference of 2020 in Glasgow has been cancelled due to the COVID-19 pandemic, so the Members Meeting did not take place that year and Pavlos stayed at the helm of the chapter for another year. Sadly, Pavlos then passed away in January 2021 and at that point, the Executive Committee appointed me as an interim chair to oversee the work of the Chapter until an election could take place. When I was appointed interim Chair, I was relatively inexperienced and could not rely on my predecessor for advice. Frank McDonald and Heinz Tüselmann kindly agreed to act as advisors, and I am extremely grateful for their unstinting guidance and support. Mario Kafouros, as the Chapter Secretary was a steady hand and trusted advisor I could always rely on.

During my first year as Chair I could rely on a great team of colleagues in the Executive Board. Xiaohui Lui acted as the Treasurer, Vikrant Shirodkar was the Communication Officer, Sinead Monahan the Membership Officer, Surender Munjal as the Doctoral Colloquium convener. The co-opted members of the Executive Board were Margaret Fletcher as the Diversity and Inclusion rep, Marty Reilly as the Irish rep, Ulf Andersson as the Nordic countries rep and Olli Kuivalainen as Book Series editor and Heinz Tüselmann representing the Academicians.

The first initiative that the chapter took under my leadership was to find ways to keep the memory of Pavlos alive. We opened a space online where friends and colleagues could leave their thoughts. Dozens in the AIB community responded and these memories have been collected to a remembrance booklet. A widely participated and heartfelt session in memory of Pavlos was organised at the Greenwich Conference in April 2021. The many shared memories reminded us of what a great scholar, mentor, leader and friend Pavlos has been. In the same occasion, we took the decision to rename the AIB-UKI Best Dissertation Award, that Pavlos had introduced during his time as Chair, as the Pavlos Dimitratos Best Dissertation Award. I am grateful to the Adam Smith Business School for agreeing to sponsor this award and to Margaret Fletcher who facilitated this.

These were challenging times, as we were in the midst of the COVID-19 pandemic that did not allow for the second time to miss the opportunity to meet in person at the Annual Conference. Thanks to the University of Greenwich, we were able to organise, in just a few months, the first Online Annual Conference of the AIB-UKI. I am grateful to Spiros Batas, as

the Conference Chair, for an excellent job that allowed us to share our research and meet, although only virtually.

For the future of the Chapter, I can build on the shoulders of the giants that came before me. I lead a Chapter that has healthy finances and a strong membership, has a Book Series with Palgrave, organises one of the largest conferences among the Chapters of AIB and several initiatives for doctoral students and early career researchers (including a Doctoral Colloquium and Paper Development Workshops) which, although focused on the UK and Ireland, attract delegates on a global basis. In 2022, the Chapter has introduced the AIB-UKI Research Methods workshop, which builds on previous initiatives connected the Doctoral colloquium. This workshop spans over two half days prior to the Annual Conference and aims at offering practical advice to doctoral students and early career researcher on key aspects of qualitative and quantitative empirical research methods. I hope we will be able to establish this as a regular pre-conference event. Hopefully, the annual conference and pre-conference activities will build on each other's strengths to provide value to AIB-UKI members and the wider IB community. In order to facilitate this, I endeavour to make these events as affordable as possible for all members of our community.

One of the key initiatives of the Chapter is to publish volumes in Palgrave's AIB-UKI Book Series. With the help of the Book Series Editor, Olli Kuivalainen and Rudolf Sinkovics, I hope we will be able to make this publication an ever more interesting publication outlet, by working on a sleeker and more focused structure.

It is an honour and a privilege to be involved in the leadership of the Chapter and I hope I will be to follow in the footsteps of the previous Chairs and play a part in its future development.

THE UNITED KINGDOM CHAPTER  
of the  
ACADEMY OF  
IB

The first 25 Years  
1973-1998

*Michael Z. Brooke*

Published on the  
occasion of the  
25<sup>th</sup> Anniversary  
of the Chapter

## **PREFACE**

*From its beginning the United Kingdom Chapter of the AIB has been through many ups and downs to meet its present stable (all too stable some might say) state.*

*When Peter Buckley asked me to write the history of the Chapter, I immediately found myself with a problem: I had just retreated from a spacious office in Urmston to my house where, in spite of turning three rooms into an office, storage was strictly limited.*

*As a result I had to decree that all non-active files must be destroyed. That meant I had no documents to start with, only my memory. I was left with an appeal for help. This appeal produced few documents but many corrections to my memory. And there the project remained with a few bursts of actions (thanks to Jeremy Clegg).*

*Delighted and excited as I am by the progress that has taken place from tiny beginnings, I note a distinct slowing down in activity these days. This means that the story has had to be based on inadequate evidence or it would not be ready before the Chapter's centenary.*

*So there we are, remember 25 years of progress, with a few landmarks that are highlighted in these pages.*

*Michael Z. Brooke*

## THE ACADEMY OF IB UNITED KINGDOM CHAPTER

The hubbub which has long surrounded management education turned out an innovation much earlier in the century which had to struggle, like all innovations, for academic recognition. Education for export had always existed but was more concerned with bulls of lading than with management strategies, the new discipline emerged from research projects in the United States; it spread only gradually to Europe fostered by the Organization for Economic Cooperation and Development. The following paragraphs sketch out the Academy's origins in the UK and where it came from.

### ORIGINS

A group of American scholars struggling to legitimize this growing but then unrecognized specialization to be called 'IB' came together in the 1960s to form an organization to promote recognition and to further the study of the subject. The meeting formed an organization then called the **Association for Education in IB**. AN early landmark was the launch of a publication call the Journal of IB Studies edited by Bill Ogram (Ernes W Ogram Jnr) one if its founders. The Journal was published twice yearly for ten years jointly with the School of Business Administration of Georgia State University.

To signal a move upmarket, in 1973 the Association changed its name to the **Academy of IB**; this change reflected the already changing status of the subject, soon to become a bandwagon. The chairman, elected for two years and at first usually from among the founders, himself appointed regional chairmen within the United States and outside to promote the growth of the Academy. In 1971-2 Vern Terpstra was chairman and Dean Berry chairman of Western Europe.

During the presidency of Vern Terpstra in the early 1970s, Michael Brooke was appointed chairman of the United Kingdom region and during the following year, a letter was received from Lee Nehrt his successor asking why there were not more members in the UK.

The scarcity of members in those days led to the summoning of a first meeting open to anyone interested in teaching or research in IB and this openness has remained. The Academy has never had a strict boundary or rigid induction process.

In 1973, the first meeting of the Academy in Britain was held at the University of Manchester Institute of Science and Technology and was for one day. Few of the 64 participants were members, although many of them joined later. This was an informal gathering to which participants were invited to outline their research and teaching interests. The only formal (prearranged) speech was by John Dunning who spoke about research trends.

The second meeting was held in Reading in 1975 and the increased formality of this occasion – all the speakers were prearranged – marked the beginning of a series of annual meetings which has

continued in different centres ever since. The third meeting was held in Bradford when opportunities were once more provided for participants to report on their research.

The next meeting in Manchester brought in members from several other countries including the United States and Japan. The chairman was that year's president of the Academy, the late Dick Farmer, who scandalized some of the establishment citizens of Manchester by turning up to a Lord Mayor's reception very informally dressed indeed.

For the later seventies we are short of records, but the chapter was kept alive by the Manchester-Bradford axis. Gradually, step by step the chapter grew stronger, but the founders were in a state of suspense about how it would be sustained. Contrast that with the state of affairs today when the chapter dominated IB research in Britain and is all too well established.

### **ORGANIZATION AND THE CHAIRMANSHIP**

A major landmark was when the chairmanship changed hands and Peter Buckley took over. This change ensured, for the first time, that the chapter (as it had come to be called) no longer depended on a personal initiative and was more broadly based. Stephen Young (from Strathclyde) took over the chair from Peter and Fred Burton (of UMIST) five years later.

During the 1980s and 1990s membership of the Academy in Britain has increased considerably reflecting a growing commitment to the subject of IB in this country. Recruitment was kept down in the early years when people who conducted research and teaching in the subject did not regard it as their main specialization and owed allegiance to other professional bodies – a recruitment problem also reported elsewhere. This subject is picked up under 'issues'.

This double allegiance was one of the issues that delayed the emergence of a formal organization. An effective committee eventually emerged with members ratified or elected at annual meetings.

### **OTHER DEVELOPMENTS AND CONTROVERSIES**

Over the years, there have been a number of developments and some controversies.

#### Subscriptions

During recent years, other important developments have taken place, mainly on the initiative of individual members. A treasurer in Britain, willing to collect subscriptions before forwarding them to head office, made recruitment much easier; would-be members did not have the expense of changing their pounds to dollars. This initiative, negotiated by Stanley Paliwoda and maintained by his successor (Fred Burton) was later vetoed by the head office of the Academy. This was disappointing to the British members who thought the system had worked well and abolishing it would make the recruiting and holding of British members more difficult. From the American side, the move was regarded as part of a necessary action to tighten up the hard-pressed finances of the Academy; an allegation that funds urgently needed by head office had been used for regional purposes was strenuously denied on the grounds that the only money not transferred has been used to pay expenses for international activities of British officials on instructions from head office. Salt was rubbed into the local wound when permission was granted to use credit cards for a payment of



an enhanced subscription and there the matter has rested. In spite of adverse reactions from members of the UK chapter, the AIB still offers remarkable value for money, due to the commitment of members who undertake much of the work voluntarily. From its beginnings with a small all-American membership in the 1960s it has grown in only 30 years to a mass membership organization with over 2,300 members in more than 50 countries. Subscriptions to JIBS and the opportunity to participate in the Annual Conferences are valued as main benefits.

Annual meetings, with attendances once counted in their tens, now number hundreds and are internationally important events. Meanwhile the Journal has achieved a standard unmatched by most academic journals.

All this has been achieved with a subscription well below that of organizations of a similar prestige. The low subscription has been made possible by a tradition of voluntary service that has grown up and that has been fully reflected in the UK chapter.

#### The newsletter

Another important development for the UK Chapter was a long-desired introduction by Peter Enderwick of a newsletter to spread information about the activities of the organization and its members. Under the editorship of Jeremy Clegg (then at Bath), the Autumn 1992 newsletter ran to 39 closely packed and informative pages. Newsletter production has now passed to Adam Cross.

#### The international character of the Academy

Although setting up chapters in other countries, in the 1970s the Academy was shy of attempting an Annual General Meeting outside of the United States, yet a number of scholars from that and other countries did come to an annual meeting of the UK chapter in the mid-1970s. Since then Annual General Meetings have been held in several countries, including Brussels in 1992 when the chairman was Peter Buckley. The 1998 meeting will be held in Vienna.

One consequence of the one-time reluctance of the Academy to entrust itself to meetings outside the home country was the founding of a rival organization – the European IB Association (EIBA) - in Brussels with the backing of staff from the European Foundation of Management Development. Some doubted the need for two organizations for IB, and particularly the implication that there exists a specifically European approach to the subject, but the continuing success of both organizations is surely a tribute to the growing importance of the subject area.

#### A joint meeting

In December 1992, the AIB, UK chapter joined in the annual meeting of EIBA in Reading. This meeting included a special set of sessions to mark the retirement of John Dunning (published in Buckley, Peter and Casson, Mark, *Multinational Enterprises in the World Economy*, Edward Elgar 1992). With a keynote speech by Oliver Williamson on 'The Logic of Economic Organization,' the conference themes included the following: Multinationals in Europe, multinational business history, IB finance, organization and industrial structure, a theory of international production, new geographical aspects of foreign direct investment as well as political considerations and trade policy.

Apart from this there have been no joint meetings with other organizations undertaken by the chapter, although some were proposed in 1990 (with the British Academy of Management, the Academy of Marketing (formerly MEG) and the International Economics Study Group), this suggestion was not pursued.

## Publications

Members of the chapter have contributed articles to the Journal of IB Studies. Among the British writers who have contributed since 1990 are: David Norburn, Sue Birley, Adrian Payne, Sidney Gray, Clare Roberts, Peter Doyle, John Saunders, Veronica Wong, CW Neale, Peter Buckley, and Michael Brooke.

The conference held at Thames Polytechnic (now University of Greenwich) in 1988 started the tradition of producing bound copies of the proceedings of the Chapter's annual meetings. Publication of an edited volume of about a dozen papers on the theme of the conference by Macmillan has been negotiated by AIB Secretary Carla Millar of the City University Business School. A second contract for a further five years of this AIB Macmillan series in IB was negotiated in 1997.

## Doctoral workshops: a notable development

In June 1993, the committee of the chapter decided to apply for funding from the Economic and Social Research Council for funding for an advanced doctoral research methods workshop under the Council's research training development activities scheme. The workshop was held at the University of Bath in September 1994 in the Centre of IB Research organized by Jeremy Clegg. Twenty five students for Ph.D. (or DBA or M.Phil.) attended the course on post graduate research in IB. Those who attended were promised: 'lectures by experts in key areas of IB and international management research. Discussion sessions to provide access for participants to question speakers closely. Presentation sessions for research students to present and discuss their doctoral research in parallel small groups, with the invited speakers providing tutorial guidance and feedback. Each PhD student's project will be allocated an hour. The matching of PhD projects with the most appropriate tutor, who will read each student's PhD material in advance. The discussion will cover the application of research methods in the PhD project concerned.'

The results convinced the committee that the need for training for the rapidly increasing number of doctoral students in IB justified the initiative and would justify further projects along the same lines.

## The annual meetings

A list of annual meetings can be found in appendix 2. The titles of these meetings notably reflect the effort of the organizers to find interesting and topical subjects; the papers, in contrast, followed established themes, the interests of researchers. Most meetings also included business sessions (now called 'Members Meetings') to discuss the progress of the Academy in this country and to elect officers. The following **issues** have dominated recent annual meetings.

## Issues

**(1) The boundaries of the subject.** It was alleged at the 1992 conference that there is an 'absence of a framework within which learning experiences can be communicated.' Unsurprisingly this allegation was never adequately answered, it is doubtful if it could be.

Individual scholars decide how they classify their scholarship. If one calls it 'IB,' then it is that even if the results are of equal interest to finance specialists. In fact most writings on IB were of interest to other disciplines as well – usually finance or economics; in the last decade many authors produced writings of interest to social sciences and management.

The gradual identification of the sub-headings of IB can be considered a theme of most of the conference. Some have used the phrase 'international management' synonymously regarding it as

more active in tone, while admitting that the more common phrase is likely to be more accepted in academic circles.

**(2) The Multinational Enterprise and Industrial Organization** was the theme of the 1987 conference at Lancaster.

**(3) New Frontiers in IB** as the theme of the 1987 conference at Thames Polytechnic.

**(4) Europe and the Multinationals** was the theme of the 1990 conference held in Strathclyde University in the year in which Glasgow was designated the European City of Culture.

**(5) Changing Patterns of International Involvement** was the theme of the 1991 conference at the South Bank Polytechnic. This concentrated on the implication for IB of growth in developing markets and of the emergence of the countries of Eastern Europe.

**(6) Internationalization strategies.** The annual meeting in 1993, held in the University of Glamorgan, took the process of internationalization as its theme. Apart from a session on the theory of internationalization ('exploring theoretical perspectives'), this conference looked at the functional issues (export, technology, and procurement) and the geographical features – Western Europe, Eastern Europe and China – although curiously inward as well as outward investment was considered under Western Europe. Naturally joint ventures and strategic alliances were rated among the current routes to internationalization.

## APPENDIX 1: Publications

Since 1988, the annual conferences have provided copies of the papers bound together as 'Proceedings'. More recently some of the proceedings have been published with mainstream publishers. Since 1993 the AIB has held a contract with Macmillan to publish edited volumes after each conference. The following publications are amongst them:

Buckley, P.J. and Clegg, J,

Multinational Enterprises in Less Developed Countries, Macmillan 1991 (the 1989 Bath Conference).

Young, Stephen and Hamill, James (eds.)

Europe and the Multinationals: Issues and Responses for the 1990s, Edward Elgar 1992. (The 1992 Strathclyde Conference).

Cox, Howard, Clegg, Jeremy and Ietto-Gillies, Grazia,

The Growth of Global Business, Routledge 1992. (The 1991 South Bank Conference).

Chrysochoidis, G., Millar, C. and Clegg, J. (eds.),

Internationalisation Strategies, London, Macmillan. (The 1993 Glamorgan Conference).

Burton, F., Yamin, M. and Young, S. (eds)

The Changing European Environment, London, Macmillan. (The 1994 Manchester Conference).

## **APPENDIX 2: Annual meeting, their locations, their organizers, and papers**

**1973: held in Manchester (UMIST), organizer: Michael Z Brooke.**

Research report, papers by John Dunning on the state of the art.

**1975: held in Reading, organizer Mark Casson.**

Theme: 'Servicing Foreign Markets',

Papers presented by: Robert Hawkins (USA), Mark Casson, Peter Buckley, Tom Parry, John Stopford John Dunning

**1978:** held in Bradford, organizer: Peter Buckley

**1979:** held Manchester, organizer: Michael Z Brooke

**1982:** held in Reading, organizer Mark Casson

**1983:** held in Strathclyde, organizer Stephen Young

**1984:** held in Bradford, organizer Peter Buckley

**1985:** held in Manchester at UMIST, organizer Stanley Paliwoda

**1986:** held at Central London Polytechnic, organizer Brian Shaw

**1987: held in Lancaster, organizer Vudayagi Balasubramaniam**

Papers were presented by: E P Hibbert (Durham), G Whitefoot (Arthur Anderson), G Lancaster and L Belpeer (Huddersfield Polytechnic), F Burton and A Hammoutine (UMIST), J Foreman-Peck (Newcastle), P Enderwick (Queen's University, Belfast), J Clegg (Bath), P Collins (Kingston Polytechnic).

**1988: held at Thames Polytechnic, organizer Carla Millar.**

**Theme: 'New Frontiers in IB'**

Papers were presented by:

Peter Buckley, C.L.Pass and Kate Prescott (Bradford),

'Measures of international competitiveness'

John Byrne (Monitor Cy),

'The identification and measurement of international strategy'

David Hayes, Peter Grinyer and Peter McKiernan (NEDO / St Andrews),

'Sharpbenders: the process of marked and sustained improvement in company performance'

Grazia Letto-Gillies (South Bank),  
 'A global approach in assessing the impact of international production'

Edgar Hibbert (Durham),  
 'Managing design to improve international competitiveness'

Nick Nicholls (Bath)  
 'International marketing of educational services'

Wilma Hoffman (Texas at El Paso),  
 'Cooperative strategizing'

Eileen Giles (Thames),  
 'The management of change at Xerox'

Peter Enderwick (Queens, Belfast),  
 'Multinational service firms: the current state of knowledge and research needs'

Nigel Mansfield (Strathclyde),  
 'The construction services sector, an application of the eclectic approach'

Jim Hamill (Strathclyde),  
 'British acquisitions in the US'

Hafiz Mirza (Bradford),  
 'Japan pre-war foreign investment and Pacific Asia in the 1980's'

Zainal Mohammed (Edinburgh),  
 'Strategic planning in agro-public enterprises in Malaysia'

Eugen Jehle (Bradford),  
 'The impact of intelligent fiscal policies: how to bring down frontiers in international business?'

**1989: held at Bath, organizer Jeremy Clegg.**

**Papers presented by:**

Mark Casson and Francis Chukujama (University of Reading)  
 'Countertrade: Theory and Evidence.'

John Cantwell (University of Reading)  
 'The Role of Foreign Direct Investment in Development in Africa.'

Fred Burton (UMIST)  
 'Determinants of the Location of Foreign Direct Manufacturing Investment in Developing Countries.'

Jim Hamill (University of Strathclyde)  
 'Multinational Activity in the Mediterranean Rim Textile and Clothing Industry.'

Homi Katrak (University of Surrey)  
 'Market-Rivalry, Government Policies and Multinational Enterprises' Choice of Techniques in Less Developed Countries.'

Rhys Jenkins (University of East Anglia)  
 'The Impact of Foreign Investment Analysis vs Industry Studies.'

Patrick Artisien, Matija Rojec and Marjan Svetlicic (University of Cardiff)  
 'Yugoslav Foreign Direct Investment in Less Developed Countries.'

Klaus Weiermair, (ESC Lyon Graduate School of Business)  
 'On the Transferability of Management Systems: The Case of Japan.'

Peter Buckley and Mark Casson (Bradford and Reading)

- ‘Multinational Enterprises in LDCs: Cultural and Economic Interaction.’  
Charles Crespy and Van Miller (Miami University and University of Daytona)  
‘An Empirical Test of Foreign Direct Investment Theories.’  
John Formby and S Sundarrajan (University of Alabama)  
‘Multinational Banks, LDCs and the International Debt Crisis: Prospects for Stability.’  
Raj Aggarwal and Pervez Ghauri (John Carroll University and Oslo Business School)  
‘The Evolution of Multinationals from a Small Economy: A Study of Competitive ~ Strategies of Swedish Firms in Asia.’  
Donald J Lecraw (University of Western Ontario)  
‘MNEs and the Developing Countries; FDI Determinants and Effects.’  
Peter Enderwick (University of Waikato)  
‘Service Sector Multinational and Developing Countries.’  
Edward M Graham (Duke University)  
‘Strategic Trade Policy’ and ‘Multinational Enterprise in Developing Countries.’

**1990: held at the University of Strathclyde, organizer Stephen Young.**

**Europe and the Multinationals: Issues and Responses for the 1990s**

Papers presented by:

- Ken J Peattie (Cardiff Business School)  
‘Multiple Views of the Single Market: International Perspectives on the Prospects for 1992.’  
Phillip A Dover and Michael McClain (Babson College, Wellesley, Massachusetts)  
‘Europe 1992: Implications for US Companies.’  
Marilyn A Stone (Heriot-Watt Business School)  
‘Spain and the Single European Market: Developing Marketing Opportunities for British Industry in 1992 and Beyond.’  
Bert Piez and Henk Ritsema (University of Groningen, Netherlands)  
‘Europe 1992: Fortress or Playground?’  
Dorothea Platt (University of Bradford Management Centre)  
‘Gains from the Single European Market: Predictions and the Emerging Reality.’  
Madhav Kacker (Suffolk University, Boston, USA)  
‘Multinational Operations of European Retailers.’  
Paul Boldy (University of Bradford Management Centre)  
‘1992 and the Cosmetics Industry.’  
Hafiz Mirza, Peter j Buckley, Christopher L Pas and John R Sparkes (Bradford)  
‘Government-Industry Relations in Japan and Europe.’  
Susan Segal-Horn and John McGee (Cranfield School of Management)  
‘Strategic Space and Industry Dynamics: The European Food Industry. ’  
Steven Young and Stewart Dunlop (Strathclyde IB Unit)  
‘Competitive Dynamics in the World Machine Tool Industry: Battleground UK.’  
John H Dunning (University of Reading and Rutgers University)  
‘European Integration and Transatlantic Foreign Direct Investment: The Record Assessed. ’

- Ewen Peters (Scottish Development Agency)  
 'Europe 1992 Regional and Corporate Integration.'
- Stephen J Porth (St Joseph's University, USA)  
 'International Marketing Strategy, Structural Designs, and Management Process.'
- Stanley Paliwoda and Piotr Galazka (UMIST)  
 'Joint Ventures in Poland: Potential and Actual Performance with Special Reference to the Chemical Industry.'
- Colin Wheeler and Keith Fletcher (Strathclyde IB Unit)  
 'Database Marketing for International Markets.'
- Jim Hamill and Sawsan El-Hajjar (Strathclyde IB Unit)  
 'Strategic Alliances: A Way Forward to Europe?'
- Steve Fothergill and Nigel Guy (Reading/N. Ireland Economic Research Centre)  
 'Plant Closures in the 1980s: Lessons for the 1990s.'
- Michael C McDermott (Strathclyde IB Unit)  
 'The Development and Internationalization of the South Korean Electronics Industry.'
- Mark Casson and Jurong Zheng (University of Reading)  
 'Western IB Operations in China.'
- Pervez N Ghauri (Oslo Business School)  
 'The Management of Headquarter-Subsidiary Relationships in Swedish Multinationals.'
- Mats Forsgren and Ulf Holm (University of Uppsala, Sweden)  
 'Internationalization of the Second Degree: From Centre-Periphery to Multi-Centre Structures.'
- Carla Millar (Thames Business School, Thames Polytechnic)  
 "'Culture's Clusters" Consequences for Managers Europe.'
- Hussein Jalilian (University of Southampton)  
 'A Model of Direct Foreign Investment and Technology Transfer.'
- Allan Webster (University of Reading)  
 'The Prospects for European Investment in LDCs.'
- Nick Kuenssberg (Director, Coats-Viyella)  
 'International Management: Training and Development at Coats-Viyella.'

**1991: held at South Bank Polytechnic, organizers Howard Coz, Grazia Ietto-Gillies.**

**Theme: 'Changing patterns of IB involvement: short and long run perspectives.'**

Papers presented by:

- J Cantwell (Reading University)  
 'The Technological Competence Theory of International Production and its Implications.'
- N Mansfield (Strathclyde University)  
 'Technology Transfer's Changing Role in the Construction Industry.'
- A Shao (University of N. Carolina) and J Hill (University of Alabama)



- ‘Approaching the Soviet Advertising Market: What Should U.S. Advertising Agencies Expect?’
- C Millar (Thames Business School)  
‘Changing Patterns in IB: A Chance for Marketing in Eastern Europe?’
- J Clegg (Bath University Management School)  
‘Investigating the Determinants of Service Sector FDI.’
- G Jones (Reading University)  
‘British Multinational Banking Strategies in Historical Perspective.’
- H Radice (Leeds University)  
‘Multinational Corporations and Eastern Europe.’
- W J Otta (Poznan Academy of Economics)  
‘Strategic Adjustment: E. European Firms in IB, the Case of Poland.’
- E Davies (London Business School Centre for Business Strategy)  
‘Internationalization in Accounting and other Professional Services.’
- A Treadgold (Templeton College, Oxford)  
‘Trends in Internationalization of Retailing.’
- R Schoenberg and J Wheeler (Imperial College, Management College)  
‘Patterns in the International Automotive Industry: Internal Parenting vs Partnering; Japan vs the United States.’
- C Knapp (South Bank Polytechnic)  
‘The Influence of Human Resource Management Practice of Multinational Corporations.’
- J Hamill (Strathclyde University)  
‘Changing Patterns of IB: Crossborder Mergers, Acquisitions and Strategic Alliances.’
- J Savary (Toulouse University)  
‘From Multidomestic to Global Strategies for Companies in Europe.’
- G Ietto-Gillies (South Bank Polytechnic)  
‘Changes in the Degree of Geographical Concentration of Foreign Direct Investment: the U.K. Case.’
- N Grimwade (South Bank Polytechnic)  
‘Dumping, Anti-dumping Policy and the Uruguay Round.’
- H Mirza (University of Bradford Management Centre)  
‘The Past, Present and Future of Sogo Shosha.’
- C Huang, Y Liu and Z Yin (Strathclyde University and S.W. China University)  
‘Outward Investment from China.’

**1992: held at Brighton Polytechnic, organizer Barry Scherer.  
IB and international competitiveness.**

Papers presented by:

- Christos Nicolaidis (University of Reading)  
‘Cultural Determinants of Corporate Excellence.’

- Malcolm Chapman (University of Bradford Management Centre)  
 'Defining Culture – A Social-Anthropological Perspective.'
- Carla Millar (University of Greenwich)  
 'The Emergent Consumer: Evolving Markets and Values in Eastern Europe.'
- Mo Yamin (Manchester University)  
 'Quality Variation, Generic Marketing and Globalization.'
- Michael Reilly (BT Tynnet Europe and Brighton Business School)  
 'TQM Theory and Application in British Telecommunications PLC.'
- Paul Levy (Centre for Business Research)  
 'Total Quality Management in the Supply Chain.'
- Rebecca Harding (Brighton Business School)  
 'Implementing Strategic Change – Survey of British and German Workers.'
- Paul Walker (Portsmouth Business School)  
 'International Competitiveness, FDI and German Manufacturing '1976-1988'.'
- Wolfgang Berger (Fachhochschule fur Wirtschaft, Pforzheim, Germany)  
 'Organizational Structure and Global Productivity.'
- Edward M Roche (Seton Watson University, USA)  
 'Planning for Competitive Use of Information Technology in MNEs.'
- Nigel Mansfield (University of Strathclyde)  
 'Joint Ventures between Western and Polish Construction Companies: An Empirical View from Poland.'
- Ellen Hertzberg (University of Strathclyde)  
 'International Marketing in the Heavy Mechanical Engineering Industry.'
- Peter B Smith (University of Sussex)  
 'Managerial Decision Making and National Culture.'
- Monir Tayeb (Heriot-Watt University)  
 'The International Manager: Cross Cultural Issues.'
- Paul Oakley (Brighton Business School)  
 'Successful High-Tech NPD: Facilitation through Overseas Launch.'
- Keith Perks and Peter Bell (Brighton Business School)  
 'Distribution Factors in IB.'
- David Crick and Marian Jones (Leicester University and Strathclyde University)  
 'How do UK Exporters Differ in their International Marketing Research Activities?'
- Sandy Meredith (Centre for Business Research)  
 'Environmentalism and IB: Who will have the Competitive Edge?'
- Helen Berry (Brighton Business School)  
 'Industrial Policy in the EC: Why the British and French May Find it Hard to Agree.'
- Gordon Burt (Open University)  
 'London: The International Competitiveness of a World Financial Centre.'

**1993: held at the University of Glamorgan, organizer George Chryssochoidis.**

**Theme: Internationalisation Strategies**

Papers presented by:

- Neil Hood and David J McArthur  
 'The Evolution of Internationalization in the European Electricity Industry.'
- Eleanor J Morgan  
 'Internationalization and the Control of 'Concentrations' in the European Market – A Strict Competition Policy?'
- Stephen Young and Neil Hood  
 'Inward Investment in the European Community in the 1990s.'
- George M Chrysochoidis  
 'Strategy Variations Between Successful Manufacturers – Exporters With Different Dominant Market Orientation (Overseas vs Domestic Markets)'
- Mercedes Douglas  
 'Are the Characteristics of Successful Exporters from a Developing Country Similar to those of Developed Countries?'
- Len Tiu Wright  
 'Pricing in the Mix.'
- Ysanne M Carlisle  
 'Towards a More Unified Theory of IB'
- Kevin Campbell  
 'The Transaction Cost Theory of the Multinational Firm – Evidence from the Intellectual Property Content of Licensing Agreements.'
- Jonathan Knowles  
 'Exploring the Idea of IB Strategy.'
- San Rajagopal and Kenneth N Bernard  
 'Globalization of the Procurement Process – A Strategy for Improving Competitiveness in Changing International Markets.'
- Vitorio Chiesa and Mauriziko Barbeschi  
 'An Alternative Perspective for Global Management of the Technical Activities.'
- Martin Evans  
 'Past, Present and Future Market Targeting Across the EC and USA – The Domesday Scenario.'
- Chris Gore and Kate Murray  
 'A Case Study – ICL's Strategy for Europe.'
- Wei Ping Wu  
 'A Study of the Determinants of EC Firms Entry Mode Choice into the Chinese Market – Licencing or Joint Venture?'
- H C Dong, Peter J Buckley and H Mirza  
 'International Joint Ventures in China from a Managerial Perspective – A Comparison between Different Sources of Investment.'
- Trevor Buck, Igor Filatochev and Mike Wright  
 'The Re-Integration of State Enterprises of the Former USSR.'
- Alec Wersun  
 'Emergent Strategies in the Russian Apparel Industry.'
- Hartmut-Heinrich Myer  
 'Strategies for Management Consultancy – The Challenge in East Europe to Assist Small and Medium Sized Companies – A Case Study/Discussion Paper.'

- Carlos Brito  
 'Port Wine, Collective Action and International Competitiveness.'
- Dave Crick and Robert Bradshaw  
 'Export Success – An Investigation into the Export Performance of the Queen's Award for Export Winners Ten Years Later On.'
- Dave Crick and Marian Lo  
 'An Empirical Investigation into ways of Evaluating UK Government Export Assistance to the SMEs with Particular Reference to the Promotion of Assistance Schemes.'
- Timothy Clark and Geoff Mallory  
 'The Impact of Strategic Choice on the Internationalization of the Firm.'
- Fred N Burton and A R Cross  
 'A Clarification of the Concept of International Franchising in Foreign Market Entry Mode Analysis.'
- Niklas Arvidsson  
 'Influential Processes in Professional Business Service Firms Entering Foreign Markets – Some Hypotheses.'
- Malcolm Chapman and Peter J Buckley  
 'Economic and Social Anthropology – Theory and Method in IB Research.'
- Ian Evans  
 'A Study of the Relationship between Culture and Product Feature Performance.'
- Christos Nicolaidis  
 'National Culture, Corporate Culture and Economic Performance – An Interdisciplinary Synthesis.'
- Nigel R Mansfield and H Kidula  
 'The Expansion of the Kenyan Construction Services Sector in the Context of International Competition – Some Cultural Influences.'
- J W Gakunga, F H Mustapha, S Wile and J L Taylor  
 'An Expansion Strategy for Building Materials Industries in Developing Countries with Special Reference to Kenya.'
- Yehuda Baruch  
 'Organizational Career Planning and Management Techniques and Activities in Use.'
- Philip Harris, Barry Davies, Ruth Schmidt and Claudio Vignali  
 'Joint Ventures and Strategic Alliances as a Modern Corporate Marketing Tool - European Perspective.'
- Yoram Zeira and Barbara Parker  
 'A Profile of International Joint Ventures Operating in England and Factors Affecting their Success.'
- Keith D Brouthers and Lance E Brouthers  
 'Competing like the Global Giants – the Why, When and Where of Strategic Alliances.'
- Nikos Tzokas and Mike Saren  
 'International Participation in the Esprit Programme - Towards a Technologically Two-Tier Europe.'

Rebecca Marschan

‘Relationship between Information Processing and Transnational Form of Organization – A Theoretical Framework.’

Jim Blythe

‘Sourcing of Goods from Eastern Europe.’

Atsede Woldie

‘Managing Change from a Market Economy to a Socialist Economy – The Case of Agricultural and Industrial Development Bank of Ethiopia.’

Dimitar M Ivanov and Ivo St Kovachef

‘Models and Reality in the Economic Reforms in Eastern Europe.’

**1994: held at Manchester, organizer Fred Burton.**

**Theme: The Changing European Environment.**

Papers presented by:

Stephen Young, Neil Hood and Cameron Hood

‘Transatlantic Perspectives on Inward Investment and Prospects for Policy Reconciliation.’

Eleanor J Morgan

‘Supranational Competition Policy? Merger Regulation in the ‘Single’ European Market and Beyond.’

Wendy Currie

‘The Role of Industrial Policy in the Global Economy.’

Simon Booth and Anuradha Basu

‘Institutions Competitiveness and Economic Adjustment in East Europe.’

Sue Bridgewater, Peter McKiernan and Robin Wensley

‘Strategic Investment by Western Firms in Markets in Transition: The Case of the Ukraine.’

Mo Yamin

‘The Nature of Market Exchange: Discouraging Implications for Transitional Economies.’

Adamantios Diamantopoulos and Heidi Winklhofer

‘Differences in Export Characteristics Among Users of Export Marketing Research: Evidence from Two European Countries.’

Richard van Tol, Tako de Roode, Keith D Brouthers and Lance Brouthers

‘The Impact of International Risk on Entry Mode Selection in Dutch Manufacturing Firms.’

Fred Burton and Adam Cross

‘The International Franchise Entry Mode: An Analysis.’

Jim Hamill, Pam Castledine and Michael C McDermott

‘Foreign Acquisitions in the UK: Impact and Policy.’

Christos S Nicolaidis

‘The Law of the Jungle: An Evolutionary Perspective on Competition and Co-operation in IB.’

Dorothea Noble

‘Spanish and the UK Companies and Co-operation: An Examination of the

- Co-operative Strategies in the FDI Expansion of Spanish Parent Companies in the UK and of the UK Companies in Spain.’
- Michael McDermott, Jim Hamill and Jim McKnight  
 ‘Defensive Voluntary Foreign Divestment Theory and Empirical Evidence of US MNE’s in the European Union: The Digital and Hoover Cases.’
- Vivienne Shaw  
 ‘Standard Deutschland – Under Threat?’
- Marie McHugh, Kate Greenan, Eddie McAleer and Patrick McNamee  
 ‘The Channel Tunnel: Implications for the Management of Firms on the European Periphery.’
- Geoff Mallory, Timothy Clark and Derek Pugh  
 ‘Organisation Structure Strategy and Structural Change in European Manufacturing Organisations: A Preliminary Report.’
- Shaukat Ali and Hafiz Mirza  
 ‘Market Entry Strategies in Eastern/Central Europe.’
- Delores O’Reilly  
 ‘Market Entry Strategies in a Liberated Air Transport Sector.’
- Eammon Sweeney and Glen Hardacre  
 ‘The Significance of Organisational and National Perception in Relation to Developing and Maintaining Competitive Advantage.’
- Grazia Ietto-Gillies  
 ‘Explaining International Production in the Context of Regulatory and Macroeconomic Regimes.’
- Sidney Gray  
 ‘Cultural Perspectives on the Measurement of the of Corporate Success.’
- Edgar Hibbert  
 ‘The UK Pharmaceutical Industry – A Sectoral Analysis of Export Performance.’
- Malena Flemmer  
 ‘Consumption Culture and Food: North and South.’
- Peter Buckley and Nick Freeman  
 ‘Market Entry and Investment in Vietnam: Long Term Enticements and Short Term Hurdles.’
- Paul Cook and Colin Kirkpatrick  
 ‘Privatisation in Transitional Economies: A Comparison of European and Asian Experience.’
- Ray Loveridge  
 ‘Sponsoring World Class Players: The State as Owner, Manager, Coach and Referee in the Global Corporate Game.’
- Patrick McNamee and Hongchuan Wang  
 ‘European Integration and Corporate Strategy: An Empirical Study of Multinational Companies in a Peripheral Region.’
- Frank McDonald and Margaret Potton  
 ‘Is the Single European Market a Real Single Market?’
- Michael Hughes  
 ‘Transition in the Ownership and Control of Central and East European Enterprises:

- Proprietary Interests and Management.’  
Trevor Buck, Igor Filatotchev and Mike Wright  
‘Buyouts and the Transformation of Russian Industry.’
- Siobhan Bygate, Vince Edwards, Anne Mills and Gennadij Polonskij  
‘Small is Beautiful: The Best Way Forward for Eastern Europe?’
- Nigel Holden and Victoria Mejevitch  
‘Customer Orientation Characteristics of Russian Construction Companies during Perestroika and in the Transition to the Market Economy.’
- Monir Tayeb  
‘The Competitive Advantage of Nations: The Role of HRM and Its Socio-Cultural Context.’
- Niels Jense, Keith Brouters and George Nakos  
‘Porter ‘Diamond’ or Multiple ‘Diamond’: Competitive Advantage in Small European Countries.’
- Herbert Wilson and Agu Ananaba  
‘International Perceptions of Motivations and Net Benefits of New Forms of Investment: A Comparative Study of UK and Foreign Multinationals.’
- Alec Wersun  
‘The Development of Russian Industry: Key Drivers of Change.’
- Brian Kenny, Bob Trick and Eleanor Davies  
‘Economic Reform and Manager Development.’
- Rudi Kaufmann, Barry J Davies and Ruth Schmidt  
‘Motivation Management and Marketing – An Eastern German Case Study.’
- James Liu  
‘Internationalisation Strategy and Transfer of Management Policies to the EC: The Experience of Taiwan.’
- Kate Prescott  
‘Single Market Homogeneity – Myth or Reality. Strategic Opportunities for Retail Financial Firms in the Single Market.’
- Elke Pioch and Paul Brook  
‘Foundering the Wake of Neo-Liberalism: The Integration of Retailing into the Single European Market.’
- Phil Harris and Colin Dowse  
‘Broadsword Plc – The Background to and Birth of a Joint Venture Company to Supply the European Retail Apparel Market.’
- Marina Papanastassiou and Robert Pearce  
‘The Creation and Application of Technology by MNE’s Subsidiaries in Europe and their Role in Global Innovation Strategy.’
- Frank Mueller and Fred Steward  
‘Competitive Capabilities in Heterogenous Markets: The Case of Multinational Pharmaceutical Companies.’
- Carlos Hemais, Robin Wensley and Richard Whittington  
Market Entry Strategies Used by British Industry in the Process of Commercialisation of Technology.’
- Jeremy Clegg

'United States Foreign Direct Investment in the European Community: The Effects of Market Integration in Perspective.'

Tomris Yilmaz

'Reglobalisation or the Deepening Process of Globalisation.'

Mark Steele

'The Reality of Trade and Currency Blocs and Rivalry.'

Richard Schoenberg

'European Cross-Border Acquisitions: The Impact of Management Style Differences on Performance.'

Dagmar Ebster-Grosz and Derek Pugh

'Successful Cross Cultural Configurations in Anglo-German Collaboration.'

Malcolm Chapman and Peter Buckley

'The Use of 'Native Categories' in Management Research.'

**1995: held at Bradford, organizers Peter Buckley and Hafiz Mirza.**

**Theme: IB: Functional Dimension.**

Papers presented by:

Veronica Hope and John Hailey

'Beyond Human Resource Management: Internationalisation, Localisation and Building Trust.'

Christos S Nicolaidis

'Beyond Functional Research: Aesthetics, Strategic Management and International Business.'

Wei-Ping Wu

'Toward a Core Concept of Cross-Cultural Adjustment: Culture Block.'

Malcolm Chapman and Christos Antoniou

'Uncertainty Avoidance in Greece: An Ethnographic Illustration.'

Patrick Arens, Keith D Brouthers and Lance Eliot Brouthers

'Environmental Turbulence in a Newly Opened Economy: A Partial Test of Oliver's Framework.'

Glenn Hardaker and Pervaiz K Ahmed

'International Approaches to Computer Integrated Manufacturing: Perspectives from Europe, America and Japan.'

Simon S Gao

'International Leasing vs Import: Theory and an Evaluation Model.'

Dorothea Noble

'Foreign Direct Investment in Market Entry and Servicing: The Case of Spain.'

Marina Papanastassiou and Robert Pearce

'The Value-Adding Procedure of Scientific Inputs in the Overseas R&D Laboratory: From Recruitment to the Board of Directors, An Inter-Functional Process.'

J H Taggart

'Leasing International Drug R&D: Choosing Between Countries and Within Countries.'

Eleanor Morgan and Nick Crawford

'The European Network of Regional Technology Advisory Centres and SME Support:



- A Service Marketing Perspective.'
- T C Melewar and John Saunders  
 'The Relationship Between Degree of Headquarter Control and Standardisation of Corporate Visual Elements: An Empirical Study of UK Multinational Corporations and their Malaysian Counterparts.'
- J H Taggart  
 'Integrating Corporate and Subsidiary Strategies: The Scottish Experience.'
- Adamantios Diamantopoulos and John Cadogan  
 'Internalising the Market Orientation Construct: An In-Depth Interview Approach.'
- Frank Bartels  
 'Multinational Enterprise Investment Decision Making: Case Examination of Strategic Management Interactions between European Subsidiaries and their Subsidiaries in Sub-Saharan Africa.'
- Devashish Pujari and Gillian Wright  
 'Global Dimensions of Ecological Concerns: Opportunities, Challenges and Implications for IB.'
- A M Winklhofer and Adamanatios Diamantopoulos  
 'The Practice of Sales Forecasting: A Qualitative Study.'
- J H Taggart and Neil Hood  
 'Perspectives on Subsidiary Strategy in German Companies Manufacturing in the British Isles.'
- Adamantios Diamantopoulos and Anne L Souchon  
 'Instrumental, Conceptual and Symbolic Use of Export Information: An Exploratory Study of UK Firms.'
- Ram Mudambi and Claus Peter Schrunder  
 'Progress Towards Buyer-Supplier Partnerships: Evidence from Small and Medium Sized Manufacturing Firms.'
- David O Faulkner  
 'The Management of International Strategic Alliances.'
- Yuan Lu  
 'Relational and Paradoxical Nature of Business: Review of Some of the Literature of International Strategic Alliances.'
- David Shipley, Colin Egan, Bill Neale, Graham Hooley and Judit Danko  
 'British Experience and Intentions with Joint Ventures: An Exploratory Study.'

**1996: held at Aston business School: organizer Graham Hooley**

**Theme: IB: taking stock and moving forward.**

Papers presented by:

J Bell and S Young

'Towards an integrated framework of the internationalisation of the firm.'

S Bridgewater, G Murray and C Morris

'The internationalisation of small venture capital funded, high technology firms: preliminary finds.'

D Ebster-Grosz and D Pugh

'Successful Anglo-German business collaboration'

- N Noorderhaven, M Vunderink and P Lincoln  
 'African values and African management: a research agenda.'
- J Taggart,  
 'Core and periphery: evidence from Ireland and Scotland.'
- A Ali and H Mirza  
 'Entry mode and performance in Hungary and Poland: the case of British firms.'
- Q van Dam, K Brouthers and L Brouthers  
 'Investments in Central and Eastern Europe: a comparison of Dutch and US firm activities.'
- D Williams and D Smith  
 'Entry modes and subsidiary roles: key issue in assessing the local impact of FDI.'
- J Birkinshaw, N Hood and S Johnsson  
 'The determinants of subsidiary mandates and subsidiary initiative: a three country study.'
- M Casson, R Loveridge and S Singh  
 'The ties that bond? Some observations on corporate culture in the multinational corporation.'
- M Tayeb  
 'Transfer of HRM practices across cultures: some societal and organisational impediments.'
- K Moore  
 'A additional source of MNE advantage: subsidiary specific advantage.'
- E Morgan  
 'Service industry restructuring and European merger policy.'
- L Wright and A Palmer  
 'International relationships: a dockside story.'
- J Ellis and D Williams  
 'New' and 'Same' game competitive strategies: concepts and cases.'
- J P Esperanca and M A Gulamhussen  
 'The determinants of European banking investments in the United States: an empirical test'
- D Sharpe  
 'Working with organisational complexity and diversity: an empirical study of the formation and evolution of Italian-Japanese international joint ventures.'
- G Watzke  
 'NAFTA and European firms in Mexico.'
- G Carr  
 'International trade and networking in the Baltic by a German Chamber of Commerce: the Kieller Modell'.'
- G Balabanis and M Crilly  
 'Developing and managing trade missions in Britain: an organiser's perspective.'
- P Sher, V Wong and V Shaw  
 'Absorptive capacity and learning in technology transfer: the case of Taiwanese information technology firms.'
- R Mudambi

‘Market segmentation by country of origin: an illustration using tourist expenditures in Turkey.’

J Taggart

‘Strategic management of innovation in the multinational subsidiary.’

B Gray

‘Improving the targeting of export promotion.’

H Selassie

‘Assessing government policy and host partner capability for IJV formation in developing countries: a case study approach.’

T Yilmaz

‘The role of globalisation on the income equality between and within countries or zero-sum globalism?’

L van Zomeren, M Grillo, K Brothers and G Barnossy

‘A framework for negotiations between multinational companies and state owned companies.’

A Woldie and O Al-Hajri

‘A critical study of Islamic bank goals: a special reference to Qatar Islamic Bank’

**1997 held at Leeds, organizer: Peter Buckley**

**Theme: The organisation of IB**

Papers presented by:

James Taggart

‘Managing stability and evolution of subsidiary strategy on the integration-responsiveness framework.’

James Taggart

‘US MNC affiliates in the UK: a special relationship?’

Wilfred Sleeman, Keith Brouthers, Lance Brouthers

‘A proposed solution to transnational structure paradox.’

Keith Glaister

‘Strategic motives and selection criteria in international joint ventures: perspectives of UK firms and foreign firms.’

Margreet Boersma and Pervez Ghauri

‘A qualitative meta-analysis of performance measure and factors affecting international joint venture performance.’

Ram Mudambi

‘On the duration dependence of MNE investment.’

Anthea Yan Zhang

‘Determination and change of general managers’ affiliation in international joint ventures.’

Peter Buckley and Mark Casson

‘Analysing foreign market entry strategies: extending the internationalization approach.’

Richard Schoenburg

‘Cultural compatibility in international acquisitions.’

Denise Tsang

- ‘Foreign multinational enterprises within the European microcomputer industry: a comparative study of backward linkage.’  
Mark Casson and Nigel Wadeson
- ‘Communication costs and the boundaries of the multinational enterprise.’  
Monir Tayeb
- ‘Transfer of HRM practices across cultures: An American company in Scotland.’  
Christos Nicolaides
- ‘The organisation of IB: excellence, pedagogy and self-identity.’  
Atsede Woldie and Louca Loucas
- ‘Incentive policy and offshore companies in Cyprus.’  
Peter Chi Ming Fu
- ‘Internalization and multinational banking.’  
Xavier Coller and Paul Marginson
- ‘Channels of influence over changing employment practice in multinational companies: a case from the food industry.’  
Frank McDonald
- ‘The impact of European monetary Union for companies.’  
William Schulte
- ‘Is ‘globalisation’ the most effective strategic response for international contractors?’  
James Taggart
- ‘Perlmutter’s EPRG profile as an interpreter of subsidiary strategy.’  
Hugo Radice
- ‘“Globalisation” and national differences.’  
Vivek Suneja
- ‘Output monitoring, input monitoring and trust building: a conceptual model and empirical investigation of salesforce motivation strategies in multinational firms.’  
Marina Papanastassiou and Robert Pearce
- ‘Host-country technological and scientific collaborations of MNE subsidiaries: evidence from operations in Europe.’  
Chong Ju Choi, Soo Hee Lee and Carla Millar
- ‘Trust and enforcement in emerging business systems.’  
James Taggart and Neil Hood
- ‘Decision making autonomy in German and Japanese Manufacturing affiliates in the British Isles.’  
Susan Bridgewater
- ‘Oligopolistic rivals or inter-related actors: the explanatory power of competitive strategy and network theory for investment in a high risk country’  
Mehmet Demirbag
- ‘Competitive strategies of Turkish firms: a case study of manufacturing firms following Turkey’s entry in to the Customs Union.’  
Sylvester Monye
- ‘Exercising effective control over externalised operations: the case of business franchising.’  
George Sharpley, Trevor Buck, Igor Filatotchev and Mike Wright

‘Employee ownership and employment: the case of Russian privatised firms.’

Edward J Coyne

‘Segmenting the market: an ‘old’ approach that holds ‘new’ promise for the FDI attraction process in developing countries.’

Syed Kamall and Jeremy Clegg

‘The internationalisation of telecommunications services firms in the | European Union.’

**1998: held at City University Business School, London: Organizer Carla Millar**

**Theme: IB and Emerging Markets**

Papers presented by:

Bell, Jim, David Crick and Stephen Young

‘A holistic perspective on small firm growth internationalisation (CP).’

Bhuiyan, Shadid

‘Consumer attitudes towards mail-order catalogs in an emerging international market (CP).’

Biswas, Rita, Donald R Fraser and Arvind Mahajan

‘The role of the regulatory environment in determining the wealth effects of international mergers and acquisitions of financial firms (CP).’

Bleackley, Mark and Peter Williamson

‘The path to European integration: assessing the nature and extent of corporate restructuring within Europe (CP).’

Bridgewater, Susan

‘Intra-company relationships and international investment – experiences of multinational corporations in the Ukraine (CP).’

Brouthers, Lance Elliot, Keith Brouthers and Brian Murray

‘Dunning’s eclectic theory influences on EU firms’ entry mode and firm performance in CEE (CP).’

Byers, Steve and John Growth

‘Marketing and practical economics: critical perspectives for emerging and transition economies (WP).’

Carty, Robert and Carla Millar

‘Fulfilling eastern promise: can management style override cultural differences? (WP)?’

Choi, Chong and Carla Millar

‘IB and the Asian crisis: implications for emerging markets (CP).’

Clark, Timothy and Derek Pugh

‘Foreign country priorities in the internationalisation process of British firms (WP).’

Clegg, Jeremy and Susan Scott-Green

‘The determinants of new foreign direct investment capital flows into Europe: the USA and Japan compared (CP).’

Cox, Howard and Stuart Metcalfe

‘The Borneo company limited: origins of a nineteenth century networked multinational (WP).’

Dimitratos, Pavlos

- ‘Strategic choices by exporting firms in foreign markets: a review and classification (WP).’
- Fahy, John, Graham Hooley, Tony Cox and Boris Snoj  
 ‘Foreign direct investment, economic transition and the impact on marketing practice in Slovenia (CP).’
- Filatotchev, Igor, Mike Wright, Trevor Buck and Vladimir Zhukov  
 ‘Post privatisation restructuring in emerging markets: Russia, Ukraine and Belarus (CP).’
- Floyd, David and Robert Pearce  
 ‘Measuring the impact of FDI in Poland (CP).’
- Girson, Ilya  
 ‘Marketing stakes: is there a case for Russia? (CP).’
- Gould, Richard and Mark McGillivray  
 ‘Culture related influences and interactions during international market screening (CP).’
- Harzing, Anne-Wil  
 ‘Configuration analysis in international management – the way forward? (CP)’
- Hughes, Michael and Ewa Helinska-Hughes  
 ‘FDI attraction policy competition in central and eastern Europe (CP).’
- letto-Gillies, Grazia  
 ‘Earnings from foreign direct investment: possible effects on domestic economies and patterns in EU countries (CP).’
- letto-Gillies, Grazia  
 ‘Measuring the degree of internationalisation: conceptual frameworks and empirical analysis of two indices (CP).’
- Kaounides, Lakis  
 ‘Science, technology and global competition: the newly industrialised economies in the Far East vs the West (CP).’
- Katsikeas, Costas and Matthew Robson  
 ‘Determinants of international joint venture performance: an integrative review of the empirical literature (CP).’
- Kauser, Saleema and Vivienne Shaw  
 ‘The international strategic alliance activity of British firms (CP).’
- Kuznetsova, Olga and Andrei Kuznetsov  
 ‘Corporate governance under transition and the role of the state: the case of Russia (CP).’
- Lawrence, Peter and Barbara Senior  
 ‘The anglo-american contrast – a new look (WP).’
- Liouville, Jacques  
 ‘Duality of the country-of-origin image and performance factors of subsidiaries abroad: the case of the French subsidiaries in Germany (CP).’
- Lundan, Sarianna  
 ‘The commonwealth as a trade and investment network (WP).’
- Markova, Blagodatka and Antoanetta Vassileva  
 ‘Is it worth investing in Bulgaria now? (WP)’

- McLaughlin, Jim and Sue Faulkner  
 'The path to privatisation and attracting a foreign direct investor – the case of a large Polish state owned enterprise (CP).'
- Meyer, Klaus and Inger Bjerg Moller  
 'Managing deep restructuring: Danish experiences in eastern Germany (CP).'
- Mills, Anne and Gennady Polonski  
 'Survival adjustment or radical strategic transformation: the experience of the Russian provincial company (WP).'
- Mirza, Hafiz  
 'The emerging cultures of capitalism: from the 'clash of civilisations' to 'unity in diversity' (WP).'
- Mudambi, Ram  
 'MNE internal capital markets and subsidiary strategic independence (CP).'
- Nachum, Lilach  
 'Would foreign professional service firms invest in a UK without London?'
- Pla Barber, Jose  
 'Methods of entry in international markets: new empirical evidence from Spanish firms (WP).'
- Richter, Tobias and Vivienne Shaw  
 'International marketing standardisation: and empirical investigation of the top 500 companies (WP).'
- Schoenberg, Richard  
 'Acquisition strategies for an emerging market (WP).'
- Seringhaus, Rolf  
 'Understanding behavioural aspects of participating in international trade fairs (WP).'
- Taggart, Jim  
 'Competitive strategies of MNC affiliates (CP).'
- Taggart, Jim and Mark Harding  
 'A multidimensional view of subsidiary strategy (CP).'
- Takagaki, Yukio  
 'The analysis of Japanese ownership strategy in SE Asian countries – joint venture or wholly-owned subsidiary? (CP).'
- Tayeb, Monir  
 'Foreign remedies for local difficulties: the case of three Scottish manufacturing firms (CP).'
- Todeva, Emanuela  
 'Networks and management strategies in IB – a review of the research agenda (WP).'
- Wei, Yingqi, Xiaming Liu, David Parker and Kirit Vaidya  
 'The regional distribution of foreign direct investment in China (CP).'