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## Editorial

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**Biographical notes:** Satyendra Singh is the Director of the Centre for Emerging Markets, and Professor of Marketing and International Business in the Faculty of Business and Economics at the University of Winnipeg, Canada. His research interests lie in the area of emerging markets with particular emphasis on Africa and Asia. He has published in journals such as *Thunderbird International Business Review*, *Industrial Marketing Management*, *Journal of Services Marketing*, *Services Industries Journal*, among others, and presented papers at international conferences such as *American Marketing Association*, *British Academy of Management*, *European Marketing Academy*, among others. He is the author of *Market Orientation, Corporate Culture and Business Performance* (Ashgate, UK 2004), and *Business Practices in Emerging and Re-emerging Markets* (Palgrave, USA 2008). He has also edited a book entitled *Handbook of Business Practices and Growth in Emerging Markets* (World Scientific, Singapore, 2009).

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This issue contains five interesting papers from four emerging markets namely China, India, Russia and Nigeria. In the Chinese capital market, Sufian examines the impact of risk on banks' Total Factor Productivity Change (TFPCH) by employing the Malmquist Productivity Index method and by including risk factor as a non-discretionary input variable. The empirical findings suggest that the State Owned, Joint Stock and City Commercial Banks have exhibited lower TFPCH levels with the inclusion of risk factor, and that while the Joint Stock and City Commercial Banks have exhibited lower TFPCH due to Technical Change (TECHCH), the State Owned Commercial Banks have exhibited lower TFPCH due to Efficiency Change (EFFCH), and that the inclusion of risk factor has resulted in a higher Joint Stock Commercial Banks' EFFCH levels.

The surge of China's outward foreign direct investment in recent years has led to a strong research interest in the internationalisation of Chinese Multinational Enterprises (MNEs). A review of the literature reveals that the mainstream internationalisation theories need to be extended to the Chinese context. The paper by Ge and Ding fills this gap in literature by identifying determinants of internationalisation strategies of Chinese MNEs. The authors conclude that the internationalisation strategies of Chinese firms have neither followed the conventional mode nor have been determined by the psychic distance; however, factors such as the institutional environment and inward foreign direct

investment are found to be significant in the internationalisation strategies of Chinese MNEs.

Deciding a correct business location is also a strategy. In Indian context, using a Decision Support System (DSS) application in Retail Store Location Model, Hemalatha, Sridevi and Sivakumar develop a DSS framework to evaluate the critical factors (i.e., labour cost, rent, availability of skilled labour, population, economic base, legal base and competition) that influence the selection of retail store location and reduce uncertainty in location decisions. Given store location contributes to success or failure of a retail business, the authors present a structured framework with subjective and objective factors for guiding the retailers in making the decision on a store location for a supermarket.

Moving from supermarket to software superstore, Kyrki and Torkkeli evaluate the compatibility of Russian offshore software development providers with their foreign customers. The authors illustrate the potential of the Russian industry through the description of the business practices and the models of four offshore software companies; and, focus on the resources and capabilities of Russian companies; and, provide a deeper understanding of software offshoring with Russian companies, particularly with regard to the resources and capabilities they provide to the clients.

The final paper by Omotosho explains issues relating to privatisation and its impact on workers in Nigeria. Privatisation has generated reactions from the general populace for and against this development. For instance, the working population has shown their fear by protesting against privatisation based on the fact that they stand the risk of being laid off. The author argues that unemployment – though a problem for the workers – may not be the major challenge of privatisation. Rather, attention should be focused on hidden but significant problems bedevilling this development, which affects both the workers and the general populace. In the end, the author offers suggestions for the likely problems in privatisation and solutions that can make the programme more successful for the workers and the entire public.