

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



**THE ROLE OF KNOWLEDGE TRANSFER AND
CULTURAL DISTANCE ON INTERNATIONAL JOINT
VENTURE PERFORMANCE IN THAILAND**



**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
September 2016**

**THE ROLE OF KNOWLEDGE TRANSFER AND CULTURAL DISTANCE
ON INTERNATIONAL JOINT VENTURE PERFORMANCE IN THAILAND**

By

BUPPACHAT TAENGKLIANG



**Thesis Submitted to
School of Business Management,
Universiti Utara Malaysia,
In Fulfillment of the Requirement for the Degree of Doctor of Philosophy**

PERMISSION TO USE

In presenting this thesis in fulfillment of the requirements for a postgraduate degree from Universiti Utara Malaysia, I agree that the University Library may make it freely available for inspection. I further agree that permission for copying of this thesis in any manner, in whole or in part, for scholarly purpose may be granted by my supervisors or in their absence, by the Dean of School of Business Management, Universiti Utara Malaysia. It is understood that any copying or publication or use of this thesis or parts thereof for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to Universiti Utara Malaysia for any scholarly use which may be made of any material from my thesis.

Request for permission to copy or to make other use of the materials in this thesis, in whole or in part, should be addressed to:



06010 UUM Sintok

Kedah Darul Aman

ABSTRACT

This study examines the relationship between antecedent variables (local partner's intent to learn, local partner's capacity to learn, local partner's experience, foreign partner's capacity to transfer, foreign partner's willingness to transfer, and knowledge transfer mechanism) and knowledge transfer on international joint venture (IJV) firms' performance in Thailand. It also aims to investigate how cultural distance moderates the impact of the relationship between knowledge transfer and IJV firms' performance. The investigation is based on resource-based view of firm theory, knowledge based view theory and organizational learning theory. The research framework was developed and eight hypotheses were posited and tested. This research employs quantitative method by using questionnaire survey. Survey questionnaires were mailed and hand-delivered to the respondents. Questionnaires were distributed to 476 IJV firms. 160 of the IJV firms responded to the survey, which gave a 33.61 percent response rate. The data were analysed using the Statistical Package for Social Science. The results revealed that each of the antecedent variables and knowledge transfer have relationship with IJV firms' performance. However, the moderating effect of cultural distance has no significant relationship between knowledge transfer and IJV firms' performance. The implications of the study offer into two main benefits: firstly, the contribution to the body of knowledge in the research context which encompass the key factors in knowledge transfer that should be considered and generalized; and secondly, the inputs to the practical level particularly in the IJV firms which indicate that top managers should understand knowledge transfer to achieve better performance in IJV firms. The present study also highlights the recommendation for future research as well as the limitations of the study.

Keywords: knowledge transfer, cultural distance, international joint venture firms' performance, Thailand

ABSTRAK

Kajian ini mengkaji hubungan antara boleh ubah penentu (hasrat belajar rakan tempatan, keupayaan belajar rakan tempatan, pengalaman rakan tempatan, keupayaan memindahkan rakan asing, kemauan memindahkan rakan asing, dan mekanisma pindahan pengetahuan) dan pindahan pengetahuan terhadap prestasi syarikat usaha sama antarabangsa. Kajian ini juga mengkaji bagaimana jarak budaya memberi kesan terhadap hubungan diantara pindahan pengetahuan dengan prestasi syarikat usaha sama antarabangsa. Kajian ini dilakukan berdasarkan teori firma berdasarkan sumber, teori berdasarkan pengetahuan dan teori pembelajaran organisasi. Kerangka kajian dibangunkan dan lapan hipotesis telah diuji. Kajian secara kuantitatif ini menggunakan kaedah borang soal selidik bagi mendapatkan data. Borang soal selidik dipos dan dihantar secara peribadi kepada responden yang melibatkan 476 buah syarikat usaha sama antarabangsa. Sebanyak 160 telah diterima kembali dan menjadikan peratusan maklum balas sebanyak 33.61 peratus. Data dianalisa dengan menggunakan *Statistical Package for Social Science*. Dapatan kajian menunjukkan bahawa setiap boleh ubah penentu dan pindahan pengetahuan mempunyai hubungan dengan prestasi syarikat usaha sama antarabangsa. Walau bagaimanapun, jarak budaya tidak mempunyai hubung kait yang signifikan dalam hubungan antara pindahan pengetahuan dan prestasi syarikat usaha sama antarabangsa. Kerangka kajian juga boleh digunakan dalam industri pembuatan lain dan industri perkhidmatan. Kajian ini memberikan dua faedah utama. Pertamanya ialah sumbangan kepada ilmu pengetahuan iaitu faktor-faktor penting dalam pindahan pengetahuan yang perlu diberi pertimbangan. Faedah yang kedua ialah dari segi praktikal di mana bagi pencapaian yang lebih baik, pihak pengurusan tertinggi perlu mempunyai pengetahuan tentang syarikat usaha sama antarabangsa dan pindahan pengetahuan. Kajian ini juga memberikan cadangan-cadangan untuk kajian pada masa hadapan dan juga kekangan kajian.

Kata kunci: pindahan pengetahuan, jarak budaya, prestasi syarikat usaha sama antarabangsa, Thailand

ACKNOWLEDGEMENTS

This study has been accomplished with the help and support of many people. First of all, I would like to express my deepest appreciation to my supervisors Assoc. Prof. Dr. Mohd Sobri Bin Don @ A. Wahab and Assoc. Prof. Dr. Abdul Rahim Bin Othman for providing me guidance and inspirations for the several years, and helping me to carry out this research until it is completed.

I would like also to express my great thanks to my family, Mr Sompong Taengkliang and Mrs Saowapa Taengkliang, Miss Naddarun Taengkliang who always push me to the highest level of education and have supported me while I strived to complete this thesis.

I could not have done this without the friends I made along the way; Dr. Onuma Suphantanakul, Dr. Thammayatee Phayoonpun, Dr. Sittichai Nuansate, and Dr. Pannada Chanphet, each of whom supported me through the challenging times, and celebrated my successes. They have made this a truly enjoyable experience and I am richer for having shared in their learning.



TABLE OF CONTENTS

TITLE	
PAGE	i
CERTIFICATION OF THESIS WORK	ii
PERMISSION TO USE	iv
ABSTRACT	v
ABSTRAK	vi
ACKNOWLEDGEMENTS	vii
TABLE OF CONTENTS	viii
LIST OF TABLES	xvi
LIST OF FIGURES	xix
LIST OF ABBREVIATIONS	xx
CHAPTER ONE INTRODUCTION	1
1.1 Background of the Study.....	1
1.2 Problem Statement	7
1.3 Research Questions	12
1.4 Research Objectives	12
1.5 Significance of the Study	13
1.5.1 Practical Significance	13
1.5.2 Theoretical Significance	15
1.6 Definition of Key Terms	16
1.7 Scope of the Study.....	18
1.8 Organization of Remaining Chapters	18
1.9 Conclusion.....	19

CHAPTER TWO LITERATURE REVIEW	20
2.1 Introduction	20
2.2 International Joint Venture (IJV)	20
2.2.1 International Joint Venture in Thailand	24
2.2.2 Motivation of International Joint Ventures (IJVs).....	27
2.2.3 The Advantages of IJVs as a Foreign Market Entry.....	30
2.2.4 Factors Affecting the Success of the International Joint Ventures (IJVs) .	32
2.3 International Joint Venture (IJV) Firms' Performance	36
2.3.1 Performance Measurement	42
2.4 Knowledge transfer	45
2.4.1 Knowledge Transfer and IJV firms' Performance.....	51
2.5 Antecedent Variables and Knowledge transfer	55
2.5.1 Local Partner's Characteristics	58
2.5.1.1 Capacity to Learn and Knowledge Transfer	59
2.5.1.1.1 Definition of Capacity to Learn	59
2.5.1.2 Intent to Learn and Knowledge Transfer	62
2.5.1.3 Experience and Knowledge Transfer	65
2.5.2 Foreign Partner's Characteristics.....	69
2.5.2.1 Capacity to Transfer and Knowledge Transfer	70
2.5.2.2 Willingness to Transfer and Knowledge Transfer	71
2.5.3 Knowledge Transfer Mechanism and Knowledge Transfer	73
2.6 Cultural Distance, Knowledge Transfer and IJV Firms' Performance	77
2.6.1 Cultural Distance	78
2.6.2 Cultural Distance and Knowledge Transfer.....	80
2.6.3 Cultural Distance and IJV Firms' Performance.....	82

2.6.4 Cultural Distance, Knowledge Transfer and IJV Firms' performance	85
2.6.5 Cultural Distance as a Moderator	89
2.7 Underpinning Theories to explain the Antecedent Variables of International Joint Venture Firms' Performance	91
2.7.1 Resource-Based View Theory (RBV)	92
2.7.2 Knowledge-Based View Theory (KBV).....	98
2.7.3 Organizational Learning Theory.....	102
2.8 Gaps of study	105
2.9 Conclusion.....	115
CHAPTER THREE RESEARCH METHODOLOGY	116
3.1 Introduction	116
3.2 Research Framework and Hypotheses	116
3.2.1 Research Framework	116
3.2.2 Research Hypotheses	118
3.2.2.1 The Relationship between Knowledge Transfer and IJV Firms' Performance.....	119
3.2.2.2 The relationship between Local partner's capacity to learn and knowledge transfer	120
3.2.2.3 The relationship between Intent to learn and Knowledge transfer ...	120
3.2.2.4 The relationship between Experience and Knowledge transfer	121
3.2.2.5 The relationship between Capacity to transfer and Knowledge transfer	122
3.2.2.6 The relationship between Willingness to transfer and Knowledge transfer	123

3.2.2.7 The relationship between Knowledge transfer mechanism and Knowledge transfer	123
3.2.2.8 Cultural distance moderates on the relationship between Knowledge transfer and IJV firms' performance	124
3.3 Research Design	125
3.4 Population and Sampling.....	127
3.4.1 Population	127
3.4.2 Sampling Procedure	128
3.4.2.1 Sampling size	128
3.5 Questionnaire Design	129
3.6 Variables and Measures.....	132
3.6.1 Measures of Antecedent Variables	132
3.6.1.1 Local Partner's Capacity to Learn.....	133
3.6.1.2 Local partner's intent to learn	134
3.6.1.3 Local partner's experience	134
3.6.1.4 Foreign partner's capacity to transfer	135
3.6.1.5 Foreign partner's willingness to transfer	135
3.6.1.6 Knowledge transfer mechanism.....	136
3.6.2 Measures of Knowledge Transfer.....	137
3.6.3 Measures of Moderator Variable (Cultural Distance)	137
3.6.4 Measure of Dependent Variable (IJV Firms' Performance).....	138
3.7 Control variables	140
3.7.1 Age of firm.....	140
3.7.2 Size of firm (Number of employees)	141
3.7.3 Nationality	142

3.8 Data Collection.....	143
3.9 Preliminary test.....	145
3.9.1 Pre-Test Study.....	145
3.9.2 Validity and Reliability of Measurement.....	145
3.9.2.1 Validity.....	145
3.9.2.2 Reliability.....	146
3.10 Data Analysis Technique.....	148
3.11 Data Analysis Procedure	149
3.11.1 Descriptive Statistics.....	149
3.11.2 Test of Difference	150
3.11.3 Factor Analysis	150
3.11.4 Reliability Analysis	152
3.11.5 Correlation Analysis	153
3.11.6 Preparing Data for Multivariate Analysis.....	154
3.11.7 Multiple Regression Analysis	154
3.11.8 Linear Regression	155
3.11.9 Hierarchical Regression analysis	156
3.12 Summary	157
CHAPTER FOUR RESEARCH FINDINGS	158
4.1 Introduction	158
4.2 Response Rate	158
4.3 Profile of the Respondents	160
4.4 Missing Data.....	170
4.5 Non-Response Bias Test	171
4.6 Detecting Outliers.....	172

4.7 Checking for Multicollinearity	174
4.8 Normality Test.....	175
4.9 Goodness of Measures.....	178
4.9.1 Validity Test	178
4.9.1.1 Factor Analysis of Local Partner's Characteristics	180
4.9.1.2 Factor Analysis for Foreign Partner's Characteristics	181
4.9.1.3 Factor Analysis of Knowledge Transfer Mechanism	183
4.9.1.4 Factor Analysis for Knowledge Transfer	185
4.9.1.5 Factor Analysis for Cultural Distance.....	186
4.9.1.6 Factor Analysis for International Joint Venture Firms' Performance	187
4.9.2 Reliability Analysis.....	187
4.10 Descriptive Statistics	188
4.11 Correlation and Hypothesis Testing	190
4.12 Independent Samples t -test.....	195
4.13 Multiple Regression Analysis	196
4.13.1 The Relationship between Knowledge Transfer and IJV firms' Performance	197
4.13.2 The Relationship between Antecedent Variables and Knowledge Transfer	199
4.14 The Moderating Effects of Cultural Distance on the Relationship between Knowledge Transfer and IJV Firms' Performance	200
4.15 Summary of Hypotheses Testing	204
4.16 Summary	205
4.17 Conclusion.....	206

CHAPTER FIVE DISCUSSIONS AND CONCLUSION	207
5.1 Introduction	207
5.2 Overview of the Study.....	207
5.3 Discussion	208
5.3.1 Knowledge Transfer and IJV Firms' Performance.....	209
5.3.2 Local Partner's Characteristics (Capacity to Learn, Intent to Learn and Experience) and Impact on Knowledge Transfer.....	214
5.3.3 Foreign Partner's Characteristics (Capacity to Transfer and Willingness to Transfer) regarding the Knowledge Transfer.....	221
5.3.4 Knowledge Transfer Mechanism regarding to Knowledge Transfer.	226
5.3.5 Cultural Distance Moderates the Impact on the relationship between Knowledge Transfer and IJV Firms' Performance in Thailand.....	229
5.4 Implications	233
5.4.1 Theoretical Implications	233
5.4.2 Practical Implications	236
5.4.3 Policy Implications	237
5.5 Limitations of this Study	239
5.6 Recommendation for Future Research	240
5.7 Conclusion	240
REFERENCE.....	243
APPENDIX A	296
APPENDIX B	308
APPENDIX C	309
APPENDIX D	311
APPENDIX E	320

APPENDIX F	323
APPENDIX G	324
APPENDIX H	346
APPENDIX I	349
APPENDIX J	351
APPENDIX K	358
APPENDIX L	359
APPENDIX M	361
APPENDIX N	364
APPENDIX O	371
APPENDIX P	374



LIST OF TABLES

Table	Page
Table 1.1 Foreign Investment Projects Approved by BOI	4
Table 2.1 Contributions of Foreign and Local partners to a international joint ventures	25
Table 2.2 Contributions of Foreign and Local partners to a international joint ventures	29
Table 2.3 Employment from foreign investment in Thailand by the Board of Investment (BOI)	31
Table 2.4 Summary of prior finding studies on IJV performance	34
Table 2.5 Summary on the factors affecting on IJV firms' performance	40
Table 2.6 Summary finding of factors that affect knowledge transfer	50
Table 3.1 Hypotheses	118
Table 3.2 The layout of the questionnaire.....	132
Table 3.3 Capacity to learn	133
Table 3.4 Intent to learn	134
Table 3.5 Experience.....	134
Table 3.6 Capacity to transfer	135
Table 3.7 Willingness to transfer	136
Table 3.8 Knowledge transfer mechanism items	136
Table 3.9 Knowledge transfer items	137
Table 3.10 Cultural distance items.....	138
Table 3.11 IJV Firms' performance	139
Table 3.12 Operationalization of Variables	139
Table 3.13 Reliability Analysis of the Pre-test study variables	148

Table 4.1 Summary of Response Rates	159
Table 4.2 A brief summary of demographics	160
Table 4.3 T-test results for non-response bias	172
Table 4.4 Outlier Detection and Treatment (Mahalanobis Distance) (N=160)	174
Table 4.5 Multicollinearity Test.....	175
Table 4.6 Normality test that provides information about the value of skewness and kurtosis for each variable	177
Table 4.7 Summary of factor analysis of local partner's characteristics items.....	181
Table 4.8 Summary of factor analysis for foreign partner's characteristics items.....	181
Table 4.9 Summary of factor analysis for foreign partner's characteristics items.....	182
Table 4.10 Summary of factor analysis for knowledge transfer mechanism items ..	183
Table 4.11 Summary of factor analysis for knowledge transfer mechanism items	184
Table 4.12 Summary of factor analysis for knowledge transfer items	185
Table 4.13 Summary of factor analysis for cultural distance items	186
Table 4.14 Summary of factor analysis for international joint venture firms' performance items.....	187
Table 4.15 Reliability Analysis of the study variable	188
Table 4.16 Descriptive statistics of all variables.....	189
Table 4.17 Correlation results for study variables	192
Table 4.18 The Differences in the nationality of the respondents between the Thai and Foreign manager.....	196
Table 4.19 Evaluating the relationship between knowledge transfer (KTU) and IJV firms' performance.....	198
Table 4.20 Evaluating the relation between antecedent variables and knowledge transfer	199

Table 4.21 Evaluating the relationship between knowledge transfer and six dimensions of antecedent variables	200
Table 4.22 The moderating effect of cultural distance on knowledge transfer to IJV firms' performance.....	203
Table 4.23 Summary of hypotheses testing	204



LIST OF FIGURES

Figure	Page
Figure 2.1 Resourced-Based Theory Model	98
Figure 3.1 Conceptual Framework.....	116
Figure 4.1 Description of respondents based on position	163
Figure 4.2 Description of respondents based on year of firm's establishment	164
Figure 4.3 Description of firm size	165
Figure 4.4 Distribution of respondents based on the type of industry	166
Figure 4.5 Distribution of respondents based on motive	166
Figure 4.6 Distribution of respondents based on number of expatriates	167
Figure 4.7 Distribution of respondents based on gender	167
Figure 4.8 Distribution of respondents based on age	168
Figure 4.9 Distribution of respondents based on years of work	168
Figure 4.10 Distribution of respondents based on nationality of respondents	169
Figure 4.11 Distribution of respondents based on country of origin	169
Figure 4.12 Distribution of respondents based on ownership.....	170
Figure 4.13 The result of moderating effect.....	204

LIST OF ABBREVIATIONS

FDI	Foreign Direct Investment
IJV	International Joint Venture
CL	Capacity to Learn
IL	Intent to Learn
EX	Experience
WT	Willingness to Transfer
CT	Capacity to Transfer
KT	Knowledge Transfer
KTU	Overall Knowledge Transfer
CD	Cultural Distance
ASEAN	Association of South East Asian Nations
BOI	Board of Investment of Thailand
NICs	Newly Industrialized Countries
RBV	Resource Based View Theory

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Foreign Direct Investment (FDI) is a major source of capital inflow into developing countries. Due to its relative immobility and concentration on high stake long-term profit, FDI has long been considered to be conducive to the economic growth of developing countries (Lee & Tan, 2006). FDI is becoming increasingly significant in economic and long-term growth; Southeast Asian countries benefit from foreign investments by gaining a competitive advantage in the global market. Foreign investment fosters new skills and technologies, creates new networking opportunities and increases management and marketing skills (Yue, Freeman, Bijit & Urata, 1999; Wisarn & Bunluasak, 1994; Amerasinghe & Modesto, 2010). Investments from foreign sources provide capital for growth and promote greater economic stability for Southeast Asian nations (Fan & Dickie, 2000). Moreover, Li and Liu, (2005); and Alfaro, Chanda, Ozan and Sayek (2004), posits that FDI affects economic growth and FDI has made possible not only accesses to large volumes of capital resources and foreign exchange, but also access to technology, managerial expertise, marketing skills and marketing networks.

According to Borensztein, De Gregorio and Lee (1998), FDI results in technology diffusion necessary for economic growth through a process of ‘capital deepening’. FDI provides capital for continuing and creating new commercial or industrial activity, when there is a reduction in capital from other sources (Noorbakhsh, Paloni &

The contents of
the thesis is for
internal user
only

REFERENCE

Aaker, D., Kumar, V., & Day, G. S. (2000). *Marketing Research (7th Ed)*. USA: John Wiley & Son.

Aguinis, H. (1995). Statistical power problems with moderated multiple regression in management research. *Journal of Management Research*, 21(6), 1141–1158.

Ahmad, A. (2006). Auditing communication satisfaction among academic staff: an approach to managing academic excellence. *The Business Review, Cambridge*, 5(1), 330-333.

Ahammad, M. F., & Glaister, K. W. (2011a). The double-edged effect of cultural distance on cross-border acquisition performance. *European Journal of International Management*, 5(4), 327–345.

Ahammad, M. F., & Glaister, K. W. (2011b). Post-acquisition management and performance of cross-border acquisitions. *International Studies of Management and Organization*, 41(3), 69–87.

Ahammad, M. F., Tarba, S. Y., Liu, Y., & Glaister, K. W. (2014). Knowledge transfer and cross-border acquisition performance: The impact of cultural distance and employee retention. *International Business Review*, Retrieved June 13, 2016, from <http://www.sciencedirect.com.sci-hub.bz/science/article/pii/S0969593114000912>

Ainuddin, R. A., Beamish, P. W., Hulland, J. H. & Rouse, M. J. (2007). Resource attributes and international joint venture performance. *Journal of World Business*, 42(1), 47-60.

Alfaro, L., Chanda, A., Ozan, S. K., & Sayek, S. (2004). FDI and economic growth: the role of local financial markets. *Journal of International Economics*, 64(1), 89-112.

Alvarez, K., Salas, E., & Garofano, C. M. (2004). An Integrated Model of Training Evaluation and Effectiveness. *Human Resource Development Review*, 3(4), 385-416.

Ambos, T.C., & Ambos, B. (2009). Organizational capabilities and the effectiveness of knowledge flows within multinational corporations. *Journal of International Management*, 15(1), 1–15.

Amerasinghe, N. & Modesto, J. (2010). Foreign Direct Investment in Asia: Lessons of Experience. *Asian Institute of Management*, 12(3), 1-51.

Amit, R. & Schoemaker, P. J. (1993). Strategic assets and organizational rent, *Strategic Management Journal*, 14(1), 34-46.

Anvy, G., & Anderson, A. R. (2008). Organisational Culture, National Culture and Performance in International Joint Ventures based in Israel. *International Journal of Business and Globalisation*, 2(2), 133-145.

Anand, B. N. & Khanna, T. (2000). Do firms learn to create value? The case of alliances. *Strategic Management Journal*, 21(3), 295-316.

Anderson, C. H. (1986). Hierarchical Moderated Regression Analysis: A useful tool for retail management decisions. *Journal of Retailing*, 2(62), 186-203.

Anderson, E. (1990). Two firms, one frontier: on assessing joint venture performance. *Sloan Management Review*, 31(2), 19-30.

Angwin, D., & Savill, B. (1997). Strategic perspectives on European cross-border acquisitions: A view from top European Executives. *European Management Journal*, 15(4), 423-435.

Anh, P. T. T., Baughn, C. C., Hang, N. T. M., & Neupert, K. E. (2006). Knowledge acquisition from foreign parents in international joint ventures: An empirical study in Vietnam. *International Business Review*, 15(5), 463-487.

Arend, R. J., & Levesque, M. (2010). Is the resource based view a practical organizational theory? *Organizational Science*, 21(4), 913-930.

Argote, L. (1999). *Organizational learning: Creating, retaining, and transferring knowledge*. Kluwer, Academic Publishers, Boston, MA.

Argote, L., & Ingram, P. (2000). Knowledge transfer: a basis for competitive advantage in firms. *Organizational Behavior and Human Decision Processes*, 82(1), 150-169.

Argote, L., Ingram, P., Levine, J. M., & Moreland, R. L. (2000). Knowledge Transfer in Organizations: Learning from the Experience of Others. *Organizational Behavior and Human Decision Processes*, 82(1), 1-8.

Argote, L., McEvily, B., & Reagans, R. (2003). Managing knowledge in organizations: an integrative framework and review of emerging themes. *Management Science*, 49, 571-82.

Argyris, C., & Schon, D. A. (1978). *Organizational learning*. Reading, MA: Addison-Wesley.

Ariely, G. (2003). *Knowledge Management as A Methodology Towards Intellectual Capital*. Presented at the 3rd European Knowledge Management Summer School, Spain, 7 - 12 September, San Sebastian.

Arino, A. (2003). Measures of collaborative venture performance: an analysis of construct validity. *Journal of International Business Studies*, 34(1), 66-79.

Armstrong, J. S., & Overton, T. S. (1977). Estimating Nonresponse Bias in Mail Surveys. *Journal of Marketing Research*, 14(3), 396-402.

Artisien, P. F. R., & Buckley, P. L. (1985). Joint ventures in Yugoslavia: opportunities and constraints. *Journal of International Business Studies*, 16(1), 111-136.

Astley, W. G. (1984). Toward an appreciation of collective strategies. *Academy of Management Review*, 9(3), 526-535.

Atalaya, M., & Sarvan, F. (2014). Knowledge management processes in international joint ventures: A case of an airport operator firm. *Social and Behavioral Sciences*, 150(2014), 658 – 667.

Aulakh, P., M. Kotabe, & Sahay, A. (1996). Trust and Performance in Cross-Border Marketing Partnership: A Behavioral Approach, *Journal of International Business Studies*, 27(5), 1002-1032.

Avison, D., & Myers, M., (1995), Information systems and anthropology: an anthropological perspective on IT and organizational culture. *Information Technology and People*, 8(3), 43-66.

Avny, G., & Anderson. A R. (2008). Organisational culture, national culture and performance in International Joint Ventures based in Israel. *International Journal of Business and Globalisation*, 2(2), 133-145.

Aydin, N., & Terpstra, V. (1981). Marketing know-how transfer by multinational: A case study in Turkey. *Journal of International Business Studies*, 12(3), 35-48.

Ayoun, B.M. & Moreo, P.J. (2008). The influence of the cultural dimension of uncertainty avoidance on business strategy development: A cross-national study of hotel managers. *International Journal of Hospitality Management*, 27(1), 65-75.

Aziz, A., & Makkawi, B. (2012). Relationship between Foreign Direct Investment and Country Population. *International Journal of Business and Management*, 7(8), 63-70.

Baharim, S., & Gramberg, B. V. (2005). The influence of knowledge sharing on transfer of training: A Proposed Research Strategy. Working Paper. Victoria University, Melbourne, Australia. Retrieved December, 12, 2015. From <http://vuir.vu.edu.au/117/>

Baliga, R., & Jaeger, M. 1984. Multinational corporations: Control systems and delegation issues. *Journal of International Business Studies*, Fall, 25–40.

Balogun, J., & Jenkins, M. (2003). Re-conceiving Change Management: A Knowledge-based Perspective. *European Management Journal*, 21(2), 247-257.

Bamford, J., Ernst, D., & Gubini, D. G. (2004). Launching a world class joint venture. *Harvard Business Review*, 82 (2), 91-100.

Bapuji, H., & Crossan, M. (2004). From questions to answers: reviewing organizational learning research. *Management Learning*, 35(4), 397–417.

Barkema, H. G. (1997). What differences in the cultural backgrounds of partners are detrimental for international joint ventures? *Journal of International Business Studies*, 28(4), 845-864.

Barkema, H. G., Bell, J. H., & Pennings, J. M. (1996). Foreign entry, cultural barriers, and learning. *Strategic Management Journal*, 17, 151-166.

Barkema, H. G., Shenkar, O., Vermeulen, F., & Bell, J. (1997). Working abroad, working with others: How firms learn to operate international joint venture. *Academy of Management Journal*. 40(2), 426-442.

Barney, J. B. (1986). Strategic factor markets: Expectation, luck, and business strategy. *Management Science*. 21, 1231-1241.

Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of Management Studies*, 17(1), 99-120.

Barney, J. B., Wright, M., & Ketchen, D. J. (2001). The Resource-based View of the firm ten years after 1991. *Journal of Management Studies*. 27(2001), 625-641.

Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173-1182.

Bartlett, C. A., & Ghoshal, S. (1989). *Managing across borders: The transactional solution*. Boston: Harvard Business School Press.

Baughn, C., Denekamp, J., Stevens, J., & Osborn, R. (1997). Protecting intellectual capital in international alliances. *Journal of World Business*, 2(2), 103-117.

Beamish, P. W. (1993). The characteristics of joint venture in the People's Republic of China. *Journal of International Marketing*, 1(2), 29-48.

Beamish, P. W. (1984). *Joint venture performance in developing countries*. Unpublished Ph.D Dissertation, University of Western Ontario, Canada.

Beamish, P. W. (1985). The Characteristics of joint ventures in developed and developing countries. *Columbia Journal of World Business*, 20(3), 13-19.

Beamish, P. W., & Berdrow I. (2003). Learning from IJVs: The unintended outcome. *Long Range Planning*, 36(3), 285-303.

Beamish, P. W., & Delios, A. (1997). *Incidence and propensity of alliance formation*. In Paul W. Beamish & J. Peter Killing, editors, *Cooperative strategies: Asian Pacific perspectives*. San Francisco: The New Lexington Press.

Beamish, P. W., & Delios, A. (1997). *Improving joint venture performance through congruent measures of success*. In Paul W. Beamish & J. Peter Killing, editors, *Cooperative strategies: European perspectives*. San Francisco: The New Lexington Press.

Beamish, P. W., & Delios, A. (1997). Improving joint ventures and the Theory of the Multinational Enterprises. *Journal of International Business Studies*. Summer, 1-16.

Beamish, P. W., & Kachra, A. (2004). Number of partners and JV performance. *Journal of World Business*, 39(2), 107-120.

Beamish, P. W., & Lupton, N. C. (2009). Managing joint ventures. *The Academy of Management Perspectives*, 23(2), 75-94.

Beeby, M. & Booth, C. (2000). Networks and Inter Organizational learning: a critical review. *The Learning Organization*. 7(2), 75-88.

Bener, M., & Glaister, K. W. (2010). Determinants of performance in international joint ventures. *Journal of Strategy and Management*, 3(3), 188-214.

Bennett, A. J. (2000). Focus on research mediator and moderating variables in nursing research: Conceptual and statistical differences. *Methods Research in Nursing & Health*, 23, 415-420.

Benny, W. D., & Feldman, S. (1985). *Multiple regression in practice. Quantitative applications in the social sciences*. SAGE. London, England.

Berdrow, I., & Beamish, P. W. (1999). *Unfolding the Myth of IJV Learning*. Working paper Series, Richard Ivey School of Business. London, Canada.

Berrell, M., Gloet, M., & Wright, P. (2002). Organizational learning in International joint ventures: Implications for management development. *Journal of Management Development*, 21(2), 83-100.

Bhagat, R. S., Kedia, B. L., Harveston, P. D., & Triandis, H. C. (2002). Cultural variations in the cross-border transfer of organizational knowledge: An integrative framework. *Academy of Management Review*. 27(2), 204-221.

Bhatt, G. D. (2000). Information dynamics, learning and knowledge creation in organizations. *The Learning Organization*, 7(2), 89-98.

Bhattacherjee, A. (2012). Social Science Research: Principles, Methods, and Practices. Retrieved December 12, 2015 from University of South Florida, Scholar Commons Web site: http://scholarcommons.usf.edu/cgi/viewcontent.cgi?article=1002&context=oa_textbooks

Bititci, U., Carrie, A. S., & McDevitt, L. (1997). Integrated Performance Measurement Systems: A Development Guild. *International Journal of Operations and Production Management*, 17(6), 522-535.

Björkman, I., Barner-Rasmussen, W., & Li, L. (2004). Managing knowledge transfer in MNCs: the impact of headquarters control mechanisms. *Journal of International Business Studies*, 35, 443-455.

Blake Newport new. (2007). Joint Ventures Explained. Contract Journal.

Black, J. S., Mendenhall, M., & Oddou, G. (1991). Toward a comprehensive model of international adjustment: An integration of multiple theoretical perspectives. *Academy of Management Review*, 16, 291-317.

Blackler, F. (2002). *Knowledge, Knowledge Work, and Organizations: An Overview and Interpretation*. In Choo and Bontis (Eds.) *The Strategic Management of Intellectual Capital and Organizational Knowledge*, New York: Oxford University Press, 47- 64.

Blakie, N. (2003). *Analyzing Quantitative Data: From Description to Explanation*. SAGE Publications, London.

Blodgett, L. L. (1987). *A Resource-Based Study of Bargaining Power in U.S.-Foreign Equity Joint Ventures*. University of Michigan, Ann Arbor.

Blodgett, L. L. (1992). Factors in the instability of international joint ventures: An event history analysis. *Strategic Management Journal*, 13, 475-481.

Bonner, J. M., Kim, D., & Cavusgil, S. T. (2005). Self-perceived strategic network identity and its effects on market performance in alliance relationships. *Journal of Business Research*, 58(10), 1371–80.

Bontis, N. (2002). *Managing organizational knowledge by diagnosing intellectual capital: framing and advancing the state of the field*. In *The Strategic Management of Intellectual Capital and Organizational Knowledge* (Choo CW and Bontis N, Eds), pp 621–642, Oxford University Press, Oxford.

Boone, A. L., Field, L. C., Karpoff, J. M., Raheja, C. G., (2007). The determinants of corporate board size and composition: An empirical analysis. *Journal of Financial Economics*, 55, 66-101.

Boonyarith, S., & Siengthai, S. (2014). The headquarters' strategy in knowledge transfer effectiveness: an empirical study in Thailand. *International Journal Innovation and Learning*, 15(1), 65-94.

Borensztein, E., De Gregorio, J., & Lee, J. W. (1998). How does foreign direct investment affect economic growth? *Journal of International Economics*, 45(1), 115-135.

Boxall, P., Purcell, J., & Wright, P. M. (2007). *Human resource management: the handbook of human resource management*. Oxford: Oxford University Press.

Brancu, L., Guðmundsdóttir, S., Gligor, D., & Munteanu, V. (2015). Is Culture a Moderator of Entrepreneurship Motivation? A Comparative Study of Romania and Iceland. *Amfiteatru Economic*, 17(38), 133-147.

Bresman, H., Birkinshaw, J. M., & Nobel, R. (1999). Knowledge transfer in international acquisitions. *Journal of International Business Studies*, 30(3), 439–462.

Bresser, R. K., & Hall, J. E. (1986). Collective Strategy: Vice or Virtue. *Academy of Management Review*, 11, 408-427.

Broad of Investment in Thailand (BOI). (2011). Retrieved Jan 19, 2012, from <http://www.doingbusiness.org/reports/global-reports/doing-business-2012>.

Broad of Investment in Thailand (BOI). (2012). Retrieved March 20, 2013
[http://www.boi.go.th/upload/content/T.FDI13_\(6\)_15372.pdf](http://www.boi.go.th/upload/content/T.FDI13_(6)_15372.pdf).

Broad of Investment in Thailand (BOI). (2014). Retrieved December 17, 2015 from
<http://www.boi.go.th/index.php?page=macroeconomics>

Broad of Investment in Thailand (BOI). (2015). Retrieved May 21, 2015 from
http://www.boi.go.th/upload/content/T%20FDI14_15388.pdf

Broad of Investment in Thailand (BOI). (2016). Retrieved May 29, 2016 from
http://www.boi.go.th/index.php?page=thailand_advantages

Brouthers, K. D. (2002). Institutional, cultural, and transaction cost influences on entry mode choice and performance. *Journal of International Business Studies*, 33, 203-221.

Brouthers, K. D. & Bamossy, G., (2006). Post-formation processes in Eastern and Western European joint ventures. *Journal of Management Studies*, 43(2), 203-229.

Brouthers, K., & Brouthers, L. E. (2001). Explaining the national distance culture paradox. *Journal of International Business Studies*, 32(1), 177-189.

Brouthers, K. D., Brouthers, L. E., & Werner, S. (2008). Real options, international entry mode choice and performance. *Journal of Management Studies*, 45, 936-960.

Brown, L., Rugman, A. & Verbeke, A. (1989). Japanese joint ventures with western multinationals: Synthesizing the economic and cultural explanations of failure. *Asia Pacific Journal of Management*, 6(2), 225-242.

Bryman, A. & Cramer, D. (2003). *Quantitative Data Analysis with SPSS Release 8 for Windows: A guide for social scientists*. London and New York. Taylor and Francis group.

Buchel, B., Prange, C., Probst, G., & Ruling, C. C. (1998). *International joint venture management: Learning to cooperate and cooperating to learn*. New York: John Wiley & Sons (Asia).

Buckley, P. J., & Carter, M. J. (2003). Process and structure in knowledge management practices of British and US multinational enterprise. *Journal of International Management*, 8, 29-48.

Buckley, P. J., & Casson, M. C. (1976). *The future of the multinational enterprise*. London: Macmillan.

Buckley, P. J., & Casson, M. C. (1996). An economic model of international joint ventures. *Journal of International Business Studies*, 27(5), 849-876.

Buckley, P. J., & Glaister, K. W. (2002). *What do we know about international joint ventures?* In F.J. Contractor & P. Lorange (Eds.), *Cooperative Strategies and Alliances*, 49-96. Oxford, UK: Elsevier.

Buckley, P. J., Glaister, K. W., Klijn, E., & Tan, H. (2009). Knowledge Accession and Knowledge Acquisition in Strategic Alliances: The Impact of Supplementary and Complementary Dimensions. *British Journal of Management*, 20, 598–609.

Buhovac, A. R., & Groff, M. Z. (2012). Contemporary performance measurement systems in Central and Eastern Europe: A synthesis of the empirical literature. *Journal of East European Management Studies*, 17(1), 68-103.

Burn, A. C., & Bush, R. F. (1998). *Marketing research*. New Jersey: Prentice Hall.

Burns, M. J., Nixon, G. J., Foy, C. A., & Harris, N. (2005). Standardization of data from real-time quantitative PCR methods – evaluation of outliers and comparison of calibration curves.

Carmines, E. G., & Zeller, R. A. (1979). *Reliability and validity assessment (Series: Quantitative Applications in the Social Science)*. Sage Publications.

Cavana, R., Delahaye, B. L., & Sekaran, U. (2001). *Applied business research: Qualitative and quantitative methods*. Milton: John Wiley.

Caves, R. (1982). *Multinational Enterprise and Economic Analysis*. Cambridge: Cambridge University Press.

Cavusgil, S. T., Yavas, U., & Dhahran. (1984). Transfer of management know-how to developing countries: An empirical investigating. *Journal of Business Research*, 12, 35-50.

Chai, K., Gregory, M., & Shi, Y. (2003). Bridging islands of knowledge: A framework of knowledge sharing mechanisms. *International Journal of Technology Management*, 25(8), 703-727.

Chakrabarti, R., Gupta-Mukherjee, S., & Jayaraman, N. (2009). Mars–Venus marriages: Culture and cross-border M&A. *Journal of International Business Studies*, 40, 216– 236.

Chan C. M., & Makino, S. (2007). Legitimacy and Multi-level institutional environments: implication for foreign subsidiary ownership structure. *Journal of International Business Studies*, 38(4), 621-638.

Chandrapalert, A. (2000). The determinants of U.S. direct investment in Thailand: A survey on managerial perspectives. *Multinational Business Review*, 8(2), 82-88.

Chang, L. (1994). A psychometric evaluation of 4-point and 6-point Likert-type scales in relation to reliability and validity. *Applied Psychological Measurement*, 18, 205-216.

Chang, S. J., & Xu, D. (2008). Spillovers and competition among foreign and local firms in China. *Strategic Management Journal*, 29, 495-518.

Chang, Y. Y., Gong, Y., & Peng, M. W. (2012). Expatriate knowledge transfer, subsidiary, Absorptive capacity, and subsidiary performance. *Academy of Management Journal*, 55(4), 927-948.

Chang, E., & Taylor, M. S. (1999). Control in Multinational Corporations (MNCs): The Case of Korean Manufacturing Subsidiaries. *Journal of Management*, 25(4), 541–565.

Chattananon, A., & Trimetsoontorn, J. (2009). Relationship marketing a Thai case. *International Journal of Emerging Markets*. 4(3), 252-274.

Chawanakrasaesin, P., Rukskul, I., & Ratanawilai, A. (2011). Validity and Reliability of Thai Version of the Posttraumatic Stress disorder Checklist. *Journal of the Psychiatric Association of Thailand*, 56(4), 1-8.

Chesbrough, H. W., & Teece, D. J. (1996). When is virtual virtuous? Organizing for innovation. *Harvard Business*, 74, 65-73.

Chetty, S., Eriksson, K., & Lindbergh, J. (2006). The effect of specificity of experience on a firm's perceived importance of institutional knowledge in an ongoing business. *Journal of International Business Studies*, 37, 699–712.

Chen, C. J. (2004). The Effects of Knowledge Attribute, Alliance Characteristics, and Absorptive Capacity on Knowledge Transfer Performance. *R&D Management*, 34(3), 311-321,

Chiao, Y. C., Yu, C. M. J., & Peng, J. T. A. (2009). Partner nationality, market-focus and IJV performance: A contingent approach. *Journal of World Business*, 44(2009) 238–249.

Child, J. & Faulkner, D. (1998). *Strategies of Cooperation: Managing Alliances Networks and Joint Ventures*. Oxford University, New York.

Chen, D., Park, S. H., & Newburry, W. (2009). Parent contribution and organizational control in international joint ventures. *Strategic Management Journal*, 30(11), 1133–1156.

Child, J., & Yan, Y. (2003). Predicting the performance of international joint ventures: an investigation in China. *Journal of Management Studies*, 40(2), 283-320.

Chin, W.W. (1998b). *The partial least squares approach for structural equation modeling*. in Marcoulides, G.A. (Ed.), Modern Methods for Business Research, Lawrence Erlbaum Associates, Mahwah, NJ, pp. 295-336.

Chirathivat, S. & Mallikamas, S. (2010). Thailand's Economic Performance and Responses to the Global Crisis. Conference paper of “Asia after the Crisis” at Doshisha University, 5-6 March 2010, Kyoto.

Choi, C.B., & Beamish, P.W. (2004). Split management control and international joint venture performance. *Journal of International Business Studies*, 35, 201–215.

Choi, C., & Beamish, P.W. (2013). Resource complementarity and international joint venture performance in Korea. *Asia Pacific Journal of Management*, 30(2), 561-576.

Chow, C.W., Deng, F.J., & Ho, J.L. (2000). The openness of knowledge sharing within organizations: a comparative study of the United States and the people's republic of China. *Journal of Management Accounting*, 12, 65-93.

Chung, K., & Gray, M. (1982). Can we adopt the Japanese methods of human resources management? *Personnel Administrator*, May, 41-46.

Chung, K., & Lee, H. (1989). *Korean Managerial Dynamics*. New York: Praeger Publishers.

Churchill, G.A. (1979). A Paradigm for developing better measures of marketing constructs. *Journal of Marketing Research*, 16(1), 64-73.

Cohen, J. (1988). *Statistic power analysis for the behavioral science*. Hillsdale, New Jersey: Lawrence Erlbaum.

Cohen, W. M., & Bacdayan, P. (1994). Organizational routines are stored as procedural memory: Evidence from a laboratory study. *Organization Science*, 5(4), 554-568.

Cohen, W., & Levinthal, D.A. (1990). Absorptive capacity: A new perspective on learning and innovation. *Administration Science Quarterly*, 35(1), 128-152.

Cohen, W.M., & Sproull, L.S. (1996). *Organizational Learning*. Sage Publications, Thousand Oaks, CA.

Colakoglu, S., & Caligiuri, P. (2008). Cultural distance, expatriate staffing and subsidiary performance: The case of US subsidiaries of multinational corporations. *The International Journal of Human Resource Management*, 9(2), 223-239.

Combs, J., & Ketchen, D. (1999). Explaining inter-firm cooperation and performance: Toward a reconciliation of predictions from the resource-based view and organizational economics. *Strategic Management Journal*, 20(9), 867-888.

Contractor, F. J., & Lorange, P. (2002). *Why should firms cooperate? The strategy and economics basis for cooperative ventures*. In Contractor, F.J., & Lorange, P. (Eds.), *Cooperative Strategies in International Business*: 3-30. Oxford, UK: Elsevier.

Contractor, F. J. & Kundu, S. K., (1998). Model Choice in a World of Alliances: Analyzing organizational forms in the international Hotel sector. *Journal of International Business Studies*, 29, 325-358.

Cook, S., & Yanow, D. (1995). *Culture and Organizational Learning*. In Cohen and Sproull (Eds.). *Organizational Learning*, Thousand Oaks, CA: Sage Publications, 430-459.

Cooper, D. R., & Schindler, P. S. (2008). *Business research method* (10th ed.). McGraw-Hill.

Conner, K. R., & Prahalad, C. K. (1996). A Resource-based theory of the firm: knowledge versus opportunism. *Organizational Science*. 7(5), 477-501.

Creswell, J. W. (2003). *Research Design: Qualitative, Quantitative and Mixed Method Approaches* (2nd ed.). Thousand Oak: Sage Publication.

Creswell, J. W., & Plano Clark, V. L. (2011). *Designing and conducting mixed methods research* (2nd ed.). Thousand Oaks, CA: Sage.

Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *Psychometrika*, 16(3), 297-334.

Crossan, M. M., & Inkpen, A. C. (1995). Believing is seeing: Joint Ventures and Organizational Learning. *Journal of Management Studies*. 32(5), 596-618.

Cui, A. S., Griffith, D. A., Cavusgil, T., & Dabic, M. (2006). The influence of market and cultural environmental factors on technology transfer between foreign MNCs and local subsidiaries: A Croatian illustration. *Journal of World Business*. 41, 100-111.

Cullen, J. B., Johnson, J. L., & Sakano, T. (1995). Japanese and Local Partner Commitment to IJVs: Psychological Consequences of Outcomes and Investments in the JIV Relationship. *Journal of International Business Studies*, 26(1), 91-115.

Czinkota, M. R., Ronkainen, I. A., & Moffett, M. H. (1999). *International Business*, (5th ed.). Fort Worth, TX: The Dryden Press.

Czinkota, M. R., Rivoli, P., & Ronkainen, I. A. (1992). *International Business*, (2nd ed.). Fort Worth, TX: The Dryden Press.

Daft, R. (1983). *Organization Theory and Design*. West, New York.

Dahlman, C. J., & Brimble, P. (1990). Technology Strategy and Policy for Industrial Competitiveness: A Case Study in Thailand, The World Bank, Washington, DC.

Dang, T. T. (1977). *Ownership, Control, and Performance of Multinational Corporations: A Study of U.S. Wholly Owned Subsidiaries and Joint Ventures in the Philippines and Taiwan*. Unpublished doctoral dissertation. University of California, Los Angeles.

Das, T. K., & Teng, B, (2000). A resource-based theory of strategic alliances. *Journal of Management*, 26(1), 31-61.

Das, T. K. & Teng, B. (2003). Partner analysis and alliance performance. *Scandinavian Journal of Management*, 19, 279-308.

Davenport, T. H., & Prusak, L. (1998). *Working Knowledge: How Organizations Manage What They Know?* Harvard Business School Press: Boston, MA.

David, F. D. (2008). *Strategic management concept and cases*, (12th ed.). Pearson: Prentice Hall.

Davidson, W. H. (1982). *Global Strategic Management*. New York: John Wiley and sons.

Dayasindhu, N. (2002), Embeddedness, knowledge transfer, industry clusters and global competitiveness: a case study of the Indian software industry. *Technovation*, 22(9), 551-560.

Dawes, J. (1999). The relationship between subjective and objective performance measure on market orientation. *Marketing Bulletin*, 10, 65-75.

De Bruijn, E. J., & Jia, X. (1993). Transferring technology to China by means of joint ventures. *Research Technology Management*, 35(1), 17-22.

De Carolis, D. (2002). *The Role of Social Capital and Organizational Knowledge in Enhancing Entrepreneurial Opportunities in High-Technology Environments*. In Choo and Bontis (Eds.) *The Strategic Management of Intellectual Capital and Organizational Knowledge*, New York: Oxford University Press, 699-709.

DeCoster, J. (1998). Overview of factor analysis. Retrieved January 19, 2007. From <http://www.stat-help.com/factor.pdf>

Delanty G. (2001). *Challenging Knowledge*. The University in the Knowledge Society. SRHE and Open University Press. UK.

Delaney, J. T. & Huselid, M. A. (1996). The impact of human resource management practices on perceptions of performance in for-profit and nonprofit organizations. *Academy of Management Journal*, 39(4), 949-969.

Demirbag, M., & Mirza, H. (2000). Factors affecting international joint venture success: An empirical analysis of foreign-local partner relationships and performance in joint venture in Turkey. *International Business Review*, 9, 1-35.

Demirbag, M., & Weir, (2006). Resources and equity ownership in JVs in Turkey, *Thunderbird International Business Review*, 48(1), 55-76.

DeNisi, A., Hitt, M., & Jackson, S. (2003). *The Knowledge-Based Approach to Sustainable Competitive Advantage*. In Jackson, Hitt and DeNisi (Eds.) *Managing Knowledge for Sustained Competitive Advantage*, San Francisco: Jossey-Bass, 3-33.

Deng, P. (2010). What determines performance of cross-border M&As Chinese companies? An absorptive capacity perspective. *Thunderbird International Business Review*, 52(6), 509-524.

Denning, K., Hulbert, H., & Ferris, S.P. (2006). Risk and wealth effect of U.S. firm joint venture activity. *Review of Financial Economics*, 15(3), 271-285.

Dereskey, H. (1997). *International Management: Managing Across Borders and Cultures* (2nd ed.). Pittsburgh: State University of New York.

Deresky, H. (2002). *International management: Managing across borders and cultures*. New Jersey: Prentice Hall.

Desouza, K., & Evaristo, R. (2003). Global knowledge management strategies. *European Management Journal, 21*, 62(67).

Dess, G. S., & Robinson, R. B. (1984). Measuring organizational performance in the absence of objective measures: The case of the privately held firm and conglomerate business unit. *Strategic Management Journal, 5*(3), 265-273.

Dess, G., Gupta, A., Hennart, J., & Hill, C. (1995). Conducting and Integrating Strategy Research at the International, Corporate, and Business Levels: Issues and Directions. *Journal of Management, 21*(3), 357-393.

De Geus, A. P. (1988). Planning as learning. *Harvard University Review, 66*(2), 71-74.

DeVellis, R. (2003). *Scale development: Theory and application* (2nd ed.). U.S.A: Sage.

Dhanaraj, C., & Beamish, P. (2004). Effect of equity ownership on the survival of international joint ventures. *Strategic Management Journal, 25*(3), 295-305.

Dhanaraj, C., Lyles, M. A., Steensma, H. K., Tihanyi, L., (2004). Managing tacit and explicit knowledge transfer in IJVs: the role of relational embeddedness and the impact on performance. *Journal of International Business Studies, 35*(5), 428-442.

Dhanaraj, C. & Beamish, P. W. (2004). Effect of equity ownership on the survival of international joint ventures. *Strategic Management Journal, 25*(3), 295-305.

Dierickx, I., & Cool, K. (1989). Asset Stock Accumulation and Sustainability of Competitive Advantage. *Management Science, 35*(5), 428-442.

Dillon, W. R., Madden, T. J., & Firtle, N. H. (1993). *Essentials of marketing research*: Irwin Homewood, IL.

Ding, D. Z. (1997). Control, Conflict, and Performance: A study of U.S.-Chinese Joint Venture. *Journal of International Marketing, 5*(3), 31-45.

Ding, J. (2004). The Role of ES Implementation in IJV Development: Exploring the Relationship. Proceedings of the Tenth Americas Conference on Information Systems, New York, New York, August (2004), 646-654.

Dinur, A., Inkpen, A.C., & Hamilton, R. D. N. (1998). Knowledge transfer in the multinational corporation. In: Paper Presented at the Academy of International Business, Vienna, Austria.

Dollinger, M. J. (2003). *Entrepreneurship: Strategies and Resources*. NJ: Prentice Hall.

Don, M. S., Mohamad, O., & Mansor, M. N. (2013). Factors influencing the performance of international joint ventures (IJVs): Evidence from Malaysia. Proceedings of the 2nd Applied International Business Conference (AIBC2013), 7 – 8 December 2013, 1045-1053.

Dong, L., & Glaister, K. W. (2007). National and corporate culture differences in international strategic alliances: Perceptions of Chinese partners. *Asia Pacific Journal of Management*, 24(2), 191–205.

Doz, Y. (1988). *Technology partnerships between larger and smaller firms: Some critical issues*. In F. J. Contractor & P. Lorange (Eds.). Cooperative strategies in international business, 317–338. New York: Lexington Books.

Doz, Y. L. (1996). The evolution of cooperation in strategic alliances: initial conditions or learning processes. *Strategic Management Journal*, 17(3), 55–83.

Drogendijk, R., & Slangen, A. (2006). Hofstede, Schwartz, or managerial perceptions? The effects of different cultural distance measures on establishment mode choices by multinational enterprises. *International Business Review*, 15(4), 361–380.

Drucker, P. F. (1985). *Innovation and Entrepreneurship*. New York: Harper and Row.

Drucker, P. F. (1993). *Post-Capitalist Society*. New York: Harper Business.

Dunning, J. H. (1993). *The Globalisation of Business: the Challenge of the 1990s*. Routledge, London.

Dunning, J., & Bansal, S. (1997). The cultural sensitivity of the electric paradigm. *Multinational Business Review*, 5, (1-6).

Dyer, J., & Singh, H. (1998). The relational view: cooperative strategy and sources of inter organizational competitive advantage. *Academy of Management Review*, 23(4), 660–679.

Earley, P. C. & Mosakowski, E. (2000). Creating hybrid team cultures: An empirical test of transnational team functioning. *Academy of Management Journal*, 43(1), 26–49.

Egelhoff, W. (1984). Patterns of control in U.S., UK, and European multinational corporations. *Journal of International Business Studies*, Fall: 73–84.

Eisenhardt, K. M., & Martin, J. A. (2000). Dynamic capabilities: What are they? *Strategic Management Journal*, 21(10/11), 1105-1121.

Ekore, J. O. (2014). Impact of key organizational factors on knowledge transfer success in multinational enterprises. *Management*, 19(2), 3-18.

Ellis, C. D., Scott, A., Woppard, S., & Shira, D. (2011). *Setting up joint ventures in China* (3rd ed.). China Briefing. Asia Briefing Ltd.

Eroglu, D., & Yavas, U. (1996). Determinants of Satisfaction with Partnership in International Joint Ventures: A Channels Perspective. *Journal of Marketing Channels*, 5(2), 63-80.

Evangelista, F., & Hau, L. N. (2009). Organizational context and knowledge acquisition in IJVs: an empirical study. *Journal of World Business*, 44(1), 63-73.

Fang, E., & Zou, S. (2010). The effects of absorptive and joint learning on the instability of international joint ventures in emerging economies. *Journal of International Business Studies*, 41(2010), 906–924.

Fahy, J. (2000). The resource-based view of the firm: some stumbling-blocks on the road to understanding sustainable competitive advantage. *Journal of European Industrial Training*, 24, 94 – 104.

Fahy, J., & Smithee, A. (1999). Strategic Marketing and the Resource Based View of the Firm. *Academy of Marketing Science Review*, 10, 487–494.

Falk, R. F., & Miller, N. B. (1992). *A Primer for Soft Modeling*. University of Akron Press, Akron, OH.

Fan, X., & Dickie, P. M. (2000). The contribution of Foreign Direct Investment to Growth and Stability: A Post-Crisis ASEAN-5 Review. *ASEAN Economic Bulletin*. 17(3), 312-24.

Farrell, M. A., Oczkowski, E., & Kharabsheh, R. (2008). Market orientation, learning orientation and organizational performance in international joint ventures. *Asia Pacific Journal of Marketing and Logistics*, 20(3), 289-308.

Feria, V., & Hidalgo, A. (2011). Cooperation in the knowledge transfer process: evidence from the demand side in Mexico. *International Journal of Innovation and Learning*, 10(1), 22–42.

Fey, C. F., & Bemish, P. W. (2000). Joint venture conflict: the case of Russian international joint venture. *International Business Review*, 9(2), 139-162.

Filatotchev, I., Strange, R., Piesse, J. & Lien, Y. (2007). FDI by firms from newly industrialized economies in emerging markets: corporate governance, entry mode and location. *Journal of International Business Studies*, 38(4), 556-572.

Field, A. (2005). *Discovering statistics using SPSS* (2nd ed.), Thousand Oaks, CA: Sage Publications.

Fink, A., & Kosecoff, J. (1985). *How to conduct Surveys: A Step-by-step Guide*. Beverly Hills, CA: Sage Publications.

Fiol, C. M. (1996). Squeezing harder doesn't always work: continuing the search for consistency in innovation research. *Academic of Management Review*, 21(4), 1012 – 1021.

Fiol, C. M., & Lyles, M. A. (1985). Organizational Learning. *Academy of Management Review*, 10, 803-813.

Forsyth, T. (2005). Enhancing climate technology transfer through greater public private cooperation: Lessons from Thailand and the Philippines. *Natural Resources Forum*, 29(2005), 165–176.

Fowler, F. J. (1988). *Survey research methods*. Sage Publications: California.

Franko, L. G. (1971). *Joint Venture Survival in Multinational Corporations*. New York: Praeger.

Frazier, P. A., Barron, K. E., & Tix, A. P. (2004). Testing moderator and mediator effects in counseling psychology research. *Journal of Counseling Psychology*, 51(1), 115-134.

Frost, T. S., Birkinshaw, J. M., & Ensign, P. C. (2002). Centers of excellence in multinational corporations. *Strategic Management Journal*, 23, 997-1018.

Garvin, D. A. (1993). Building a learning organization. *Harvard Business Review*, July/August, 78-91.

Gatignon, H., & Anderson, E (1988). The multinational corporation's degree of control over foreign subsidiaries: An empirical test of a transaction cost explanation. *Journal of Law, Economics and Organization*, 4(2), 305-336.

Geppert, M, & Clark, E. (2003). Knowledge and learning in transnational ventures: an actor-center approach. *Management Decision*, 41(5), 433-442.

Geringer, J. M. (1988). *Joint venture partner selection: Strategies for developed countries*. Westport, Conn: Quorum Books.

Geringer, J. M. (1991). Strategic determinants of partner selection criteria in the international joint venture. *Journal of International Business Studies*, 22(1), 41-62.

Geringer, J. M., & Herbert, L. (1989). Control and performance on international joint ventures. *Journal of International Business Studies*, 20(2), 235-254.

Geringer, J. M., & Herbert, L. (1991). Measuring performance of international joint ventures. *Journal of International Business Studies*, 22(1), 41-62.

Geringer, J. M., & Herbert, L. (1992). Division of control and performance of international joint ventures. Working paper, Western Business School. The University of Western Ontario.

Ghalayini, A. M. & Noble, J. S. (1996). The changing basis of performance measurement. *International Journal of Operations & Production Management*, 16(8), 63-80.

Giroud, A. (2000). Japanese transnational corporations' knowledge transfer to South-East Asia: the case of the electrical and electronics sector in Malaysia. *International Business Review*, 9(5), 571-586.

Glaister, K. W. (2004). The Rationale for International Equity Joint Ventures. *European Management Journal*, 22(5), 493-507.

Glaister, K. W, & Buckley, P. J., (1996). Strategic Motives for International Alliance Formation. *Journal of Management Studies*, 33(3), 301-332.

Glaister, K. W, & Buckley, P. J., (1998). Measures of Performance in UK International Alliances, *Organization Studies*, 19(1), 89-118.

Glaister, K. W., Klijn, E., & Tan, H. (2009). Knowledge accession and knowledge acquisition in strategic alliances: The impact of supplementary and complementary dimension. *British Journal of Management*, 20(2009), 598-609.

Gong, Y., Shenkar, O., Luo, Y., & Nyaw, M. K. (2005). Human Resources and International Joint Venture Performance: A System perspective. *Journal of International Business Studies*, 36, 505-518.

Gomes-Casseres, B. (1987). Joint venture instability: Is it a problem? *Columbia Journal of World Business*, 22(2), 97-102.

Gomes-Casseres, B. (1988). *Joint venture cycles: The evolution of ownership strategies of U.S. MNEs 1945-1975*. In Contractor, F. & Lorange, P. (Eds). Cooperative Strategies in International Business. Lexington, MA: Lexington Books. 111–128.

Gomes-Casseres, B. (1989). Ownership structures of foreign subsidiaries. *Journal of Economic Behavior and Organization*, 11, 1-25.

Gomes-Casseres, B. (1990). Firm ownership preferences and host government restrictions: An integrated approach. *Journal of International Business Studies*, 21(1), 1-22.

Gomes, E., Angwin, D., Weber, Y., & Tarba, S. Y. (2013). Critical success factors through the mergers and acquisitions process: Revealing pre- and post-M&A connections for improved performance. *Thunderbird International Business Review*, 55(1), 13–35.

Gomes, E., Weber, Y., Brown, C., & Tarba, S. Y. (2011). *Mergers, acquisitions and strategic alliances: Understanding the process*. USA and UK: Palgrave Macmillan.

Gomes, L., & Ramaswamy, K. (1999). An Empirical Examination of the Form of the Relationship between Multinationality and Performance. *Journal of International Business Studies*, 30(1), 173-187.

Gomez-Mejia, L. R., & Palich, L. E. (1997). Cultural diversity and the performance of multinational firms. *Journal of International Business Studies*, 28(2), 309-335.

Grant, R. M. (1991). The Resource-Based Theory of Competitive Advantage: Implications for Strategy Formulation. *California Management Review*, 33(3), 114–135.

Grant, R. M. (1996). Toward a knowledge-based theory of the firm. *Strategic Management Journal*, 17(Winter Special Issue), 109-122.

Grant, R. M. (2001). The Resource-based Theory of Competitive Advantage: Implications for Strategy Formulation. *California Management Review*, 114-135.

Grant, R. M., & Baden-Fuller, C. (2004). A knowledge accessing theory of strategic alliance. *Journal of Management Studies*, 41(1), 61-84.

Gray, P. H., & Meister, D. B. (2004). Knowledge sourcing effectiveness. *Management Science*, 50, 821–834.

Greasley, P. (2008). *Quantitative Data Analysis Using SPSS An Introduction for Health & Social Science*. Open University Press. McGraw-Hill Education. England.

Green, S. B., Salkind, N. J., & Akey, T. M. (1997). *Using SPSS for Windows: Analyzing and understanding data*. Upper Saddle River, NJ: Prentice Hall

Griffith, D. A., Zeybek, A. Y., & O'Brien, M. (2001). Knowledge Transfer as a Means for Relationship Development: A Kazakhstan-Foreign International Joint Venture Illustration. *Journal of International Marketing*, 9(2), 1-18.

Groot, T.L.C.M., Kenneth, A., & Merchant, K.A. (2000). Control and Performance of international joint ventures. *Accounting, Organizations and Society*, 25(6), 579-607.

Gunnthorsdottir, A., McCabe, K., & Smith, V. (2002). Using the Machiavellianism instrument to predict trustworthiness in a bargaining game. *Journal of Economic Psychology* 23(2002), 49–66.

Gupta, A. K. & Govindarajan, V. (2000). Knowledge Flows within Multinational Corporations. *Strategic Management Journal*, 21(4), 473-496.

Guterman, A. S. (2012). *A short course in international joint venture: How to negotiate, establish and manage an international joint venture* (3rd ed.). World trade press: USA.

Hagedoorn, J. & Schakenraad, J. (1994). The effect of strategic technology alliances on company performance, *Strategic Management Journal*, 15, 291–309.

Haua, L. N., & Evangelista, F. (2007). Acquiring tacit and explicit marketing knowledge from foreign partners in IJVs. *Journal of Business Research*, 60(11), 1152-1165.

Hair, J. F., Anderson, R. E., Tatham, R. L., & Black, W. C. (1998). *Multivariate Data Analysis* (5th ed.). New Jersey: Prentice Hall.

Hair, J. F., Money, A.H., Samouel, P., & Page, M. (2006). *Research methods for business*. New York: John Wiley & Son, Ltd.

Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2006). *Multivariate Data Analysis*. Prentice-Hall, Upper Saddle River, NJ.

Hair, J., Money, A., Samouel, P., & Page, M. (2007). *Research methods for business*. England, John Wiley & Sons Ltd.

Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate Data Analysis: A Global Perspective*. (7th ed.), p. 800. Pearson Prentice Hall, USA.

Hajidimitriou, Y. A., & Rotsios, K. P. (2009). Effective Knowledge Transfer and Knowledge Acquisition in International Joint Ventures. Proceedings of Management of International Business and Economics Systems Conference (MIBES). Florina, Greece, 58-71.

Halkos, G. & Tzeremes, N.G. (2008). Does the home country's national culture affect MNC's performance? Empirical Evidence of the World's Top 100 East-West non-financial MNCs. *Global Economic Review*, 37(4), 405-427.

Hamel, G. (1990). *Competitive collaboration: learning, power and dependence in international strategic alliances*. Unpublished dissertation The University of Michigan.

Hamel, G. (1991). Competition for competence and inter-partner learning within international strategic alliances. *Strategic Management Journal*, 12(Special Issue), 83–103.

Hamel, G., & Prahalad, C. K. (1990). The core competence of the corporation. *Harvard Business Review*, May-Jun, 79-91.

Hamel, G., & Prahalad, C. K. (1994). *Competing for the future*. Boston. Mass.: Harvard Business School Press.

Hamill, J. & Hunt, G. (1998). *Joint ventures in Hungary: Criteria for success*. In Woodside, A.G. & Pitts, R.E. (Eds). *Creating and Managing International Joint Ventures*. Westport, CT: Quorum Books. 77–105.

Hansen, M. T., Nohria, N., & Tierney, T. (1999). What's your strategy for managing knowledge? *Harvard Business Review*, 77, 106-116.

Harrigan, K. R. (1985). *Strategies for joint ventures*. Lexington. MA: Lexington Books.

Harrigan, K. R. (1986). *Managing for joint venture success*. New York: Lexington Books.

Harrigan, K. R. (1988). Joint Ventures and Competitive Strategy, *Strategic Management Journal*, 9(2), 141-158.

Harrigan, K. R. (1988b). *Strategic alliances and partner asymmetries*. In Farok. J. Contractor & Peter. Lorange (Eds.), *Cooperative strategies in international business*: 205-226. Lexington, MA: Lexington Books.

Harrigan, K. R. (1988). Strategic alliances and partner asymmetries. *Management International Review*, 28, 53–72

Harzing, A. W., & Sorge, A. (2003). The Relative Impact of Country of Origin and Universal Contingencies on Internationalization Strategies and Corporate

Control in Multinational Enterprises: Worldwide and European Perspectives. *Organization Studies*, 24(2), 187–214.

Hau, L. N., & Evangelista, F. (2007). Acquiring Tacit and Explicit Marketing Knowledge from Foreign Partners in IJVs. *Journal of Business Research*, 60, 1152-1165.

Hasan, A. & Butt, S. A. (2009). Impact of Ownership Structure and Corporate Governance on Capital Structure of Pakistani Listed Companies. *International Journal of Business and Management*, 4(2), 50-57.

Hashim, F. (2004). *Knowledge acquisition in international strategic alliances among Malaysian manufacturing firms*. Aston University.

Hashim, F., & Abu Bakar, A. R. (2009). Knowledge acquisition and its determinants: Malaysian international alliance experience. *Jornal of Global Business Advancement*. 2(3), 264-278.

Hebert, L. (1996). Does control matter? A path model of the control-performance relationship in International Joint Ventures. *Management International*. 1(1).

Hedberg, B. L. T. (1981). *How organizations learn or unlearn*. In P.C. Nystrom & W.H. Starbuck (Eds.). *Handbook of organization design*. London: Oxford University Press.

Hedlund, G. (1994). Interorganizational governance in marketing channels. *Journal of Marketing*, 58, 71-85.

Hennart, J. (1988). A transaction costs theory of equity joint ventures. *Strategic Management Journal*, 9(4), 361-374.

Hennart, J. F., Kim, D. J., & Zeng, M. (1998). The impact of joint venture status on the longevity of Japanese stakes in U.S. manufacturing affiliates. *Organization Science*, 9(3), 382–395.

Hennart, J. F., & Zeng, M. (2002). Cross-cultural differences and joint venture longevity. *Journal of International Business Studies*, 33(4), 699-718.

Hiltrop, J. M. (1999). The use of HRM practices in international and domestic organizations. *New Zealand Journal of Industrial Relations*, 24(1), 47-61.

Hitt, M. A., Bierman, L., Uhlenbruck, K., & Shimizu, K. (2006). The importance of resources in the internationalization of professional service firms: The good, the bad, and the ugly. *Academy of Management Journal*, 44(1), 13-28.

Hitt, M. A., Dacin, M. T., Levitas, E., Arregle, J., & Borza, A. (2000). Partner selection in emerging and developed market contexts: resource-based and organizational learning perspectives. *Academy of Management Journal*, 43(3), 449-467.

Hitt, M. A., Hoskisson, R. E., & Kim, H. (1997). International diversification: Effects on innovation and firm performance in product-diversified firms. *Academy of Management Journal*, 40, 767-777.

Hitt, M.A., Nixon, R.D., Clifford, P.G., & Coyne, K.P. (1999). *The development and use of strategic resources*. In Hitt, M.A., Nixon, R.D., Clifford, P.G. & Coyne, K.P. (Eds). *Dynamic Strategic Resources: Development, Diffusion and Integration*. Chichestershire: Wiley. 1–14.

Hofstede, G. (1980). *Culture's consequences: International differences in work-related value*. Sage, Beverly Hills, CA: Sage.

Hofstede, G. (1983). The cultural relativity of organizational practices and theories. *Journal of International Business*, 2, 75-89.

Hofstede, G. (2001). *Culture's Consequences: Comparing Values, Behaviors, Institutions and Organizations across Nations*. Thousand Oaks, CA: Sage (co-published in the PRC as Vol. 10 in the Shanghai Foreign Language Education Press SFLEP Intercultural Communication Reference Series, 2008).

Hofstede, G. & Bond, M. H. (1988). The Confucius connection: from cultural roots to economic growth. *Organizational Dynamics*, 16, 4-21.

Holcomb, T. R., Holmes Jr, R. M., & Connelly, B. L, (2009). Marking the most of what you have managerial ability as a resource of resource value creation. *Strategic Management Journal*, 30, 457-485.

Holmbeck G.N. (1997). Toward terminological, conceptual, and statistical clarity in the study of mediators and moderators: Examples from the child-clinical and pediatric psychology literatures. *Journal of Consulting and Clinical Psychology*, 65(4), 599-610.

Holtbrügge, D. (2004). Management of International Strategic Business Cooperation: Situational Conditions, Performance Criteria and Success Factor. *Thunderbird International Business Review*, 46(3).

Holtbrügge, D., & Berg, N. (2004). Knowledge transfer in multinational corporations: Evidence from German firms. *Management International Review*, 44, 129-145.

Holtbrügge, D., & Mohr, A. T. (2010). Cultural determinants of learning style preferences. *Academy of Management Learning and Education*, 9(4), 622–637

Hoopes, D. G., Madsen, T. L., & Walker, G. (2003). Guest editors' introduction to the special issue: Why is there a resource-based view? Toward a theory of competitive heterogeneity. *Strategic Management Journal*, 24(10), 889-1003.

Hoque, K. (1999). Human resource management and performance in the UK hotel industry. *British Journal of Industrial Relations*, 37(3), 419-443.

Hoskisson, R. E., Hitt, M. A., Wan, W. P., & Yiu, D. (1999). Theory and research in strategic management: swings of a pendulum. *Journal of Management*, 25(3), 417-56.

Howton, S. W., Ellinger, A. D., Ellinger, A. E., & Yang, B. (2002). The relationship between the learning organization concept and firm's financial performance: An empirical assessment. *Human Resource Development Quarterly*, 13(1), 5-21.

Hsu, C., & Pereira, A. (2008). Internationalization and Performance: The Moderating Effects of Organizational Learning, OMEGA. *International Journal of Management Science*, 36(2), 188-205.

Huang, T. J., Chi, S. D., & Lawler, J. J. (2005). The relationship between expatriate's personality traits and their adjustment to international assignments. *International Journal of Human Resource Management*, 16(9), 1656-1670.

Huber, G.P. (1991). Organizational learning: The contributing processes and literatures. *Organization Science*, 2(1), 88-117.

Huizing, A., & Bouman, W. (2002). *Knowledge and Learning Markets and Organizations*. In Choo and Bontis (Eds.). *The Strategic Management of Intellectual Capital and Organizational Knowledge*, New York: Oxford University Press, 185-204.

Hult, G. T. M., Ketchen. JR, D. J., Cavusgil, S. T., & Calantone, R. J. (2006). Knowledge as a strategic resource in supply chains. *Journal of Operations Management*, 24(5), 458-475.

Hunoldt, M. (2009) Factors influencing international equity joint venture performance: A meta-analytical review, Paper presented at the Academy of International Business, Annual Meeting, San Diego.

Hunt, S. D., & Chonko, L. B. (1987) Ethical Problems of Advertising Agency Executives. *Journal of Advertising* 16(4), 16–24.

Hutcheson, G., & Sofroniou N. (1999). *The multivariate social scientist: Introductory statistics using generalized linear models*. Thousand Oaks, CA: Sage Publications.

Hutzschenreuter, T., & Horstkotte, J. (2010). Knowledge transfer to partners: a firm level perspective. *Journal of knowledge management*, 14(3), 428-448.

Hyondong, K. (2005). *Expatriate Capabilities, Knowledge Transfer and Foreign Direct Investment Performance*. Department of Management and Human Resources, Ohio State University, Columbus.

Inkpen, A. C. (1995). Organizational learning and international joint ventures. *Journal of International Management*, 1(2), 165-198.

Inkpen, A. C. (1996). Creating knowledge through collaboration. *California Management Review*. 39(1), 123–140.

Inkpen, A. C. (1997). *An examination of knowledge management in international joint ventures*. In: Beamish, P.W., Killing, J.P. (Eds.), (P: 337–369). Cooperative Strategies: North American Perspectives. New Lexington Press, San Francisco, CA.

Inkpen, A. C. (1998). Learning and knowledge acquisition through international strategic alliances. *Academy of Management Executive*, 12(4), 69-80.

Inkpen, A. C. (2000). Leaning through Joint Ventures: A Framework of Knowledge Acquisition. *Journal of Management Studies*, 37(7), 1019-1043.

Inkpen, A. C. (2001). Learning, knowledge, management and strategic alliances: So many unanswered question. Working Paper, 25, 1-26.

Inkpen, A. C. (2002). *Learning, Knowledge Management, and Strategic Alliances: So Many Studies, So Many Unanswered Questions*. In F.J. Contractor and P. Lorange (eds.) Cooperative Strategies and Alliances, Elsevier Science: Amsterdam, 267-289.

Inkpen, A. C., & Beamish, P. W. (1997). Knowledge, bargaining power, and the instability of joint ventures. *Academy of Management Review*, 22(1), 177-202.

Inkpen, A. C., & Birkenshaw. (1994). International Joint Ventures and Performance: an Inter-organizational Perspective. *International Business Review*, 3(3), 201-217.

Inkpen, A. C. & Crossan, M. M. (1995). The subtle art of learning through alliances. *Business Quarterly*, 60(2), 68-76.

Inkpen, A. C., & Currall, S. C. (1997). *International Joint Venture Trust: An Empirical Examination*. In: Beamish, BW and Killing, JP, (eds.) Cooperative Strategies: North American Perspectives. (pp. 308-334). New Lexington Press: San Francisco, CA.

Inkpen, A. C., & Dinur, A. (1998). Knowledge management processes and international joint ventures. *Organization Science*, 9(4), 454-468.

International Labour Organization (2013). Thailand labour market profile: ILO Regional Office for Asia and the Pacific Bangkok. Regional Office for Asia and the Pacific, 1-73.

Ireland, R. A. (2002). Alliance management as a source of competitive advantage. *Journal of Management*, 28(3), 413-446.

Ireland, R. D., Hitt, M. A., & Vaidyanath, D. (2002). Alliance Management as a Source of Competitive Advantage. *Journal of Management*, 28(3), 413-446.

Isobe, I., Makino, S., & Montgomery, D.B. (2000). Resource commitment, entry timing, and market performance of foreign direct investments: the case of Japanese international joint ventures in China. *Academy of Management Journal*, 43(3), 468-484.

Jacob, M., & Ebrahimpur, G. (2001). Experience vs expertise: The role of implicit understandings of knowledge in determining the nature of knowledge transfer in two companies. *Journal of Intellectual Capital*, 2(1), 74-88.

Jaeger, A. (1983). The transfer of organizational culture overseas: An approach to control in the multinational corporation. *International Journal of Business Studies*, Fall, 91-114.

Jasimuddin, S. M. (2007). Exploring knowledge transfer mechanisms: The case of a UK-based group within a high-tech global corporation. *International Journal of Information Management*, 27, 294-300.

Javidan, M., Stahl, G. K., Brodbeck, F., & Wilderom, C. P. M. (2005), Cross-border transfer of knowledge: Cultural lessons from Project GLOBE. *Academy of Management Executive*, 19(2), 59-76.

Jaworski, B. J., & Kohli, A. K. (1993). Market orientation: Antecedents and consequences. *Journal of Marketing*, 57(3), 53.

Jensen, R., & Szulanski, G. (2004). Stickiness and the adaptation of organization practices in cross-border knowledge transfers. *Journal of International Business studies*, 35, 508-523.

Julian, C. C. (2001). Japanese Foreign Direct Investment (FDI) in Thailand, Mid-Atlantic. *Journal of Business*, 37(1), 7-18.

Julian, C. C. (2005). *International Joint Venture performance in South East Asia*. MA: Edward Elgar.

Julian, C. C. (2008). Joint Venture Conflict: The Case of Thai International Joint Ventures. *Journal of Asia-Pacific Business*, 9(1), 6-27.

Julian, C. C., & O'Cass, A. (2002). Drivers and outcomes of export marketing performance in a developing country context. *Journal of Asia Pacific Marketing*, 1(2), 1-21.

Julian, C. C., & O'Cass, A. (2004). The impact of firm and environment characteristics on International Joint Venture (IJV) marketing performance in Thailand. *Thunderbird International Business Review*, 46(4), 359-380.

Johanson, J., & Vahlne, J. E. (1990). The mechanism of internationalization. *International Marketing Review*, 7(4), 11-24.

Johanson, J., & Vahlne, J. E. (1977). The Internationalization Process of the Firm-A Model of Knowledge Development and Increasing Foreign Market Commitments. *Journal of International Business Studies*, 8(1), 23-32.

Kale, P., Dyer, J. H., & Singh, H. (2002). Alliance capability, stock market response, and long-term alliance success: the role of the alliance function. *Strategic Management Journal*, 23, 747-767.

Kale, P., Singh, H., & Perlmutter, H. (2000). Learning and protection of proprietary assets in strategic alliances: building relational capital. *Strategic Management Journal*, 21(3), 217-237.

Kalling, T. (2003). Organization-internal transfer of knowledge and the role of motivation: A qualitative case study. *Knowledge and Process Management*, 10(2), 115-126

Kandemir, D., & Hult, G. T. M. (2005). A Conceptualization of an Organizational Learning Culture in International Joint Venture. *Industrial Marketing Management*, 34(5), 430-439.

Kanjanavanikul, A., Wadeecharoen, W., & Teekasap, S. (2011). *The Effect Of Marketing Determinant towards Small and Medium Enterprises (SMEs) International Joint Ventures (IJVs) Performance in Thailand Manufacturing sectors*. The Asian Business and Management Conference Official Conference Proceedings 2011. The International Academic Forum, Osaka, Japan. 267-277.

Kannan, V. R., Tan, K. C., Handfield, R. B., & Ghosh, S. (1999). Tools and techniques of quality management: an empirical investigation of their impact on performance. *Quality Management Journal*, 3(6), 34–49.

Kannan, V. R., Tan, K. C., Handfield, R. B., & Ghosh, S. (1999). Supply chain management: an empirical study of its impact on performance. *International Journal of Operations & Production Management*, 19(10), 1034 – 1052.

Kaosa-ard, M. (1991). A Preliminary Study of TNC's Hiring and Localization Policies in Thailand. *TDRI Quarterly Reviews*, 6(4), 15-30.

Kauser, S., & Shaw, V. (2004). The influence of behavioral and organizational characteristics on the success of international strategic alliances. *International Marketing Review*, 21(1), 17-52.

Ke, W., & Wei, K. K. (2008). Organizational culture and leadership in ERP implementation. *Decision Support Systems*, 45(2), 208–218.

Khamseh, H. M., & Jolly, D. R. (2008). Knowledge transfer in alliances: determinant factors. *Journal of knowledge management*, 12(1), 37-50.

Khanna, T., Gulati, R., & Nohria, N. (1998). The dynamics of learning alliances: competitive, cooperative, and relative scope. *Strategic Management Journal*, 19(3), 193–210.

Killing, J. P. (1982). How to make a global joint venture work. *Harvard Business Review*, 60(3), 120–127.

Killing, P. (1983). *Strategies for Joint Venture Success*. New York: Praeger.

Kim, L. (1998). Crisis construction and organizational learning: Capability building in catch-up at Hyundai motor. *Organization Science*, 9(4), 506-521.

Kim, C., Zhan, W., & Erramillit, M. K. (2011). Resources and performance of international joint ventures: the moderating role of absorptive capacity. *Journal of Asia Business Studies*, 5(2), 145-160.

Kim, W, S., & Lee, Y, I. (2007). Challenges of Korea's FDI led globalisation: multinational corporations' perceptions. *Asia Pacific Business Review*, 13(2), 163-181.

King-Metters, K. H. (2007). A shift in loyalties: How do the personal values of hospitality service employees in the people's republic of China compare on Hofstede's national culture dimension over time? Capella University.

Kirida, B., & Chalunthorn, T. (2014). Thailand Economic Monitor. The World Bank. 11 February, 2014.

Kirkman, B. L., Lowe, K. B., & Gibson, C. B. (2006). A quarter century of Culture's Consequences: A review of empirical research incorporating Hofstede's cultural values framework. *Journal of International Business Studies*, 37, 285-320.

Klaus, K. (1995). How to Establish an Effective Export Program best Practices in International Assignment Administration. *Employment Relations Today*, 22(1), 59-79.

Knight, G. A., & Kim, D. (2009), International business competence and the contemporary firm. *Journal of International Business Studies*, 40, 255–273.

Kobernyuk, E., Stiles, D., & Ellson, T. (2014). International joint ventures in Russia: Cultures' influences on alliance success. *Journal of Business Research*, 67(2014), 471–477.

Kogut, B. (1988). Joint Ventures: Theoretical and Empirical Perspectives. *Strategic Management Journal*, 9(4), 319-332.

Kogut, B. (1989). The stability of joint ventures: Reciprocity and competitive rivalry. *Journal of Industrial Economics*, 38(2), 183-198.

Kogut, B., & Singh, H. (1988). The effect of national culture on the choice of entry mode. *Journal of International Business Studies*, 19(3), 411-432.

Kogut, B., & Zander, U. (1992). Knowledge of the firm, combinative capabilities and the replication of technology. *Organization Studies*, 3(3), 383-397.

Kogut, B., & Zander, U. (1993). Knowledge of the Firm and Evolutionary Theory of the Multinational Corporation. *Journal of International Business Studies*, 26(2), 625-645.

Kogut, B., & Zander, U. (1996). What firms do? Coordination, identify, and learning. *Organization Science*, 7(5), 502-518.

Komin, S. (1990). Psychology of the Thai People: Values and Behavioral Patterns, Thailand. National Institute of Development Administration (in Thailand).

Koupahi, M., Fakhri, K. P., & Ghanimat, P. (2013). The Relationship between Learning and Organizational Performance, *Journal of Basic and Applied Scientific Research*, 3(1), 99-105.

Kraaijenbrink, J., Spender, J.C., & Groen, A.J. (2010). The Resource-Based View: A Review and Assessment of Its Critiques. *Journal of Management*, 36(1), 349-372.

Krasner, J. (2001). Alliances Usually Fail, Study Says, The Boston Globe, Thursday, May 3, 2001.

Krejcie, R. V., & Morgan, D.W. (1970). Determining Sample Size for Research Activities. *Psychological measurement*, 607-610.

Kumar, R. (1996). *Research Methodology- A step by step guide for beginners*. Sydney, Addison Wesley.

Kumar, B & Seth, A. (1998). The design of coordination and control mechanisms for managing joint venture parent relationships. *Strategic Management Journal*, 19(6), 579-599.

Kunc, M., & Morecroft, J. (2009). Resource based strategies and problem structuring: Using resource maps to manage resource systems. *Journal of the Operational Research Society*, 58, 191-199.

Lall, S. (1993). Promoting technology development: the role of technology transfer and indigenous effort. *Third World Quarterly*, 14(1), 95-108.

Lane, H. W., & Beamish, P. W. (1990). Cross-cultural Cooperative Behavior in Joint Ventures in LDCs. *Management International Review*, 30, 87-102.

Lane, P. J., & Lubatkin, M. (1998). Relative absorptive capacity and inter organizational learning. *Strategic Management Journal*, 19(5), 461-477.

Lane, P. J., Salk, J. E., & Lyles, M. A. (2001). Absorptive capacity, learning and performance in international joint ventures. *Strategic Management Journal*, 22(12), 1139-1161.

Langlois, R. N., & Foss, N. J. (1999). Capabilities and governance: The rebirth of production in the theory of economic organization. *Kyklos*, 52, 201-218.

Larimo, J., Nguyen, H. L., & Ali, T. (2016). Performance measurement choice in international joint ventures: What factors drive them? *Journal of Business Research*, 60(2), 877-887.

Lassere, P. (1999). Joint Venture Satisfaction in Asia Pacific. *Asia Pacific Journal of Management*, 16(1), 1-28.

Laursen, K., & Salter, A. (2006). Open for innovation: the role of openness in explaining innovation performance among UK manufacturing firms. *Strategic Management Journal*, 27, 131-50.

Lawson, C. & Lorenz, E. (1999). Collective learning, tacit knowledge and regional innovative capacity. *Regional Studies, Cambridge*, 33(4), 305-317.

Lecraw, D. J. (1983). Performance of Transnational Corporations in Less Developed Countries. *Journal of International Business Studies*, 14(1), 15-34.

Lecraw, D. J. (1984). Bargaining power, ownership, and profitability of transnational corporations in developing countries. *Journal of International Business Studies*, 15(2), 27-43.

Lee, C., & Beamish, P. W. (1995). The characteristics and Performance of Korean Joint Venture in LDCs. *Journal of International Business Studies*, 26(3) (3rd Qtr, 1995), 637.654.

Lee, H. H., & Tan, H. B. (2006). Technology Transfer, FDI and Economic Growth in the ASEAN Region. *Journal of the Asia Pacific Economy*, 11(4), 394-410.

Lei, D., & Slocum, J. W., (1992). Global Strategy, Competence-Building and Strategic Alliance. *California Management Review*, 35(1), 81-97.

Leonidou, L. C., Katsikeas, C. S., & Samiee, S. (2002). Marketing Strategy Determinants of Export Performance: A Meta-Analysis. *Journal of Business Research*, 55(1), 51-67.

Lessler, J. T., & Kalbeek, W. D. (1992). *Non sampling error in survey*. New York: John Wiley and Sons.

Lewitt, B., & March, J. G. (1988). Organizational learning, *Annual Review of Sociology*, 14, 319-340.

Li, J. (1995). Foreign entry and survival: Effects of strategic choices on performance in international markets. *Strategic Management Journal*, 16(5), 333-351.

Li, S., & Scullion, H. (2006). Bridging the distance: managing cross-border knowledge holders. *Asia Pacific Journal of Management*. 23, 71-92.

Li, J., Lam, K. & Qian, G., (2001). Does culture affect behavior and performance of firms? The case of joint ventures in China. *Journal of International Business Studies*, 32(1), 115-131.

Li, P. Y., & Meyer, K. E. (2009). Contextualizing experience effects in international business: A study of ownership strategies. *Journal of World Business*, 44(4), October 2009, 370-382.

Li, K., Griffin, D., Yue, H., & Zhao, L. (2009). National culture and capital structure decision: Evidence from foreign joint ventures in China. *Journal of International Business Studies*, 42, 477-503.

Li, X., & Liu, X. (2005). Foreign Direct Investment and Economic Growth: An Increasingly Endogenous Relationship. *World Development*, 33(3), 393-407.

Liang, F. (2008). Managing dynamic of Inter-partner cooperation of IJVs in China. *Chinese Management Studies*, 2(4), 303-316.

Liao, S. H., & Hu, T. C. (2007). Knowledge transfer and competitive advantage on environmental uncertainty: An empirical study of the Taiwan semiconductor industry. *Technovation*, 27(6-7), 402-411.

Liang, F. (2008). Managing dynamic of inter-partner cooperation of IJVs in China. *Chinese Management Studies*, 2(4), 303-316.

Lin, W. B. (2003). Technology Transfer as Technological Learning: A Source of Competitive Advantage for Firms with limited R&D Resources. *R&D Management*, 33(3), 327-341.

Lin, X. (2005). Local partner acquisition of managerial knowledge in international joint venture: focus on foreign management control. *Multinational Business Review*, 45(2), 219-237.

Lin, X. & Germain, R. (1999). Predicting international joint venture interaction frequency in US -Chinese ventures. *Journal of International Marketing*, 7(2), 5 – 23.

Lin, X., & Wang, C. L. (2008). Enforcement and performance: The role ownership, legalism and trust in International Joint Venture. *Journal of World Business*, 43(3), 340-351.

Lipman, F. D., & Qiu, L. D. (2014). *International strategic alliances: Joint ventures between Asian and US companies* (2nd ed.). World Scientific Publishing co., ltd. Singapore.

Liu, J., Aston, J., & Acquaye, D. (2014). International Joint Ventures: Do they Enhance Shareholder Value? Regent's Working Papers in Business & Management, 1403, 1-17.

Liu, S., & Vince, R. (1999). The cultural context of learning in international joint ventures. *The Journal of Management Development*, 18(8), 666-675.

Liu, X., Xiao, W., & Huang, X. (2008). Bounded entrepreneurship and internationalization of indigenous Chinese private owned firms. *International Business Review*, 17(4), 488-508.

Lok, P., & Crawford, J. (2004). The effect of organizational culture and leadership style on job satisfaction and organizational commitment: A cross-national comparison. *Journal of Management Development*, 23(4), 321 – 338.

London, M., & Smith, J. W. (2002). Feedback orientation, feedback culture, and the longitudinal performance management process. *Human Resource Management Review*, 12(1), 81-100.

Lorange, P., & Probst, G. J. B. (1987). Joint venture as self-organizing system: A key to successful joint venture design and implementation. *Colombia Journal of World business*, 2(2), 71-77.

Lowen, A., & Pope, J. (2008). Survival analysis of international joint venture relationships. *Journal of Business & Economic Studies*, 14, 62–80.

Lu, L. T. (2006). The Relationship between Cultural Distance and Performance in International Joint Ventures: A Critique and Ideas for Further Research. *International Journal of Management*, 23(3), 436-445.

Lu, J. W., & Beamish, P. W. (2006). Partnering strategies and performance of SMEs' international joint ventures. *Journal of Business Venturing*, 21(4), 461-486.

Lu, J. W., & Ma, X. (2015). Partner resource asymmetry and IJV survival. *Asia Pacific Journal of Management*, 32, 1039–1064.

Lucas, L. M. (2006). The Role of Culture on Knowledge Transfer: The Case of the Multinational Corporation. *The Learning Organization*, 13(3), 257- 275.

Luo, Y. (1997). Partner Selection and Venturing Success: The Case of Joint Ventures with Firms in the People's Republic of China. *Organizational Science*, 8(6), 648-662.

Luo, Y. (2001). Antecedents and consequences of personal attachment in cross-cultural cooperative ventures. *Administrative Science Quarterly*, 46, 177-201.

Luo, Y. D. (2002). Contract, cooperation, and performance in international joint ventures. *Strategic Management Journal*, 23(10), 903-919.

Luo, Y. D. (2002). Product diversification in international joint venture: Performance implications in an emerging market. *Strategic Management Journal*, 23(1-20).

Luo, Y., & Park, S. H. (2004). Multiparty cooperation and performance in international equity Joint Ventures. *Journal of International Business Studies*, 35(2), 142-160.

Luo, Y. D., & Peng, M. W., (1999). Learning to compete in a transition economy: experience, environment, and performance. *Journal of International Business Studies*, 30(2), 269–295.

Luo, Y., Shenkar, O., & Nyaw, M. (2001). A dual parent perspective on control and performance in international joint ventures: Lessons from a developing economy. *Journal of International Business Studies*, 32(1), 41–58.

Lyles, M. A. (1987). Common mistake of joint venture experienced firms. *Columbia Journal of World Business*, 22, (79-85).

Lyles, M. A. (1988). Learning among Joint Venture Sophisticated Firms. *Management International Review*, 28, 85-98.

Lyles, M. A., & Baird, I. S. (1994). Performance of international joint ventures in two Eastern European countries: The case of Hungary and Poland. *Management International Review*, 34(4), 313-329.

Lyles, M. A., Doanh, L. D., & Barden, J. Q. (2000). Trust, organizational controls, knowledge acquisition from the foreign parents, and performance in Vietnamese international joint ventures. Working Paper, 329(June).

Lyles, M. A. & Leelakulthanit, O. (2000). *Factors affecting the Performance of Joint Ventures in Thailand*. The Eighth Pacific Basin Finance, Economics and Accounting Conference and the Second ADSGM International Conference, Bangkok, Thailand.

Lyles, M., & Salk, J. (1996). Knowledge acquisition from foreign parents in international joint ventures: an empirical examination in the Hungarian context. *Journal of International Business Studies*, 27(5), 877-903.

Lyles, M., & Salk, J. (2007). Knowledge acquisition from foreign parents in international joint ventures: An empirical examination in the Hungarian context. *Journal of International Business Studies*, 38(1), 3-18.

Lyles, M. A., Salk, J. E., & Lane, P. J. (1997). A longitudinal study of learning and performance in transitional economy international joint venture. Carnegie Bosch Institute. *Applied Studies in International Management*, 1-28.

Lyles, M. A., & Schwenk, C. R. (1992). Top management, strategy and organizational knowledge structures. *Journal of Management Studies*, 29(2), 155-173.

MacDoughall S. L. & Pike, R. H. (2003). Consider your options: changes to strategic value during implementation of advanced manufacturing technology. *OMEGA: The International Journal of Management Science*, 31(1), 1-15.

Madhok, A. (1995). Revisiting Multinational Firms Tolerance for Joint Ventures: A Trust Based Approach. *Journal of International Business studies*, 26(1), 117-137.

Madhok, A. (2006). How much does ownership really matter? Equity and trust relations in joint venture relationships. *Journal of International Business Studies*, 37, 4-11.

Madhok, A., & Tallman, S. B. (1998). Resources, transactions and rents: managing value through inter firm collaborative relationships. *Organization Science*, 9(3), 326-339.

Magnusson, P., Wilson, R. I., Zdravkovic, S., Zhou, J. X., & Westjohn, S.A. (2008). Breaking through the cultural clutter: a comparative assessment of multiple cultural and institutional frameworks. *International Marketing Review*, 25(2), 183-201.

Mangion, T. W. (1995). *Mail survey: Improving the quality*. California: Sage.

Makela, K. (2007). Knowledge sharing through expatriate relationships. *International Studies of Management & Organization*, 37(3), 108-125.

Makhija, M. (2003). Comparing the resource-based and the market-based views of the firm: empirical evidence from the Czech privatisation. *Strategic Management Journal*, 24, 433-451.

Makino, S. & Beamish, P. W. (1998). Performance and survival of joint ventures with non-conventional ownership structures. *Journal of International Business studies*, 29(4), 797-818.

Makino, S., Chan, M. M., Isobe, T., & Beamish, P. W. (2007). Intended and unintended termination of international joint ventures. *Strategic Management Journal*, 28(11), 1113-1132.

Makino, S., & Delios, A. (1996). Local Knowledge Transfer: Implications for Alliance Formation in Asia. *Journal of International Business Studies*, 27(5), 905-928.

Makino, S., Beamish, P. W., & Zhao. B. (2004). The characteristics and performance of Japanese FDI in less developed and developed countries. *Journal of World Business*, 39(4), 377-392.

Malerba, F., & Orsenigo, L. (2000). Knowledge, innovative activities and industrial evolution. *Industrial and Corporate Change*, 9, 255-289.

Malhotra, N. K. (1996). *Marketing Research: An Applied Orientation* (2nd ed.). Upper Saddle River, NJ: Prentice Hall.

Malhotra, N., & Birks, D. (2000). *Marketing research: An applied approach* (3rd ed.). Syney: Prentice Hall.

Malhotra, N. K., Hall, J., Shaw, M., & Oppenheim, P.P. (2004). *Essentials of marketing research: An applied orientation*. Prentice Hall: Frenchs Forest, NSW

Marcotte, C. & Niosi, J. (2000). Technology transfer to China: The issues of knowledge and learning. *Journal of Technology Transfer*, 25, 43-57.

Martin, X., & Salomon, R. (2002). *Knowledge Transfer Capacity and Cooperative Strategies: When Should Firms Leverage Tacit Knowledge through Licensing and Alliances?* In F.J. Contractor and P. Lorange (eds.) *Cooperative Strategies and Alliances*, Elsevier Science: Amsterdam, 729–748.

Martin, X., & Salomon, R. (2003). Knowledge transfer capacity and its implications for the theory of the multinational corporation. *Journal of International Business Studies*, 34(4), 356-373.

Marquardt, M., & Reynolds, A. (1994). *The global learning organization*. New York: Irwin.

Matveev, A. V. (2002). The advantages of employing quantitative and qualitative method in intercultural research: practical implications from the study of the perception of intercultural communication competence by American and Russian manager. *Theory of communication and applied communication*, 1, 59-67.

McAdam, R., Miller, K., Mc Macke, N., & Davies, J. (2010). The development of absorptive capacity-based innovation in a construction SME. *Entrepreneurship and innovation*, 11(3), 231-244.

McEvily, S., & Chakravarthy, B. (2002). The persistence of Knowledge-based Advantage: an Empirical Test for Product Performance and Technological Knowledge. *Strategic Management Journal*, 23, 285-305.

McKelvie, A., & Wiklund, J. (2010). Advancing Firm Growth Research: A Focus on Growth Mode Instead of Growth Rate. *Entrepreneurship Theory and Practice*, 34(2), 261-288.

Mead, R. (1998). *International Management: Cross Cultural Dimensions*. Oxford: Basil Blackwell.

Meier, M. (2011). Knowledge management in strategic alliances: a review of empirical evidence. *International Journal of Management Reviews*, 13(1), 1-23.

Merchant, H. (2005). The structure-performance relationship in international joint ventures: a comparative analysis. *Journal of World Business*, 40(1), 41–56.

Meschi, P. X., (2004). Valuation effect of international joint ventures: does experience matter? *International Business Review*, 13(5), 595-612.

Meschi, P., & Riccio, E. L. (2007). How do country risk and national cultural differences between partners affect the survival of international alliances in emerging countries? Longitudinal analysis of 165 international joint ventures in Brazil 1974 to 2005. *Revista Contabilidade & Finanças*, 18, 96-107.

Meschi, P. & Riccio E. L. (2008). Country risk, national cultural differences between partners and survival of international joint ventures in Brazil. *International Business Review*, 17(3), 250-266.

Meschi, P. X., & Wassmer, U. (2013). The effect of foreign partner network embeddedness on international joint venture failure: Evidence from European firms' investments in emerging economies. *International Business Review*, 22(2013), 713–724.

Meyer, K. E. (2007). Contextualizing organizational learning: Lyles and Salk in the context of their research. *Journal of International Business Studies*, 38(1), 27-37.

Miao, Y., Choe, S., & Song, J. (2010). Transferring subsidiary knowledge in the global learning context. *Journal of Knowledge Management*, 15(3), 478 – 496.

Millar, C. C., Eldomiaty, T. I., Choi, C. J. & Hilton, B. (2005). Corporate Governance and Institutional Transparency in Emerging Marketing. *Journal of Business Ethics*, 59(1), 163-174.

Miller, R. R., Glen, J. D., Jaspersen, F. Z., &, Karmokolias, Y., (1996). *International Joint Ventures in Developing Countries: Happy Marriage?* IFC Paper 1996/29. The World Bank, Washington DC.

Miller, D. & Shamsie, J. (1996). The resource-based view of the firm in two environments: the Hollywood film studios from 1936 to 1965. *Academy of Management Journal*, 39(3), 519-543.

Millington, A., & Bayliss, B. (1997). Instability of Market Penetration Joint Ventures: a Study of UK Joint Ventures in the European Union. *International Business Review*, 6(1), February, 1-7.

Millington, A., & Bayliss, B. (1999). Transnational marketing joint ventures: A viable market penetration strategy in the EU? *European Management Journal*, 17(6), 635-644.

Minbaeva, D. (2007). Knowledge Transfer in Multinationals. *Management International Review*, 47(4), 567-593.

Minbaeva, D. B., & Michailova, S. (2004). Knowledge transfer and expatriation in multinational corporations: The role of disseminative capacity. *Employee Relations*, 26(6), 663-679.

Minbaeva, D., Park, C., & Vertinsky, I. (2013). *The Influence of Foreign Partners' Disseminative Capacities on Knowledge Transfers to International Joint Ventures*. Department of Strategic Management and Globalization Copenhagen Business School Kilen, Kilevej 14A 2000 Frederiksberg Denmark

Minbaeva, D., Pederson, T., Bjorkman, I., Fey, C.F., & Park, H. J. (2014). MNC knowledge transfer, subsidiary absorptive capacity and HRM. *Journal of International Business Studies*, 45, 38-51.

Mo, X., Abdelnaser, O., & Abdul Hamid, K. P. (2012). Factors affecting Malaysia-China construction joint venture (MCCJV) projects. *Economics, Management, and Financial Markets*, 7(4), 666-677.

Mohamad, O., Ramayah, T., & Hathaivaseawong, N. (2010). Transfer of marketing knowledge in Thai international joint venture firms. *Asian Academy of Management Journal*, 15(2), 197-216.

Mohr, A. T. (2002). *Exploring the Performance of IJVs – A Qualitative and Quantitative Analysis of the Performance of German-Chinese Joint Ventures in the People's Republic of China*. In: University of Bradford, School of Management, Working Paper, 02/34, 1-20.

Mohr, J., & Spekman, R. (1994). Characteristics of partnership success: partnership attributes, communication behavior and conflict resolution. *Strategic Management Journal*, 15(2), 135-152.

Morosini, P., Shane, S., & Singh, H. (1998). Cultural distance and cross-border acquisition performance. *Journal of International Business Studies*, 29(1), 137-158.

Mowery, D. C., Oxley, J. E., & Silverman, B. S. (1996). Strategic alliances and inter firm knowledge transfer. *Strategic Management Journal*, 17(Winter Special Issue), (77 – 91).

Mowery, D. C., Oxley, J. E., & Silverman, B. S. (2002). *The Two Faces of Partner-specific Absorptive Capacity: Learning and Cospecialization in Strategic Alliances*', in F.J. Contractor and P. Lorange (eds.) Cooperative Strategies and Alliances, Elsevier Science: Amsterdam, 291–319.

Mu, J., Tang, F., & MacLachlan, D. L. (2010). Absorptive and disseminative capacity: Knowledge transfer in intra-organization networks. *Expert Systems with Applications*, 37(1), 31-38.

Musasizi, Y. (2010). *Expatriate capabilities, knowledge transfer, competitive advantage and financial performance of foreign direct investments in the Uganda service sector*. Unpublished doctoral dissertation submitted to Makerere University in partial fulfillment for the award of a masters of business administration degree of Makerere.

Namsirikul, K. (2000). *Behavioral characteristics of international joint venture performance*. Chulalongkorn University, Bangkok: Thailand.

Narver, J. C., & Slater, S. F. (1990). The effect of a market orientation on business profitability. *Journal of Marketing*, (October, 1990). 54, 20-35.

Nelson, R. R., & Winter, S. G. (1982). *An evolutionary theory of economic change*. Boston, MA: Belknap Press.

Neuman, W. L. (2000). *Social research methods: Qualitative and quantitative approaches* (4th ed.). Boston: Allyn and Bacon.

Newbury, W. & Zeira, Y. (1999). Autonomy and efficiency of equity international joint ventures (EIJVs): an analysis based on EIJVs in Hungary and Britain. *Journal of Management Studies*, 36(2), 263-285.

Newell, S. & Galliers, R. (2006). Knowledge Transfer and learning Problem of Knowledge Transfer Associated with trying to Short-Circuit the Learning Cycle. *Journal of information and Technology Management*, 2(3), 275-290.

Newman, K. L. & Nollen, S. D. (1996). Culture and congruence: the fit between management practices and national culture. *Journal of International Business Studies*, 27(4), 753-779.

Ng, P. W., Lau, C. M., & Nyaw, M. K. (2007). The effect of trust on international joint venture performance in China. *Journal of International Management*, 13(4), 430-448.

Nielsen, B. B. (2003). Managing knowledge in international strategic alliances: Theory and practice. Ph.D serie 2.2003. Copenhagen: Copenhagen Business School Press.

Nielsen, B. B., & Nielsen, S. (2011). The role of top management team international orientation in international strategic decision-making: The choice of foreign entry mode. *Journal of World Business*, 46(2011), 185–193.

Nimal, S. (2011). The importance of Foreign Direct Investment. Revised on 1 July, 2015 from <http://www.sundaytimes.lk/110529/Columns.html>.

Nippa, M., Beechler, S., & Klossek, A. (2007). Success factors for managing international joint ventures: A review and an integrative framework. *Management and Organization Review*, 3(2), 277-310.

Nit, H. (2004). *Transfer of marketing knowledge in international joint ventures: An evidence from southern Thailand*. Thesis submitted in fulfillment of the requirements for the degree of Doctor of Philosophy. USM, Malaysia.

Nonaka, I. (1991). The Knowledge-Creating Company. *Harvard Business Review*, November-December, 96-104.

Nonaka, I. (1994). A Dynamic Theory of Organizational Knowledge Creation. *Organization Science*, 5(1), 14-37.

Nonaka, I., Toyama, R., & Nagata, A. (2000). A firm as a knowledge-creating entity: A new perspective on the theory of the firm. *Industrial and Corporate Change*, 9(1), 1

Nonaka, I., & Takeuchi, H. (1995). *The knowledge-Creating Company*. New York: Oxford University Press.

Noorbakhsh, F., Paloni, A., & Youssef, A. (2001). Human Capital and FDI Inflows to Developing Countries: New Empirical Evidence. *World Development*, 29(9), 1593-1610.

Norman, P. M. (2004). Knowledge acquisition, knowledge loss, and satisfaction in high technology alliances. *Journal of Business Research*, 57(6), 610 – 619.

Nummela, N. (2003). Looking through a prism—multiple perspectives to commitment to international R&D collaboration. *The Journal of High Technology Management Research*, 14(1), 135-148.

Nunnally, J. C. (1978). *Psychometric Theory* (2nd ed.). New York, McGraw-Hill.

Odigie, H. A., & Li-Hua, R. (2008). Unlock the channel of tacit knowledge transfer. Working Paper Retrieved from <http://motsc.org/>

Omar, T., (2006). PUNB's soft loan schemes sustained 60% failure rates. Retrieved November 2, 2008, from: <http://www.theedgedaily.com>

On, L. W., Liang, X., Priem, R., & Shaffer, M. (2013). Top management team trust, behavioral integration and the performance of international joint ventures. *Journal of Asia Business Studies*, 7(2), 99-122.

Osborn, R. N., & Baughn, C. C. (1990). Forms of interorganizational governance for multinational alliances. *Academy of Management Journal*, 33(3), 503–519.

Osborn, (2003). Revised on 13 December, 2014. from <http://www.blakenewport.co.uk/bna-news-and-media.asp?id=18>

Osland, G. E., & Cavusgil, S. T. (1996). Performance issues in U.S. - China joint ventures. *California Management Review*, 38(2), 106-130.

Osterloh, M., & Frey, B. S. (2000). Motivation, Knowledge Transfer, and Organizational Forms. *Organization Science*, 11(5), 538-550.

Ouchi, W. (1981). *Theory Z: How American business can meet the Japanese challenge*. Massachusetts: AddisonWesley Publishing Company

Ouchi, W., & Jaeger, A. (1978). Type Z organization: Stability in the midst of mobility. *Academy of Management Review*, April: 305–314.

Ounjian, M. L., & Carne, E. B. (1987). A study of the factors which affect technology transfer in a multi-location multi-business unit corporation. *IEEE Transactions on Engineering Management*, 34(3), 194-201.

Ozorhon, B., Ardit, D., Dikmen I., & Birgonul, M. (2007). Effect of host country and project conditions in international construction joint ventures. *International Journal of Project Management*, 25(8), 799-806.

Pak, Y., & Park, Y. (2004). A Framework of Knowledge Transfer in Cross-Border Joint Ventures: An Empirical Test of the Korean Context. *Management International Review*, 44(4), 435-455.

Pak, Y. S., Ra, W., & Park, Y. R. (2009). Understanding IJV performance in a learning and conflict mediated context. *International Business Review*, 18, 470-480.

Pallant, J. (2001). *SPSS Survival Manual: A Step by Step Guide to Data Analysis Using SPSS for Windows* (10th ed.). Maidenhead: Open University PressOpen University Press.

Pallant, J. (2005). *SPSS Survival Manual: A step by step guide to data analysis using SPSS for Windows (Version 12)* (2nd ed. , p. 334). Crows Nest: Allen & Unwin.

Pallant, J. (2007). *SPSS Survival Manual: A step by step guide to data analysis using SPSS for Windows (Version 15)* (3rd ed.). Allen and Unwin, Crows Nest.

Pangarkar, N., & Lee, H. (2001). Joint venture strategies and success: an empirical study of Singaporean firms. *Journal of Asian Business*, 17(3), 1-13.

Park, B, I. (2008). What matters to managerial knowledge acquisition in international joint ventures? High knowledge acquirers versus low knowledge acquirers. *Asia Pacific Journal of Management*, 27(1), 55-79.

Park, B. I. (2009a). Acquisition of managerial knowledge from foreign parents: evidence from Korea joint ventures. *Asia Pacific Business Review*, 15(4), 527-545.

Park, B. I. (2010). Knowledge transfer capacity of multinational enterprises and technology acquisition in international joint ventures. *International Business Review*, 20(1), 75-87.

Park, B. I (2010). What matters to managerial knowledge acquisition in international joint ventures? High knowledge acquirers versus low knowledge acquirers. *Asia Pacific Journal of Management*, 27(1), 55-79.

Park, B. I. (2011). Differences in knowledge acquisition mechanisms between IJVs with Western vs Japanese parents. *Management Decision*, 49(3), 422-443.

Park, B. I., Giroud, A., Mirza, H., & Whitelock, J. (2008). Knowledge acquisition and performance: The role of foreign parents in Korea IJVs. *Asian Business & Management*, 7, 11-32.

Park, B. I., & Glaister, K. W. (2009). Foreign parent control mechanism and the performance of international joint ventures in Korea. *International Journal of Strategic Business Alliances*, 1(2), 113-131.

Park, B. I., Rowley, C., & Chae, M. S. (2013). Reverse Knowledge Transfer from Subsidiaries to Multinational Companies: Examples from South Korea. Cass Business Shool. City University London. 1-26. Revised on 8 December, 2015 from <http://www.cassknowledge.com/sites/default/files/article-attachments/reverse-knowledge-transfer-korea-cass-knowledge.pdf>

Park, C., Vertinsky, I., & Lee, C. (2012). Korean international joint ventures: How the Exchange climate affects tacit knowledge transfer from foreign parents. *International Marketing Review*, 29(2), 151-174.

Park, S. H., & Ungson, G. R (1997). The effect of national culture, organizational complementarity, and economic motivation on joint venture dissolution. *Academy of Management Journal*, 40(2), 279-307.

Park, Y. J., Im, S. K., & Kim, S. (2011). The role of IT human capability in the knowledge transfer process in IT outsourcing context. *Information and Management*, 48(1), 53–61.

Parkhe, A. (1991). Inter-firm diversity, organizational learning and longevity in global strategic alliance. *Journal of International Business Studies*, 20(Fourth Quarter), 579-601.

Parkhe, A. (1993). Strategic alliance structuring: a game theoretic and transaction cost examination of inter-firm collaboration. *Academy of Management Journal*, 36(4), 794–829.

Pearce, C. L. (1997). *The determinants of change management team (CMT) effectiveness: A longitudinal investigation*. Unpublished dissertation, University of Maryland at College Park, College Park, Maryland.

Pedersen, T., Petersen, B., & Sharma, D. (2003). Knowledge transfer performance of multinational companies. *Management International Review*, 43, 69-90.

Peng, M. W., Wang, D. Y. L., & Jiang, Y. (2008). An institution-based view of international business strategy: a focus on emerging economies. *Journal of International Business Studies*, 39(5), 920-936.

Penrose, E. (1980). *The theory of the Growth of the Firm* (2nd ed.). Basil Blackwell, Oxford (1st ed.: 1959).

Peteraf, M. (1993). The cornerstones of competitive advantage: A resource-based view. *Strategic Management Journal*, 13, 363-380.

Pérez-Nordtvedt, L., Kedia, B. L., Datta, D. K., & Rasheed, A. A. (2008). Effectiveness and Efficiency of Cross-Border knowledge transfer: An Empirical Examination. *Journal of Management Studies*, 45(4), 714-744.

Perrin, A., & Rolland, N. (2007). Mechanisms of Intra-Organizational Knowledge Transfer: The Role of a Global Technology Firm. *Management*, 10(2), 25-47.

Peteraf, M. A. (1993). The cornerstones of competitive advantage: a resource-based view. *Strategic Management Journal*, 14(3), 179-191.

Pierre-Xavier, M., & Alain, R. (1994). Cultural Context and Social Effectiveness in International Joint Ventures. *Management International Review*, 34(3), 197-215.

Phoocharoon, P., Cuyvers, L., & Chomvilailuk, R. (2001). Cooperative Strategy to Strategic Competitiveness through International Joint Ventures between ASEAN and EU Companies. Presented at CAS Discussion paper, May, 33, 1-27.

Pierre-Xavier, M. & Alain, R. (1994). Cultural context and social effectiveness in international joint ventures. *Management International Review*, 34(3), 197-209.

Pierre-Xavier, M., & Edson, L.R. (2007). Country risk, national cultural differences between partners and survival of international joint ventures in Brazil. *International Business Review*, 7(3), 250-266.

Pisano, G. (1988). *Innovation through markets, hierarchies, and joint ventures: Technology strategy and collaborative arrangements in the biotechnology industry*. Unpublished doctoral dissertation University of California, Berkeley.

Polanyi, M. (1966). *The Tacit Dimension*. New York: Anchor Books.

Pongpattananon, N. & Tansuwanarat, K. (2010). Impact of the global financial crisis on Thailand's real economy: Linkages between financial and trade sector. This paper is prepared for the SEACEN workshop in 2010 on Propagation of Real Shocks in the SEACEN Economies.

Pornlapas, S., David, W., David, S., & Gamal, I. (2010). The characteristics of international joint ventures in Thailand. *Journal of International Business and Economics*, 10(1), 1-19.

Pothukuchi, V., Damanpour, F., Choi, J., Chen, C., & Park, S. H. (2002), National and organizational culture differences and international joint venture performance. *Journal of international business studies*, 33(2), 243-265.

Porter, M. E. (1991). Towards a dynamic theory of strategy. *Strategic Management Journal*, 12, 95-117.

Pothukuchi, V., Damanpour, F., Choi, J., Chen, C., & Park, S. H. (2002), National and organizational culture differences and international joint venture performance. *Journal of international business studies*, 33(2), 243-265.

Prajaksilthai, D. (2014). Foreign Direct Investment: (FDI) in Thailand. Academic focus, 1-13. Revised on 1 July, 2015 from http://library2.parliament.go.th/ejournal/content_af/2557/may2557-2.pdf.

Priestley, J. (2004). *Inter-Organizational knowledge transfer difficulty: The influence of organizational network type, absorptive capacity, causal ambiguity and outcome ambiguity*. Unpublished doctoral dissertation. Georgia State University.

Pulendran, S., Speed, R., & Widing II, R. E. (2000). The Antecedents and Consequences of Market Orientation in Australia. *Australian Journal of Management*, 25(2), 119-144.

Qin, C., Ramburuth, P., & Wang, Y. (2008). Cultural Distance and Knowledge Transfer within MNCs: the Case of the IT Industry in China. 2(4), 221-230.

Quinn, J. B. (1992). *Intelligent Enterprise: A Knowledge and Service Based Paradigm for Industry*. A Division of Simon and Schuster Inc, USA

Ramachandrawn, K. (1991). *Data collection for management research in developing countries*, In C.N. Smith, & P. Dainty (ed). The management research handbook. New York: Routledge.

Ramanthan, K., Seth, A., & Thomas, H. (1997). *Explaining Joint Ventures. Alternative Theoretical Approaches. Cooperative Strategies. North American Perspectives*. San Francisco: The New Lexington Press.

Ramasamy, B., Goh, K. W., & Yeung, M. C. H. (2006). Is Guanxi (relationship) a bridge to knowledge transfer? *Journal of Business Research*, 59(11), 130-139.

Ranchhod, A., 2004. *Marketing Strategies: A Twenty-first Century Approach*. London: FT Prentice Hall.

Reuer, J. J. (2000). Parent Firm Performance across International Joint Venture Life-Cycle Stages. *Journal of International Business Studies*, 31(1), 1-20.

Reus, T. H., & Lamont, B. T. (2009). The double-edged sword of cultural distance in international acquisitions. *Journal of International Business Studies*, 40(8), 1298–1316.

Reus, T. H., & Rottig, D. (2009). Meta-analyses of international joint venture performance determinants. *Management International Review*. 49(5), 607-640.

Reuer, J. J. & Miller, K. D. (1997). Agency Costs and the Performance Implications of international joint venture Internalization. *Strategic Management Journal*, 18(6), 425-438.

Reich, R. B., & Mankin, E. D. (1986). Joint ventures with Japan give away our future. *Harvard Business Review*, 64(2), 78–86.

Richard, L. H. (2004). *Technology and Knowledge Transfer in China*. Newcastle Upon Tyne, United Kingdom.

Richter, F. J., & Vettel, K. (1995). Successful joint ventures in Japan: transferring knowledge through organizational learning. *Long Range Plan*, 28(3), 37 – 45.

Robson, M., Leonidou, L., & Katsikeas, C. (2002). Factors influencing joint venture performance: Theoretical perspectives, assessment and future directions. *Management International Review*, 42(4), 385-418.

Roos, J. (1998). Exploring the concept of intellectual capital (IC). *Long Range Planning*, 31(1), 150–153.

Root, F. (1983). Foreign Market Entry Strategies. New York: Amacon.

Roscoe, J. T. (1975). *Fundamental research statistics for behavioral sciences* (2nd ed.). New York: Holt, Rinehart and Winston.

Rose, R. C., Uli, J., Kumar, N., & Wahab, S. A. (2009). A review on the Effect of Inter-firm Technology Transfer Characteristic and Degree of technology Transfer. *European Journal of Social Science*, 8(2), 297- 309.

Rose, R. C., Wahab, S. A., Uli, J., & Haslinda, A. (2010). Inter-Firm Technology Transfer and Performance in International Joint Venture Firms. *International Journal of Business and Management*, 5(4), 93-103.

Rouse, M. J., & Daellenbach. (1999). Re-thinking research methods for the Resource-Based perspective: isolating sources of sustainable competitive advantage. *Strategic Management Journal*, 20, 487–494.

Rouse, M., & Daellenbach, U. (2002). More Thinking on Research Methods for the Resource-Based Perspective. *Strategic Management Journal*, 23, 963-967.

Ruekert, R. W. (1992b). Developing a market orientation: An organization strategy perspective. *International Journal of Research in Marketing*, 9(3), 225-245.

Rumelt, R. P. (1984). *Towards a strategic theory of the firm*. In R. Lamb (ed.) Competitive Strategic Management. Prentice-Hall, Englewood Cliffs, NJ, 556-570.

Rungson, C. (2010). Quality of Psychology Test between Likert Scale 5 and 6 Points. *Journal of Social Sciences*, 6(3), 399-403.

Salk, J., & Brannan, M. Y. (2000). National culture, networks and individual influence in multinational management teams. *Academy of Management Journal*, 43(2), 191-202.

Samat, N., Ramayah, T., & Saad, N. M. (2006). TQM practices, service quality, and market orientation: Some empirical evidence from a developing country. *Management Research News*, 29, 713-728.

Sampson, R. C. (2007). R&D alliances and firm performance: The impact of technological diversity and alliance organization on innovation. *Academy of Management Journal*, 50(2), 364-386.

Saunders, M., Lewis, P., & Thornhill, A. (2003). *Research Methods for business students* (3rd ed.), Pearson Education Limited: England.

Saunders, M. N., Saunders, M., Lewis, P., & Thornhill, A. (2011). *Research Methods For Business Students* (5th ed.). Pearson Education: India.

Sarala, R. M., & Vaara, E. (2010). Cultural differences, convergence, and crossvergence as explanations of knowledge transfer in international acquisitions. *Journal of International Business Studies*, 41(8), 1365–1390

Sarkar, M. B., Aulakh, P. S., & Madhok, A. (2004). A process view of alliance capability: generating value in alliance portfolios. White paper presented at KUN seminar, Nijmegen, the Netherlands.

Sazali, A. Z., Haslinda, A., Jegak, U., & Raduan, C. R. (2010). Effects of critical knowledge characteristics on degree of inter-firm technology transfer. *Journal of Social Sciences*, 5(4), 452-459.

Sazali, A. W., & Raduan, C. R., Jegak, U., & Haslinda, A. (2010). The effects of partner protectiveness and transfer capacity on degree of inter-firm technology transfer in international joint ventures. *International Journal of Economics and Management*, 4(2), 334 – 349.

Schaan, J. L. (1983). *Parent control and joint venture success: The case of Mexico*. Unpublished doctoral dissertation. University of Western Ontario

Schendel, D. (1994). Introduction to ‘Competitive Organizational Behavior: Toward an Organizationally-Based Theory of Competitive Advantage. *Strategic Management Journal*, 15(1), 1-4.

Schildt, H., Keil, T., & Maula, M. (2012). The temporal effects of relative and firm-level absorptive capacity on interorganizational learning. *Strategic Management Journal*, 33, 1154-1173.

Schmidt, T., 2005. Knowledge Flows and R&D Co-operation: Firm-level Evidence from Germany. Discussion Paper No. 05-22. Center for European Economic Research.

Schuler, R., & Tarique, I., (2005). International Joint Venture System Complexity and Human Resources Management. In I. Bjorkman and Gunter Stahl (Eds.). *Handbook for Research in IHRM*. London: Edward Elgar Publishing.

Sekaran, U. (2003). *Research methods for business* (4th ed.). New York John: John Wiley and Sons, Inc.

Sekaran, U., (2006). *Research methods for business: A skill building approach* (4th ed.). New York: Wiley& Sons.

Sekaran, U. & Bougie, (2010). *Research methods for business*. New York: Wiley & Sons.

Shay, J. P., & Tracey, J. B. (2009). Expartiate adjustment and effectiveness: The mediating role of managerial effectiveness. *Journal of International Management*, 15(4), 401-412.

Shenkar, O. (2001). Cultural distance revisited: Towards a more rigorous conceptualization and measurement of cultural differences. *Journal of International Business Studies*, 32(3), 519-535.

Shenkar, O., & Li, J. (1999). Knowledge search in international cooperative ventures. *Organization Science*, 10(2), 134-143.

Shenkar, O., Luo, Y., & Chi, T. (2014). *International Business* (3th ed). New York, Taylor and Francis.

Shenkar, O. & Reuer, J. (2006). *The alliance puzzle: Known terrain, black boxes, and the road ahead*. In Shenkar, O. & Reuer, J. (ed). *Handbook of Strategic Alliances*. Thousand Oaks, CA: Sage Publications.

Shenkar, O., & Zeira, Y. (1987). Human resources management in international joint ventures: Directions for research. *Academy of Management Review*, 12, 546-557.

Shenkar, O., & Zeira, Y. (1992). Role conflict and role ambiguity of chief executive offices in international joint ventures. *Journal of international Business Studies*, 23(1), 55-75.

Si, S. X., & Bruton, G. D. (1999). Knowledge transfer in international joint ventures in transitional economies: The China experience. *Academy of Management Executives*, 13(1), 83-90.

Sibunruang-Brimble, A. (1989) Data on Foreign Direct Investment, prepared for UNCTC, Mimeo.

Sim, A. B., & Ali, Y. (1998). Performance of international joint ventures from developing and developed countries: An empirical study in a developing country context. *Journal of World Business*, 33(4), 357-377.

Sim, A. B., & Ali, Y. (2000). Determinants of stability in international joint ventures: evidence from a developing country context. *Asia Pacific Journal of Management*, 17(3), 373-397.

Simonin, B. L. (1996). Restructuring Japanese Business through Kyosei: Capitalizing on International Strategic Alliances at the Consumer Level. *The International Executive*, 38(1), 53-77.

Simonin, B. L. (1997). The importance of developing collaborative know-how: an empirical test of the learning organization. *Academy of Management Journal*, 40(5), 1150-1174.

Simonin, B. L. (1999). Ambiguity and the process of knowledge transfer in strategic alliances. *Strategic Management Journal*, 20(7), 595-623.

Simonin, B. L. (1999b). Transfer of marketing know-how in international strategic alliances: an empirical investigation of the role and antecedents of knowledge ambiguity. *Journal of International Business Studies*, 30(3), 463–490.

Simonin, B. L. (1999a). Ambiguity and the transfer of knowledge in strategic alliances. *Strategic Management Journal*, 20, 595–623.

Simonin, B. L. (2004). An empirical investigation of the process of knowledge transfer in international strategic alliances. *Journal of International Business Studies*, 35(5), 407–427.

Sin, L. Y. M., Tse, A. C. B., Yau, O. H. M., Chow, R., & Lee, J. S. Y (2003). Market Orientation and Business Performance: An Empirical Study in Mainland China and Hong Kong. *European Journal of Marketing*, 37(5), 910-936.

Sirmon, D. J., & Lane, P. J. (2004). A model of cultural differences and international alliance performance. *Journal of International Business Studies*, 35(4), 306 – 319.

Slangen, A. H. L. (2006). National cultural distance and initial foreign acquisition performance: The moderating effect of integration. *Journal of World Business*, 41, 161–170

Slater, S. F. & Narver, J. C. (1994). Does the competitive Environment moderate the market orientation business performance relationship? *Journal of Marketing*, 58(1), 46-55.

Smith, M. E., Lyles, M. A., & Tsang, E. W. K. (2008). Inter-Organizational Knowledge Transfer: Current Themes and Future Prospects. *Journal of Management Studies*, 45(4), 677-690.

Sparkes, J. R. & Miyake, M. (2000). Knowledge transfer and human resource development practices: Japanese firms in Brazil and Mexico. *International Business Review*, 9, 599-612.

Spender, J. C. (1996). Making knowledge the Basis of a Dynamic Theory of the firm. *Strategic Management Journal*, 17, 45-62.

Steensma, H. K., & Lyles, M. A. (2000). Explaining IJV survival in a transitional economy through social exchange and knowledge-based perspective. *Strategic Management Journal*, 21, 831-851

Stehr, N., & Ufer, U. (2009). *On the global distribution and dissemination of knowledge*. Published by Blackwell Publishing. United Kingdom.

Stewart, M. R., & Maughn, R. D. (2011). International joint venture, a practical approach. Davis Wright Tremaine. Retrieved December, 12, 2015. From http://www.dwt.com/files/Publication/1b841dbe-3453-4983-97cd-d6f5b44e5b2f/Presentation/PublicationAttachment/47d38fc0-1cc3-4c3e-b91f-d8aacd2ce6d1/International%20Joint%20Ventures%20Article_Stewart.pdf

Sulaiman, M., Kechik, A. R. A., & Wafa, S. A. (1999). Performance and problems of international joint-ventures in Malaysia. *Malaysian Management Review* December, 56-64.

Sushil, N. Y., & Sagar, M. (2013). Performance measurement and management frameworks: Research trends of the last two decades. *Business Process Management Journal*, 19(6), 947-970

Suwannarat, P. (2010). Strategic motives in international strategic alliances in Thailand: Perspective of foreign firms and Thai firms. *International Journal of Business Strategy*, 10(3), 94-112.

Suwannarat, P., William, D., Smith, D., & Ibrahim, G. (2010). The characteristics of international joint ventures in Thailand. *Journal of International Business and Economics*, 10(1). 85-99.

Sveiby, K. E. (1997). *The New Organizational Wealth. Managing and Measuring Knowledge-based Assets*. Berret-Koehler, San Francisco, CA.

Sveiby, K. (2001). A knowledge-based theory of the firm to guide in strategy formulation. *Journal of Intellectual Capital*, 2(4), 334-358.

Syed-Lkhsan, S. O. S., & Rowland, F., 2004. Knowledge management in public organization: a study on the relationship between organizational elements and the performance of knowledge transfer. *Journal of knowledge management*, 8(2), 95–111.

Szulanski, G. (1996). Exploring Internal Stickiness: Impediments to the Transfer of Best Practice within the Firm. *Strategic Management Journal*, 17(Winter Special Issue), 27-43.

Szulanski, G., & Cappetta, R. (2003). *Stickiness: Conceptualizing, measuring, and predicting difficulties in the transfer of knowledge within organizations*. In M. Easterby-Smith & M. A. Lyles (Eds.), *The Blackwell handbook of organizational learning and knowledge management* (pp. 513–534). Malden, MA: Blackwell.

Szulanski, G., Jensen, R. J., & Lee, T. (2003). Adaptation of know-how for cross-border transfer. *Management International Review*, 43, 131-150.

Tabachnick, B., & Fidell, L. (2007). *Using multivariate statistics* (5th ed.), Boston: Allyn and Bacon.

Talay, M. B., & Cavusgil, S. M. (2009). Choice of ownership mode in joint ventures: An event history analysis from the automotive industry. *Industrial Marketing Management*, 38(1), 71-82.

Tang, F. (2011). Knowledge transfer in Intra-Organization Networks. *Systems Research and Behavioral science*, 28, 270-282.

Taylor, S. & Osland, J. S. (2003). *The impact of intercultural communication on global organizational learning* ', in Esterby-Smith, M. and Majorie, A.L. (Eds).

Handbook of Organizational Learning and Knowledge Management, Blackwell, Oxford.

Teece, D. J. (1976). *The Multinational Corporation and the Resource Cost of International Technology Transfer*. Ballinger: Cambridge, MA.

Terpstra, V., & Yu, C. M. (1988). Determinants of foreign investment of U.S. advertising agencies. *Journal of International Business Studies*, 19(1), 33-46.

Tidd, J., & Izumimoto, Y. (2002). Knowledge exchange and learning through international joint ventures: an Anglo-Japanese experience. *Technovation*, 22(3), 137-145.

Tihanyi, L., Griffith, D. A., & Russell, C. J. (2005). The effect of cultural distance on entry mode choice, international diversification, and MNE performance: a meta-analysis. *Journal of International Business Studies*, 36, 270-283.

Thai Ministry of Industry (2011). Retrieved March 20, 2012, from <http://th.jobsdb.com/th-th/articles/%E0%B8%9A%E0%B8%A3%E0%B8%B4%E0%B8%A9%E0%B8%B1%E0%B8%97%E0%B9%80%E0%B8%A5%E0%B9%87%E0%B8%81-vs-%E0%B8%9A%E0%B8%A3%E0%B8%B4%E0%B8%A9%E0%B8%B1%E0%B8%97%E0%B9%83%E0%B8%AB%E0%B8%8D%E0%B9%88-2>

Thompson, A. A., Gamble, J. E., & Strickland, A. J. (2004). *Strategic Management, concept and Cases* (13th ed.). McGraw-Hill.

Thuy, L. X., & Quang, T. (2005). Relational Capital and Performance of International Joint Ventures in Vietnam. *Asia pacific Business Review*, 11(3), 389-410.

Tomlinson, J. W. C. (1970). *The joint venture process in international business. India and Pakistan*. Cambridge (Mass.), London: M.I.T. Press.

Trevino, L. J. & Grosse, R. (2002). An Analysis of Firm-Specific Resources and Foreign Direct Investment in the United States. *International Business Review*, 11, 431-452.

Trivedi, K. S. (2006). *Probability and Statistics with Reliability, Queueing and Computer Science Applications* (2nd ed.). Publisher John Wiley & Son.

Tsai, M. T., Tsai, L. L. (2005). An Empirical Study of the Knowledge Transfer Methods used by Clinical Instructors. *International Journal of Management*, 22(2), 273-284.

Tsang, E. W. K. (1999). Internationalization as a learning process: Singapore MNCs in China. *Academy of Management Executive*, 13(1), 91-101.

Tsang, E. W. K. (2002). Acquiring knowledge by foreign partners from international joint ventures in a transition economy: Learning-by-doing and learning myopia. *Strategic Management Journal*, 23(9), 835-854.

Tsang, E. W. K., Nguyen, D. T., & Erramilli, M. K. (2004). Knowledge acquisition and performance on international joint ventures in transition economy of Vietnam. *Journal of International Marketing*, 12(2), 82-103.

Tseng, C. H., Tansuhaj, P., Hallagan, W., & McCullough, J. (2007). Effects of firm resources on growth in multinationality. *Journal of International Business Studies*, 38(6), 961-974.

Tung, R. (1984). Human resource planning in Japanese multinationals: A model for U.S. firms? *Journal of International Business Studies*, Fall, 139–149.

UNCTC (1987). *Arrangements between joint venture partners in developing countries*, UNCTC Advisory studies, 2(B), New York: UN.

Urbach, N., & Ahlemann, F. (2010). Structural Equation Modeling in Information Systems Research Using Partial Least Squares. *Journal of Information Technology Theory and Application*, 11(2), 5-40.

Vaara, E. (2001). Role-bound actors in corporate combination: A study of decision making in change processes following a merger. *Scandinavian Journal of Management*, 17, 481–509.

Vaara, E. (2003). Post-acquisition integration as sense making: Glimpses of ambiguity, confusion, hypocrisy, and politicization. *Journal of Management Studies*, 40, 859–894.

Vaara, E., Sarala, R., Stahl, G. K., & Bjoörkman, I. (2010). The impact of organizational and national cultural differences on social conflict and knowledge transfer in international acquisitions. *Journal of Management Studies*, 48(8), 1–27.

Vaara, E., Sarala, R., Stahl, G. K., & Bjoörkman, I. (2012). The impact of organizational and national cultural differences on social conflict and knowledge transfer in international acquisitions. *Journal of Management Studies*, 49(1), 1–27.

Vachani, S. (1991). Distinguishing between related and unrelated international geographic diversification: A comprehensive measure of global diversification. *Journal of International Business Studies*, 22(2), 307–322.

Vaidya, S. (2009). International joint ventures: an intergrated framework. An *International Business Journal*, 19(1), 8-16.

Van den Bosch, A. J., Jansen, J. J. P., & Volberda, H. W. (2005). Managing Potential and Realized Absorptive Capacity: How do organization antecedents matter? *The Academy of Management Journal*, April, 1-40.

Varis, J., & Conn, S. (2002). How do organizations select alliance partners? Proceedings of British Academy of Management Conference, September 2002, London, UK.

Venkatraman, N., & Ramanujam, V. (1986). Measurement of business performance in strategy research: A comparison of approaches. *Academy of Management Review, 11*, 801-814.

Vijvier, F. V., & Leung, K. (1997). *Method and data analysis of comparative research*. In Y.H.P. Berry & J. Pandey (Ed.). *Handbook of Cross-cultural Psychology*. Vol.1, Toronto: Allyn and Bacon.

Von Krogh, G., Roos, J., & Slocum, K. (1994). An essay on corporate epistemology. *Strategic Management Journal, 15*(6), 53-71.

Von Krogh, G., Ichiro, K., & Nonaka, I. (2000). *Enabling knowledge creation*, Oxford University Press: Oxford.

Youndt, M., Snell, S., Dean, J., & Lepak, D. (1996). Human resource management, manufacturing strategy, and firm performance. *Academy of Management Journal, 39*(4), 836-866.

Wall, T. D., Michie, J., Patterson, M., Wood, S. J., Sheehan, M., Clegg, C. W., & West, M. (2004). On the validity of subjective measure of company performance. *Personnel Psychology, 57*(1), 95-118.

Walnick, D. S. (2010). *Statistics Calculator*. StatPac Inc. St. Paul, Minnesota

Walter, J., Lechner, C., & Kellermanns, F. W. (2007). Knowledge transfer between and within alliance partners: Private versus collective benefits of social capital. *Journal of Business Research, 60*(2007), 698-710.

Wanida, W. (2010), *Predictors of IJV performance and the mediating effect of relationship marketing orientation using structural equation model*. Unpublished doctoral dissertation submitted to collage of business, University Utara Malaysia, Malaysia.

Wadeecharoen, W. (2015). The Japanese and local partner relationship on small and medium enterprises (SMEs) and international joint ventures (IJVs) performance in Thailand industrial sectors. *Journal of Economic Cooperation and Development, 36*(4), 1-24.

Wadeecharoen, W., Kanjanavanikul, A., Lertnaisat, R., & Teekasap, S. (2013). The Importance of a Partner Relationship for an International Joint Venture (IJV) Success: Case Study of the Thai-Japanese IJVs in Thailand Industrial Sectors. The 10th International Postgraduate Research Colloquium. Revised on 27 May 2016, from http://bsris.swu.ac.th/iprc/10th/Wanida_79-110.pdf

Wadeecharoen, W., Kanjanavanikul, A., Pattana, W., & Teekasap, S. (2012). Sustainable of Small and Medium Business Enterprise (SMEs) in Asean Economic Community (AEC) Development and the Competitive Advantage of International Joint Venture (IJV) in Thailand ThaiTIMA: Annual Conference for Managing Technology & Innovation towards Business Resiliency, July 19-20, 2012.

Wadeecharoen, W., Kanjanavanikul, A., & Teekasap, S. (2012). The Application of Relational Factors to Determine the Performance of International Joint Venture (IJVs) in Thailand Small and Medium Enterprise (SMEs): A Conceptual Framework for Further Research, *The Finance, Economic & Global Business Research Conference*, St.James Royal Palm in Miami, FL in December 2012.

Wadeecharoen, W., Kanjanavanikul, A., & Teekasap, S. (2013). The Successful Factors of Small and Medium Enterprise (SMEs) International Joint Venture (IJVs) in Thailand Manufacturing Sectors. *Proceeding of International Conference on Advancement of Development Administration-Social Sciences and Interdisciplinary Studies*, ICADA, 30 May-1 June, NIDA BKK, Thailand.

Wadeecharoen, W., & Nik, Mat, N. K. (2010). The Applicable of Relational Marketing Orientation (RMO) to Explain IJV Performance in Thailand. Proceeding of International Conference on Business and Economics Research (ICBER 2010), Malaysia Conference, Sponsored and publication by Thomson ISI, 26-28 Nov 2010.

Wahab, S. D., Rose, R. C., & Osman, S. I. W. (2011). Measuring the Effects of Technology Suppliers' Characteristics on Degree of Inter-Firm Technology Transfer based on Knowledge-Based View and Organizational Learning Perspective. *International Business Research*, 4(4), 53-61.

Wahab, S. D., Rose, R. C., & Osman, S. I. W. (2012). Empirical Investigation on the Effects of Inter-Firm Technology Transfer Characteristics on Degree of Inter-Firm Technology Transfer: A Holistic Model. *Asian Social Science*, 8(1), 89-103.

Wang, P., Singh, K., Tong, W., & Koh, C. P. (2001). Determinants and outcomes of knowledge transfer: A Study of MNCs in China. Academy of Management conference, 13, 1-35.

Wang, P., Tong, T. W., & Koh, C. P. (2004). An integrated model of knowledge transfer from MNC parent to China subsidiary. *Journal of World Business*, 39(2), 168-182)

Waxin, M. F & Panaccio, A. (2005). Cross-cultural training to facilitate expatriate adjustment: it works! *Personnel Review*, 34(1), 51-67.

Weber, Y., & Tarba, S. Y. (2012). Mergers and acquisitions process: The use of corporate culture analysis. *Cross-Cultural Management: An International Journal*, 19(3), 288– 303.

Weber, Y., Tarba, S. Y., & Reichel, A. (2011). A model of the influence of culture on integration approaches and international mergers and acquisitions performance. *International Studies of Management and Organization*, 41(3), 9–24.

Weber, Y., Tarba, S. Y., & Rozen Bachar, Z.(2011). Mergers and acquisitions performance paradox: The mediating role of integration approach. *European Journal of International Management*, 5(4), 373–393.

Weber, Y., Tarba, S. Y., Stahl, G. K., & Rozen Bachar, Z. (2012). *Integration of international mergers and acquisitions: A test of new integration approach paradigm*. In Y. Weber (Ed.), *Handbook on mergers and acquisitions research*. UK: Edward Elgar

Wernerfelt, B. (1984). A resource-based view of the firm. *Strategic Management Journal*, 5(2), 171–180.

Westhead, P., Wright, M., & Ucbasaran, D. (2001). The internationalization of new and small firms: A resource-based view. *Journal of Business Venturing*, 16(4), 333–358.

Westney, D.E. (1988). *Domestic and foreign learning curves in managing international cooperative strategies*. In Contractor & Lorange (eds.): *Cooperative Strategic in International Business*, Lexington, MA: Lexington Books.

Wiklund, J., & Shepherd, D. (2003). Knowledge-Based Resources, Entrepreneurial Orientation, and the Performance of Small and Medium-sized Businesses. *Strategic Management Journal*, 24, 1307-1314.

Winter, S. (1987). *Knowledge and Competence as Strategic Assets*, in: Teece, D. (Eds.). *The Competitive Challenge*, Massachusetts, Cambridge: Ballinger Publishing Company.

Wisarn, P., & Bunluasak, P. (1994). Foreign direct investment and industrial restructuring in Thailand. Nomura Research Institute and Institute of Southeast Asia. *The new wave of foreign direct investment in Asia* (160-173). Bangkok: NRI.

Universiti Utara Malaysia

Wong, P.L.K., & Ellis, P. (2002). Social ties and partner identification in Sino-Hong Kong international joint ventures. *Journal of International Business Studies*, 33(2), 267–289.

Wong, Y.Y., Maher, T.E., & Luk, S.T.K. (2002). The hesitant transfer of strategic management knowledge to international joint ventures in China: greater willingness seems likely in the future. *Management Research News*, 25(1), 1-15.

Woodcock, P.C., Beamish, P.W. & Makino, S. (1994). Ownership-based entry mode strategies and international performance. *Journal of International Business Studies*, 25(2), 253-273.

Woodside, A.G., & Pitts, R.E. (1996). *Creating and managing international joint ventures* (1st ed.). Library of congress cataloging in publication data: United States of America.

World Bank (2013). Thailand economic monitor, 11 Febury 2014. This report was prepared by Kirida Bhaopichitr (Principal author) and Chalunthorn Thitisakmongkol. Valuable comments were provided by Urich Zachau and Mathew Verghis. Revised on 13 December, 2014. from <http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2014/03/11>

World Bank, (2013). East Asia and Pacific economic update 2011, Vol.2. Revised on 9 October 2012. From http://siteresources.worldbank.org/INTEAPHALFYEARLYUPDATE/Resources/550192-1321905171994/eap_update_nov2011_thailand.pdf

World Bank, (2012). Revised on 8 October 2012. From <http://www.doingbusiness.org/rankings>.

Wright, M., Filatotchev, I., Hoskisson, R. E., & Peng, M. W. (2005). Strategy research in emerging economies: Challenging the conventional wisdom. *Journal of Management Studies*, 42(1), 1-33.

Wright, P. M., McCormick, B., Sherman, W. S., & McMahan, G. C. (1999). The role of human resource practice in petro-chemical refinery performance. *International Journal of Human Resource Management*, 10(4), 551-571.

Wu, W. L., & Lee, Y. C. (2012). Absorptive capacity and MNC knowledge transfer: The Organizational Behavior perspective, *International Business & Economic Research Journal*, 11(8), 1-8.

Xu, D., & Shenkar, O. (2002). Institutional distance and the multinational enterprise. *Academy of management Review*, 27(4), 610-68.

Xuan, G. L., & Graf, G. (1996). *Key issues in the creation of international joint ventures with China*. In *Creating and managing international joint ventures*. A. G. Woodside & R. E. Pitts. (Eds.) Connecticut: Quorum Books.

Yamin, M. (2010). Cultural distance and the pattern of equity ownership structure in international joint ventures. *International Business Review*, 19(5), 457-467.

Yamin, M., & Golesorkhi, S. (2010). Cultural distance and the pattern of equity ownership structure in international joint ventures. *International Business Review*, 19(2010), 457-467.

Yan, A., & Gray, B. (1994). Bargaining power, management control, and performance in United States-China joint ventures: A comparative case study. *Academy of Management Journal*, 33, 1478-1517.

Yan, A., & Gray, B. (2001). Antecedents and effect of parent control in international joint ventures. *Journal of Management Studies*, 38(3), 393-416.

Yao, Z., Yang, Z., Fisher, G. J., Ma, C., & Fang, E. (2013). Knowledge complementarity, knowledge absorption effectiveness, and new product performance: The exploration of international joint ventures in China. *International Business Review* 22(2013) 216-227.

Yeheskel, O., Newbury, W., & Zeira, Y. (2004). Significant Differences in the Pre- and Post-Incorporation Stages of Equity International Joint Ventures (IJVs) and

International Acquisitions (IAs), and their Impact on Effectiveness. *International Business Review*, 13, 613-636.

Yli-Renko, H., Autio, E., & Sapienza, H. J. (2001). Social capital, knowledge acquisition, and knowledge exploitation in young technology-based firms. *Strategic Management Journal*, 22, 587–613.

Young, S., Hamill, J., Wheeler, C., & Davies, J. R. (1989). *International market entry and development: Strategies and management*, Harvester-Wheatsheaf, Englewood Cliffs, NJ: Prentics-Hall, Hemel Hempstead.

Yu, C. M. (1990). The experience effect and foreign direct investment. *Weltwirtschaftliches Archiv*, 126(3), 560-579.

Yue, C. S., Freeman, N., Bijit, B., & Urata, S. (1999). East Asia and Options for WTO 2000 Negotiations on Investment. Paper presented at the World Bank-PECC Trade Policy Forum Conference on East Asia and Options for WTO 2000 Negotiations. Manila July.

Zack, H. (1999). Managing codified knowledge. *Sloan Management Review*, 40(4), 45–58.

Zahra, S. A. & George, G. (2002). Absorptive capacity: a review, reconceptualization, and extension. *Academy of Management Review*, 27(2), 185-203.

Zedeck, S. (1971). Problems with the use of "moderator" variables. *Psychological Bulletin*, 76(4), 295-310.

Universiti Utara Malaysia

Zeria, Y., Newburry, W., & Yeheskel, O. (1997). Factors affecting the effectiveness of equity international joint ventures (EIJVs) in Hungary. *Management International Review* 37(3), 259-279.

Zeira, Y., & Shenkar, O. (1990). Interactive and Specific Parent Characteristics: Implications for Management and Human Resources in International Joint Ventures. *Management International Review*, 30(Special Issue 1990), 7-22.

Zeng, M., & Hennart, J. F. (2002). *From Learning Races to Cooperative Specialization: Towards a New Framework for Alliance Management*, in F.J. Contractor and P. Lorange (eds.) Cooperative Strategies and Alliances, Elsevier Science: Amsterdam, 189–210.

Zhan, W., & Luo, Y. (2008). Performance implications of capability exploitation and upgrading in international joint ventures. *Management International Review*, 48(2), 227-253.

Zhao, H., Luo, Y., & Suh, T. (2004). Transaction cost determinants and ownership-based entry mode choice: a meta-analytical review. *Journal of International Business Studies*, 35, 524–544.

Zheng, X., & Larimo, J. (2010). Identifying key success factors for international joint ventures in China: A foreign parent perspective from finish firms. 6th International Scientific conference, Business and Management, Vilnius, 294-301.

Zheng, X., & Larimo, J. (2014). Identifying key success factors for international joint venture in Chaina: A foreign parent perspective from Finnish firm. *E+M Ekonomie a Management*, 17(2), 106-119.

Zikmund, W. (2003). *Essentials of Marketing Research*, USA: Thomson South-Western. Daniel Newton, 29 Oct 2004 (EST).

Zollo, M., J. J. Reuer, J. J., & Singh, H. (2002). Interorganizational Routines and Performance in Strategic Alliances. *Organization Science*, 13(6), 701-713.

