

**INTERNATIONAL JOINT VENTURE (IJV) DIRECTORS'
CONTRIBUTION TO BOARD EFFECTIVENESS:
LEARNING FROM PRACTICE**

Jelena Petrovic

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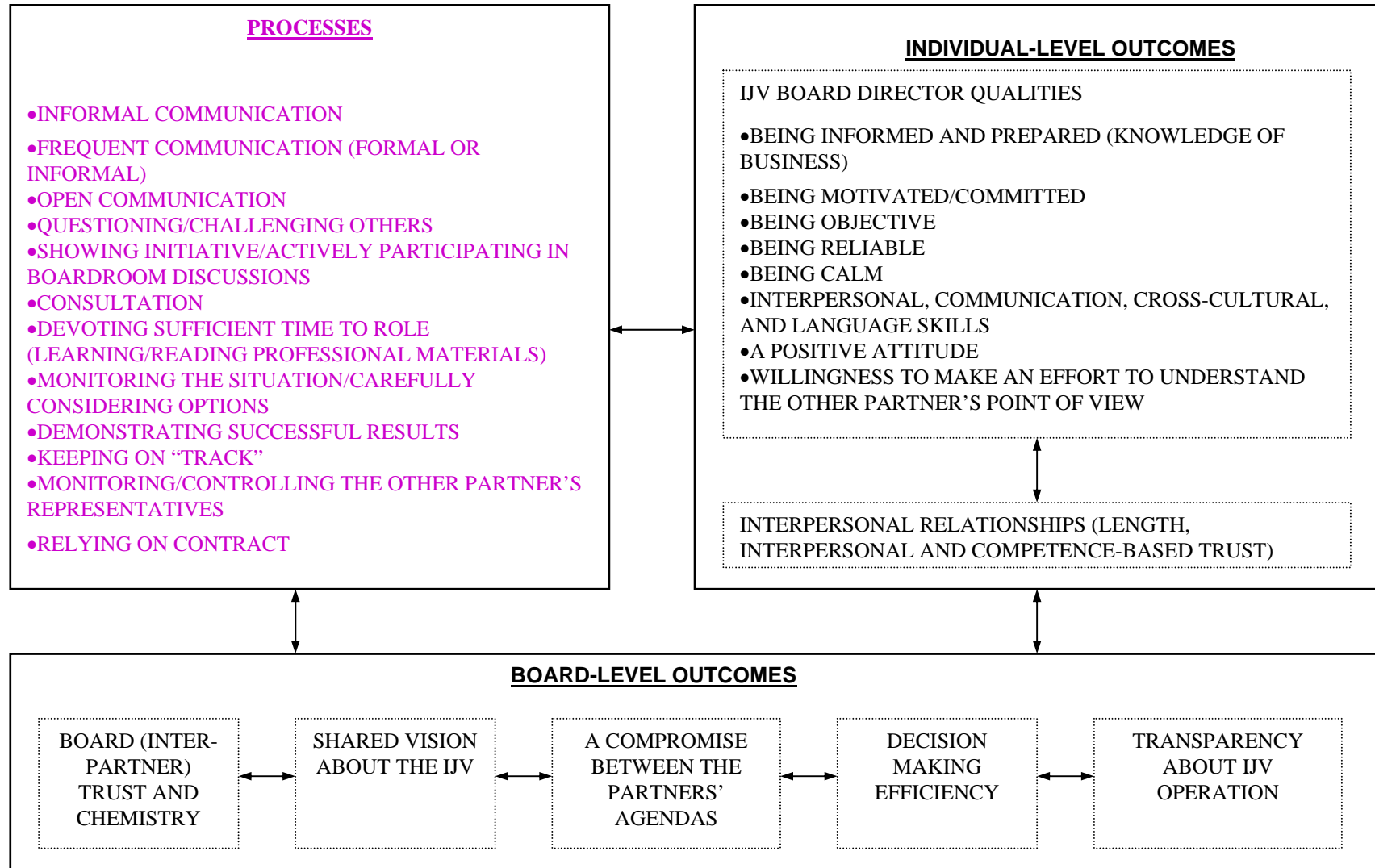
Research rationale

- IJV board directors important in practice but neglected in research: little is known about the nature of IJV board director behaviour and their contribution to IJV board effectiveness
- IJV literature tends to describe “resulting” behaviours, without explaining how and why these behaviours occurred (e.g., it is suggested that IJV directors balance different partners’ agendas but not how they do it)
- CG literature: lack of empirical evidence about processes important for board effectiveness.

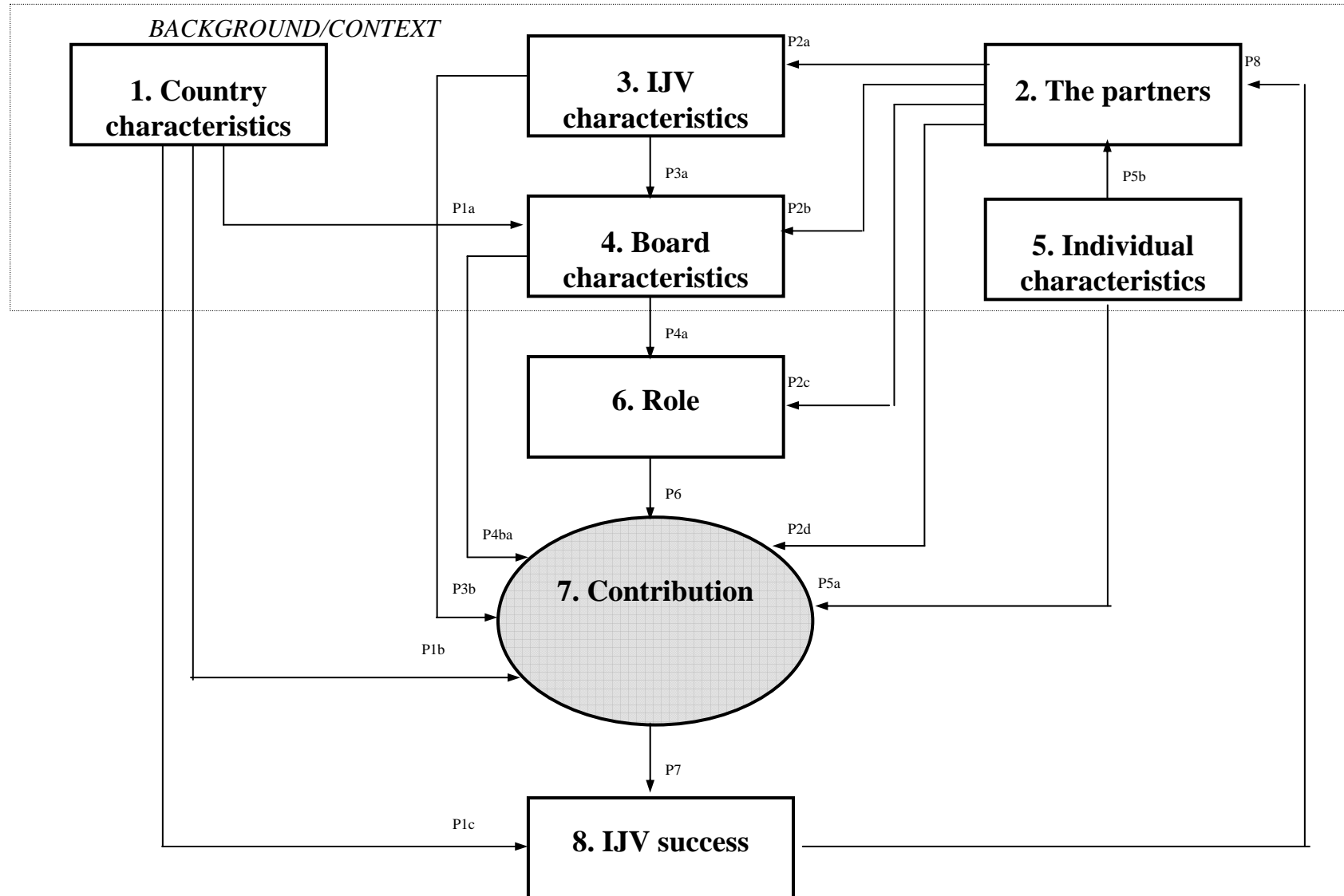
Research design

- **Research question:** How do directors of IJV boards contribute to board effectiveness whilst balancing the multiplicity of different IJV partners' agendas?
- The study focused on processes as opposed to resulting behaviours only
- Theoretical framework: Role theory
- Methodology: 13 exploratory case studies conducted in three Serbian-foreign joint ventures

How do directors of IJV boards contribute to board effectiveness?



Influences on IJV board director contribution



Learning from practice

- Empirical evidence of IJV board director contribution - opening a “black box” of research.
- Role and contribution seen as different concepts.
- IJV board directors clear about their role and interests they pursue.
- Impact of CG system and IJV factors (e.g., negotiations and partner selection) on IJV board director role and contribution.
- Importance of both structure (external context) and processes (internal context) for board effectiveness.
- IJV board directors behaving as a TMT: CG directly linked to firm performance.
- Measures of board effectiveness: individual, group and organisation-level.