

Cultural Distance and Cross Border Strategic Alliances



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GRIN Verlag. Paperback. Condition: New. 44 pages. Dimensions: 8.3in. x 5.8in. x 0.1in. Masters Thesis from the year 2013 in the subject Business economics - Business Management, Corporate Governance, University of Bedfordshire, course: MSc International Business and Management, language: English, abstract: In the environment of Global Markets, the concept of International Joint Ventures (IJV) is appearing as a common phenomenon and there are huge number of corporation who are successful in experiencing considerable growth and expansion through this strategic form of alliances. This report is made in accordance with context of cultural differences in an approach to investigate the phenomenon that to measure the degree of influence of cultural differences on the performance of International Joint Venture (IJV) at both context (National Level Culture and Organisational Level Culture). Culpan (2002) described International Joint Venture as a process which involves the inclusion of two or more companies from different countries who come together on the single platform with the intention of contributing each other resources and capabilities in creating a separate Business Unit. The process involved in this strategic alliance can be evaluated and analysed through various ways but the best approach is Culpan (2002) approach, this approach viewed each stage from the context of decision making involved in it. From the perspective of this appropriate approach the process of International Joint Venture (IJV) is made up of four different phases (Initial, Formation, Operation and Outcome). The Joint Venture named Alcatel-TCL was also made with the intention of becoming Global Leader in the mobile handset manufacturing. The focus was more on the two aspects (Design and Technology). Moreover, the secondary focus was on the integration of four components (Development Targets, Management System, and Operational Decisions and Staff Treatment). But, after 8 months (17-May-2005) the Joint Ventured was dissolved and both companies had...

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