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*The International Journal of Management and Business* provides a platform for professionals, practitioners, academics, educators and researchers in the various fields of management and business to disseminate and share the latest research, knowledge and experiences worldwide.

Contributions for publications are welcomed and should be sent to the Editor of IJMB to [russm@iamb.net](mailto:russm@iamb.net). The Guidelines for Preparing Manuscripts are available on the IAMB web site at [http://www.iamb.net/IJMB/msguide\\_IJMB.html](http://www.iamb.net/IJMB/msguide_IJMB.html). Only manuscripts that adhere to the Guidelines will be considered for publications

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## **From the editor**

### **Introduction**

It is with great pleasure that I welcome all of you to the eighth issue (Vol. 5, No. 2) of the *International Journal of Management and Business* (IJMB). In this editorial I will provide reminders of potential additions of new types of articles to the journal and of our request for proposals for special issues and their guest editors, ponder on the near future of IJMB, list IAMB future conferences, and introduce the second issue of our 5<sup>th</sup> volume.

### **New additions to the journal**

Since its commencement, the IAMB published three types of articles: research papers, case studies and feature articles. All formats are peer reviewed. We invite our readership to consider new options, such as book reviews and opinions for future submission to IJMB.

Once again, it is a real pleasure for this editor to thank his team without whom this and previous issues would not have the qualities and the scope of subjects covered. I want to thank my Associate Editors: J. Michael Geringer, Maria Francisca Blasco Lopez, Marc Eulerich, Jan Schaaper, Zu'bi Al-Zu'bi, Na Fu and Shmuel Batzri; and a large team of reviewers and the Editorial Board Members for their ongoing participation and contribution to the journal.

I also want to take this opportunity to thank Shmuel Batzri, Ph.D., the founder and the organizer of IAMB, for his continuous and unwavering support and Kelly Anklam for her continuing assistance in editing the papers. I also wish to thank the Philip J. and Elizabeth Hendrickson Professorship in Business at UW-Green Bay for partial financial support.

### **Request for proposals for special issues and their guest editors**

Once more we want to announce a request for proposals for special issues and their guest editors. We continue to look for subject matters that will strengthen the in-depth knowledge exchange between disciplines and between international academic communities by providing high-quality and novel contributions organized by renowned experts in the area that have the potential to attract articles of the highest quality.

The subject matters should be similar to those covered by the journal and are broadly defined as management and business issues that are of interest to an international academic and practitioner audience. The following subjects serve as broadly defined areas of interest:

- Organizational Studies
- International Business
- Strategic Management
- Marketing Management
- Technology & Innovation Management
- Human Resource Management
- Education & Training

- Management of Social Issues
- Management Studies
- Research Methods
- Auditing & Control
- Finance & Accounting
- Corporate Governance
- Not-for-profit Management

The only requirement regarding content is that articles must include implications for an international audience. For some subjects this will be a natural inclusion. For others, the authors are expected to add and elaborate on such implications. In either case, the relevance and the importance of the conclusions and implications should be apparent to non-specialists.

For more information about the request for proposals for special issues and their guest editors see pp. 8-9, in Vol. 2, No. 1, available at [http://www.iamb.net/IJMB/journal/IJMB\\_Vol\\_2\\_1.pdf](http://www.iamb.net/IJMB/journal/IJMB_Vol_2_1.pdf)

### **The near future for the IJMB**

We are presently back on track to annually publish two issues of the journal. Special issues will be published in coordination with their editors.

The Journal continues to expect submissions for publications from the participants in IAMB conferences, as well as from other high quality scholars in the global academic and practitioners' communities. We encourage submission of traditional research papers (empirical and theoretical) as well as feature articles, case studies, research notes, book reviews, opinion papers, and spotlight on practice papers.

To support our vision, we are including abstracts in multiple languages. This is also the place to thank wholeheartedly our translators for their excellent work, and to express interest in inclusion of additional languages that are presently missing from our journal. Specifically, we are still looking for translators of abstracts to Japanese, Korean and Russian. Serious consideration will be given to additional languages if proposed.

If additional information is needed, you are encouraged to contact the editor.

### **Future conferences**

We currently have conference scheduled for Las Vegas, Nevada, USA – January 26-28, 2015. More updated information can be found on the IAMB main website page at [www.iamb.net](http://www.iamb.net).



### **This issue of IJMB**

We are extremely proud to include, in the second issue of the fifth volume, five outstanding papers written by highly esteemed colleagues, one of which won a paper award. The paper written by M. Dolores Robles Fernández, Lydia González Serrano and Pilar Laguna Sánchez, was a co-winner of the best Applied Paper Award at the IAMB conference in Madrid, Spain 2010.

A few of the papers went through three reviews over a thirty six month period, while others went through two reviews over three months. The acceptance rate as of today is below 20.0%. All the papers in this issue were peer reviewed.

**The first paper**, written by M. Dolores Robles Fernández, Lydia González Serrano and Pilar Laguna Sánchez titled “Cooperation Agreements by Spanish Companies Domestic vs. International” [from Spain] examines whether the strategic patterns of Spanish companies’ international partnerships differ from those of domestic partnerships. The Spanish economy has changed considerably in the last 25 years after Spain became a member of the European Economic Community (EEC). Since then, they have adopted significant economic reforms which resulted in impressive growths of the economy and forced companies to make major amendments including more aggressively utilizing domestic and international collaborations. The authors studied 2,465 agreements signed by 161 companies listed on the Spanish continuous market over thirteen-years. The study finds a balance between domestic and foreign partners. When partnering with foreign companies, Spanish companies primarily collaborate to expand their activities abroad. The authors examined number of exploratory hypotheses regarding the relationships among the types of partnerships and the functional area, the nature of the agreement and the sector of the partners. For example, they found that Spanish companies sign marketing agreements when they aim at international expansion but they sign production agreements when they aim at the domestic market. The study also found that competing Spanish companies opt into horizontal agreements at the international arena when their focus is on acquiring new knowledge and into vertical agreements when their focus is on domestic markets and they are concerned with protecting their know-how. Lastly, the study also has specific and interesting implications for financial analysts, enabling them to better ascertain the market valuation of the different types of agreements in terms of the analyzed variables. This paper is a welcome contribution to the growing body of literature discussing partnership and alliances in the global arena and provides real-life practical advice to management and board members on improving collaborative arrangements’ effectiveness.

**The second paper**, written by Raymond L. Forbes, John S. Brent and Xiaopeng Ni, titled “Does Cognitive Style Make a Difference in Learning Statistical Concepts?” investigates the corollary of a difference in learning styles between the statistics courses’ instructors and their students on students’ performance in statistics courses as measured by their final course grade. Boosting student performance in mathematics and science education has recently been the subject of an increasing number of national and international studies and policy debates. Knisley’s four-stage model of mathematical learning, utilizing Kolb’s learning styles, provided the theoretical framework for the study. Consistent with that, the study used the Learning Styles Inventory (LSI) as the instrument to measure instructor and student learning style preferences. Eight classes of introductory undergraduate statistical classes with 158 participants were used for the study. The findings of the

study suggest that students' performance do not differ significantly whether their learning style matches their instructor's style or not. However, the study findings suggest that students' different learning styles have an impact on their performance, specifically that there is a significant difference between the Converger style group (style more frequent among the sample of male students) who perform better in this class, and the Diverger style group (more frequent among the sample of female students). Students' performance in the class also appears to be sensitive to the Concrete Experience (CE) and Active Experimentation (AE) dimensions of Kolb's learning styles, suggesting that students with the Active Experimentation preference appear to perform better than their classmates with the other three major preferences. To improve the performance of the other three preferences and styles, the authors suggest identifying realistic class applications that will show the students how knowledge of statistics can concretely benefit them individually and in group settings and to create a real-life context and practical examples for presentation and application of the statistics material studied in class. The paper is a worthy example of the use of quantitative method when conducting a study that analyzes learning styles in an academic setting. This paper is strongly recommended to researchers, teachers, and practitioners involved in teaching and using mathematical and statistical subjects as it suggests being aware of the impact on teaching of different learning (and thinking) styles and the intricate nuances this has on successful completion of challenging academic subjects.

**The third paper**, written by Patricia Y. Taylor titled "Combating Unethical Practices in International Trade" explores two key measures to combat unethical trade practices in international business - The Foreign Corrupt Practices Act (FCPA) and the Organization for Economic Cooperation and Development (OECD) Convention on Combating Bribery of Foreign Officials in International Business Transaction. In the face of ongoing international efforts to expand worldwide trade through the reduction of trade barriers, unethical trade practices threaten to unsettle such undertakings. A critical challenge that global enterprises have had to address for a long time is that of contesting international corruption. The author reviewed the two above-mentioned key legislative measures, focusing on bribery of public officials, and accounting and record-keeping practices of multinational corporations and their foreign subsidiaries. This is followed by discussing two case studies that illustrate the major issues facing multinationals when confronting the two legal measures. Concluding the paper, the author is suggesting specific recommendations for companies regarding the training and internal monitoring of key employees, covering the conduct and process aspects discussed by the paper, to assist companies in avoiding corrupt practices in international trade, while still remaining competitive. The paper offers an important addition to the practice of combating unethical and unlawful conduct of multinational corporations' literature in light of the globalization of international trade and is highly recommended to top executives and board members of multinational companies.

**The fourth paper**, written by Donovan A. McFarlane titled "The Implications of China's 2010 Tort Liability Law for Foreign Companies Doing Business in China" studies the new Chinese legislation in terms of its implications for foreign companies doing business in China. The author assesses the economic and legal landscape before and after the passing of the new Tort Liability Law of 2010, scrutinizing also the Foreign Corrupt Practices Act (FCPA) and its usefulness and application, as well as a milieu previously characterized by the minimal protection of legal rights for individuals, particularly Chinese employees. A primary description of tort law is presented discussing essential definitions and components of the law, followed by the examination of its meaning, and importance,

especially for international companies conducting business in China. The specific implications and consequences of the new law for both domestic and foreign businesses in China are then discussed with a special focus on the vulnerability of foreign businesses conducting business in China. Finally, the author provides several recommendations to minimize or avoid liability actions and claims resulting from the new law. This paper should provide the international business practitioner and scholar communities with an important and detailed guideline dealing with the new legal landscape in China as well as internationally, and is highly recommended for everybody that is currently, or will be, considering conducting business in China.

**The last and fifth paper**, written by Emily L. Ayubi, Brittany Bowers, Alexa Broida, Neil Jenkins, Monica L. McGhee, Ashley Miller, Avery D. Mitchell, Mellissa Walker, Lynn Offermann, and Victoria M. Grady, titled “The Challenge of Change for Multinational Organizations: A Case Study” details a case of an organization facing major challenges while going through a fast-paced merger with a larger parent institution. The organization, an established multinational military and defense unit, has the potential, through the merger, to produce an invaluable and powerful partnership, while facing many challenges, specifically the inability to clearly define its functions, processes, and chain of command. Thus, it began to question its new identity and vision of its future. The expected outcome from the case conducted by graduate students at George Washington University was to develop an informed and defined action plan for continuing successful and effective transitions. The quantitative data collected from 51 employees of the company in this study was conducted using the Loss of Effectiveness (LOE) Index<sup>®</sup> Survey, a validated change management tool developed by Grady and Grady (2013). The authors identify six major concerns at the individual employee level and associated them with six organizational themes, resulting in recommending specific mitigation strategies and implementation action plans. Qualitative data consistent with the company being multinational was collected as well and was found to be consistent with the survey results. The paper submits an important validation of a research and consulting tool for change management, which is a significant contribution for researchers as well as for practitioners interested in this subject. The paper is a worthy example of the rigor needed when conducting an international change case study and should provide a benchmark for future research in change management.

I hope you will agree that our journal is a valuable academic resource, and that you will consider submitting a paper to the journal, reference appropriate papers in your own work, and promote the journal among your colleagues. I am looking forward to an exciting future and I hope to hear your comments or questions.

Meir Russ