

INDEX

- Aharoni, Yair, 24 n.16, 25 n.18, 77, 104 n.29, 140
- Akron, Ohio, 113
- Alternative associates, 55–58, 157–158, 176–177, 178–179
- Anchor variables, 157–172
- Application of model, 158–159, 172
- Approval, government, 179, 206
- Arms and ammunition, 21
- Associated Electrical Industries (A.E.I.), 8, 95
- Associates
- attitudes toward. *See also* Attitudes toward associates
 - electrical industry, 107–108
 - fellow nationals, 139, 153
 - host government, 137, 138, 177–178
 - local private, 138–139, 153
 - nature of business, 106–107
 - nonparticipating, 137
 - oil industry, 107–110
 - other foreign, 138
 - South India, 179
 - tobacco and food, 107, 112–113
 - classification of, 106
 - effectiveness of, 61–64, 126–129. *See also* Effectiveness of associates
 - independence of JVs, 127–128
 - measures of, 127–128
 - success of JVs, 126–128
 - type, nature of industry, 127–128
 - fellow nationals, 106–108, 113
 - host government, 106–109
 - importance of, 47, 61–64
 - classification of, 129
 - in India, Pakistan, less developed countries, 130–131
 - by industry, 129–132
 - perceived, 129–132
 - incompatibility, absence of, 55
 - India, Pakistan, availability of, 55
 - local investors, 106–109, 113
 - local private, 106–107, 110, 112
 - other foreign, 106–109
 - positive contributions of, 58
 - prior knowledge of, 53–55
 - selection of, 43–68, 113–116. *See also* Selection of associates
 - criteria, 45
 - favorable past association, 57–61, 63–64, 115–116
 - forced choice, 62–63
 - by industry, business, 113–118
 - need for facilities, resources, 61–64, 110–114
 - vetting, 54
- Association with domestic capital interests, 2
- Assumptions, 184–187
- linkage effects, 158
 - sample of firms, 12–19
- Attitudes
- toward associates, 69, 105–113, 136–138, 157
 - attitude score, calculation of, 202–203
 - contribution to JVs, 153–157, 175
 - freedom of choice, 110
 - importance of associates, 148–151
 - need for local resources, 110
 - risk, uncertainty, 107–108, 181–182
 - toward control, 157, 175
 - achievement of control, 141–153

- Attitudes (*continued*)
 definition of, 136
 independence of JVs, 141-146, 153-154
 profitability, 146-148, 154, 175
 readiness to reinvest in other JVs, 151-153
 size, 139
 type of associate, 137-140, 181-182
 U.K. and German firms, 135
 Aubrey, H. G., 4
 Auditing capacity, host governments, 174
 Automobile Products of India Ltd., The, 115 n.44
 Ayub regime, 21, 30
- Balance of payments, effects of overseas investment, 4
 Baranson, Jack, 3, 41 n.39, 40
 product modification, Indian market, 3
 Barna, Tibor, 102 n.27
 Basi, Raghbir S., 104 n.28
 Bayesian analysis, 159, 172
 Behrman, J. H., 135 n.1
 Bilateral monopoly, 6-7, 36-42, 126, 146, 182-183
 choice of operation, 39
 conditions for, 39
 cycle of, 6
 economic imperialism, 40-41
 nature of project, 40-41, 95
 nonzero sum game, 37-38
 size of project, 39-40
 Bivens, K. K., 10 n.24, 96n, 107 n.30, 125 n.7, 153 n.26
 Blackmer, L. M., 23 n.11
 Blalock, H. M., 187 n.3
 Bombay, 124
 Borrmann, W. A., 39 n
 Britain, benefits of overseas investment, 4
 British companies
 classification of top, 13, 200
 familiarity with associates, 177
 readiness to invest, 151-153
 British Government, overseas investment control, 33
 British stake, Indian subsample, calculation of, 199
 Burma, 11
 Burmah-Shell Ltd., 8, 108
- Calcutta, characteristics of, 123, 124, 179
 Caltex, 99
 Capital
 appreciation of overseas, 4
 employed, as measure of size, 33
 Ceramic industry, British, 113
 Ceylon, 11
 Chemicals industry
 attitudes to JVs, 132-133
 control of JVs, 96, 99, 100-102, 140
 effectiveness, importance of associates, 127-131
 independence of JVs, 121-122, 124-125
 marketing, 112 n.39
 resources, facilities sought, 115
 responsibility for J.V. decision, 103-104
 selection of associates, 114-118, 148-150
 Chettys (Chettiairs), 123
 Chi-square test, 156-172
 Chronological sequence, decisions, 180
 Cochran, W. G., 187 n.2
 Cognitive dissonance, reduction of, 148
 Communities, Indian business, 123, 178. *See also* India
 Comparative advantage
 basis for free trade, 1
 distortion of, 7
 Conclusions of study, 173, 180-183
 Congress, Indian, 20
 Consistency in responses, 17-18
 Conspicuous production, 2
 Contact, associates, origin, 46
 Contribution of associates, 141-142, 153-154, 175-176, 178-179, 182
 Control
 achievement of objectives, 175
 centralized, of economy, 23

Control (*continued*)

- contribution to JVs, 141–142, 153–154, 175
- definition of, 140
- Indian business communities, 178–179
- influence, power, convenience, 136
- of JVs, 74–75
 - debt: equity ratio, 100
 - effective, majority, 97, 97 n.15, 99–100
 - effect of host government policy, 95, 101
 - global integration, 97
 - by industry, nature of business, 95–102
 - perceived, 102
 - profitability, 146–148, 175
 - quality, engineering, 143
 - structure of JVs, 141–146
 - technical leverage, 136, 175–176
 - and uncertainty, 140, 181
- Control sample, 186
- Copper companies, enclaves, 37
- Countervailing power
 - host government, 15, 137, 153, 175, 183
 - local associates, 136–137
- Crompton Parkinson (U. K.), 8
- Cross-cultural differences, 10
- Cummins Engine Company, 3, 41

Data Text System, 186–188

Debt: equity ratio, 100 n, 173–174

Decision

- criteria, 69
- to invest, 45, 156, 180
 - exogenous determination, 182
- major, three, 155–156, 180
- to select associate, 156–157, 180. *See also* Selection of associates
- subjectivity/objectivity, 181, 182
- Decision maker, 58–61
- Decision sequence, 180
- Decision tree analysis, 159, 172
- Developed countries, firms' readiness to invest, 151–153

Development, national, matrices, 10

Development levels

- developing as a classification, 10 n.24
- in India, Pakistan, 177
- significance of managerial skills, 178–179
- technological, 179

Diagrammatic models

- attitudes toward control, 164–165
- joint venture decision, 166–167
- nature of business, 160–161
- parent profitability, 170–171
- parent size, 162–163
- selection of associate, 168–169

Directory of collaborations in India, 12

Discrimination, involuntary in policing of JVs, 174

Disengagement, 174

Diversification, geographical, 25

Dominance

- foreign parent in JV, 138
- perceived, 175
- significance, local visibility, 174

Driving force, 58–61

Economic imperialism, 183

Effective control, 97 n.15, 136, 141–146, 153–154, 175. *See also* Control

Effectiveness of associates, 148–

- 151, 154, 157, 179–180
- attitudes toward control, 148
- effectiveness score, calculation, 205

Electrical industry, 150, 153, 179

- attitudes to associates, 107–108
- attitudes toward JVs, 133
- importance, effectiveness of associates, 127–130
- independence of JVs, 121, 126
- marketing, 112 n.39
- selection of associates, 114, 116–117

Electric Lamp Manufacturers India, Ltd., 8

Elites, 23

- Enclaves
 export-oriented industrial, 37
 foreign-owned extractive, 23
- Energy, atomic, 21
- Engineering industry
 attitudes toward JVs, 133, 179
 control of JVs, 96-98
 independence of JVs, 120-121, 126
 selection of associates, 114-118
- English Electric Company, 95, 141
- Environment
 significance for return-on-investment criteria, 174-175
 of study, 155, 172
- Equity
 definition of, 135 n.3
 local participation, India, Pakistan, 14-15, 21
- Esso, 99
- Europe, 126
- Evaluation criteria, 53, 86, 157-158, 174-175
- Exports, foreign-exchange-earning potential, 22
- Extrapolation, JV process model, 154, 155, 173
- Familiar individuals, 48, 55, 57-59, 180-181
- Familiarity, environment, 177, 179-181
- Farmer, R. N., 135 n.1
- Fayerweather, John, investment in LDCs, profitability, 3
- Festinger, Leon, 128 n.14
- Fforde, J. S., 1, 13, 23 n.13
- Fifty-fifty JVs, dangers, 176
- Financial institutions, 174
- Folklore, foreign investment, 177
- Food and tobacco industry. *See* Tobacco and food industries
- Forecasting difficulties, return on investment, environmental uncertainty, 174-175
- Foreign, definition of, 10 n.23
- Foreign branches, 175
- Foreign control
 day-to-day, mixed ventures, 177-178
 effectiveness, reactions, 175
 profitability, 146-148
- Foreign exchange
 Indian crisis, 31
 problems, effect on entry conditions, 21
- Foreign investors, host government relations
 joint acceptance, 24
 mutual suspicion, 23
 sophisticated integration, 24
 stages in development of LDC environments, 22
 unilateral antagonism, 22
- Foreign parent
 choice of partners, 177
 significance of, 174
- Friedmann, W. G., 6, 8 n, 10 n.24, 29, 101, 102, 135 n.1, 135 n.2
- Gearing of JVs, 173-174
- General Electric Co. (G.E.C.), 8
- Gokhale, institute of politics/economics, 123 n
- Goodman, L. A., 188 n.4
- Government
 host, incentives, 25. *See also* Host government
 local, countervailing power, 15, 137, 153, 175, 183
- Grafting, management skills, 178
- Growth of JVs, 101, 176
- Hagen, E. E., 23 n.11
- Harbison, F., Human Resource Development Index, 10 n.25
- Hartley, E. L., 128 n.13
- Hazari, R. K., 123 n
- Hindustan Aluminium, 28
- Hindustan Machine Tools, 126
- Hirsch, Seev, product life cycle, 92 n.2, 93 n.4
- Hirschman, A. O., 4, 101 n.22
- Host government
 allocation of resources, 50
 associates, 137-138, 177-178
 auditing capacity, 174
 control of prices, returns, 174
 interference, 137, 139, 153, 177-178

- Host government (*continued*)
 monopsonistic pressures, 182
 philosophies, policies, India, Pakistan, 50
- Hymer, Stephen, 6-7, 20 n.20, 33, 37 n, 95 n.11
- Identity, local, 180
- Implications of findings
 general conclusions, 180-183
 importance of associates, 148-151, 154, 157, 179, 180.
See also Effectiveness of associates
 for investors and managers, 173-178
 peculiar to India/Pakistan, 178-179
- Import substitution, 2, 22
- Independence
 financial, 119-121
 by industry, nature of business, 120-126
 measures, 119-121
 operational, policy areas, 119-121
 structural, 140-146
 of joint ventures, 119-126, 153-154
 contribution of associates, 122, 125
 dependence scores, calculation, 204
 national, India and Pakistan, 20, 30-32
- Index, Human Resource Development, 10 n.24
- India
 British JVs in, value of, 11, 15-16
 redesign of products for, 3
 regulation of managing agencies, 178-179
 return on investment, control of, 3
 similarity to Pakistan, 11
 special relationships, conditions, 53, 157, 172, 177, 181
 tariffs and quotas, 2
 technological development, 179
- Indian Company (Amendment) Act (1960), 76
- Indian Government, 8, 12, 41
 attitudes toward control, 137, 138
 calculated cost of foreign investment, 2
Industrial Policy Resolution (1948), 20
 legislation for JVs, 180
 list of industries for foreign investment, 206
 policy, 50
- Indian market, product modification for, 3
- Indo-Pakistan conflict (1965), 98-99
- Initiation, projects, 180
- Insurance, 22
- Interlocking directorships, 51-52
- International Business Machines (I.B.M.), 22, 95
- Interviewing, 184-185
- Investment
 control on returns in India, 3
 foreign
 economic imperialism, 20, 22
 in India, calculations, 200
 in India, direct, portfolio, 14
 India, Pakistan relative merits, 11
 matching increases, local partners, 101
 motivations, 24-26
 in Pakistan, calculations, 201
 permitted industries, India, 206
 private development implications, 2, 49-50
 regulation by host governments, 9
 responsibility for promotion, decision, 58
 trends in attitudes, India, Pakistan, 20-24
 overseas economic advantages, political effects, U.K. legislation, 4-5
 strategies
 compatibility of host government partners, 177
 electrical companies, 153

- Investment (*continued*)
 exogenous determination, 105, 182
 readiness of firms to invest in other JVs, 151–154
 significance of project size, 174
 Iran, British JVs in, 11
- Jinnah, Mohammed Ali, 20
- Joint venture arrangement, reasons for, 25–30
 identity, resources, entry, development, 28–29, 32
 pressure of host government, 27, 31, 32
 spreading risk, 27, 29, 32, 33
- Joint venture business, definition of, 93
- Joint venture decision, 156–158, 180, 181
 choice of associates, 20, 34–36, 113–116
 promotion, 45
 reason for choosing JV form, 25–30, 43
 reason for going into JVs, India, Pakistan, 20, 43–45
 responsibility for, 58, 102–105
 subjective preferences, 25, 30
- Joint venture process, framework of model, 155–172
- Joint ventures
 assessment of associates, 119
 association with bilateral monopoly, 6–7
 assumptions about sample, study, 12–19
 attitudes toward associates, 105–113
 attitudes toward control, 135–154
 bridging mechanism, national interests, 183
 British, in India/Pakistan, 12–17
 value of, 14–16
 control, foreign parent, 95
 control of, public interest, 21–22
 criteria for association, 9
 definition and types, 8, 43, 69
 evaluation of performance, 9, 157–158, 174–175
 fifty-fifty JVs, 102, 124–125, 176
 foreign exchange, economic nationalism, 32
 historical classification, India/Pakistan, 30–33
 independence, 119–126
 objections to, 134
 readiness to invest again in JVs, 119, 132–133, 151–153
 setting up a model, 9
 size and implications, 33–34, 174
 strategies, 153–154
 structure, 119
 success of, 119
 trends in development, advantages, disadvantages, 5–7
- Joshi, L. A., 123 n
- Kahn, R. L., 136 n.4
 Kaiser Industries, 28
 Kalmanoff, G., 6, 8 n, 10 n, 23, 24, 29 n, 101, 122, 135 n.1, 135 n.2
 Karachi, 99
 Katz, D., 136 n.4
 Kendall, M., 188 n.5
 Khan, President Ayub, 11, 32 n
 Khan, President Yahya, 32 n
 Kidron, Michael, 14, 21, 22, 30, 41, 74, 75, 93 n.6, 110, 126 n.9, 135 n.1, 137 n.7, 143
 Kindleberger, C. P., 2, 4, 37, 38 n, 93 n.3
 Kruskal, W. H., 188 n.4
 Kust, M. J., 2, 3 n, 20, 22, 95 n.12, 111 n.36, 135 n.1, 136, 137, 141 n.13
 Kuznets, S., product life cycle, 92 n.2
- Labor
 conditions of employment, costs, 25, 123–124
 militancy in India, 123
 regional variations, 179
- Lerner, D., 23 n.11

- Less-developed, as a classification, 10 n.24
- Less-developed countries
 firms' readiness to invest, 151–153
 model's relevance, 173
 potential associates, 177
- Leverage
 financial, 175
 technical, 136, 175, 176
- Levin, J. V., 23 n.12, 37 n.34
- Lewin, Kurt, 68 n.39, 128 n.13
- Licenses, and investment motivation, 25, 54
- Limits of model, 155, 157, 172, 173
- Linkages, 158–172
 attitudes toward control, 164–165
 definition of, 158
 joint venture decision, 166–167
 nature of business, 160–161
 parent profitability, 170–171
 parent size, 162–163
 selection of associate, 168–169
- Loans
 foreign exchange, funding development, 1
 JV gearing, 173–174
- Local, definition of, 10 n.23
- Local growth of operations, 49
- Localization, personnel, 50, 178
- Local management, 49–53, 178–179
- Location, variations, 179
- Lovell, E. B., 10 n.24, 96 n, 107 n.30, 125 n.7, 153 n.26
- Madras, desirability, 123–124, 179**
- Magee, J. F., 159**
- Majority control, 136, 153, 175.**
 See also Control
- Malenbaum, Wilfred, 7, 9 n**
- Managerial skills, transfer of, 49**
- Managing agencies**
 advantages as partners, 53, 178–179
 defensive strategies, 51–52
 source of local management, 51
- March, J. G., 24 n.17**
- Market considerations
 motivation to invest, 25, 156, 180
 underdeveloped, potential, 1
- Martyn, Howe, 111 n.38
- Materials, raw, investment motivation, 25
- Metals industry
 independence of JVs, 121–122, 124, 126
 selection of associates, 114, 116–118
- Methodology, survey, 184–188
 interviews, questionnaires, 18
- Millikan, M. F., 1, 23 n.11
- Minority position, 177
 advantages for foreign investor, 176
- Mixed ventures, 139, 153, 177–178
- Models
 attitudes toward control, 164–165
 construction, 9
 framework of JV process model, 155–172
 joint venture decision, 166–167
 nature of business, 160–161
 parent profitability, 170–171
 parent size, 162–163
 power of model, 157, 172, 187
 selection of associate, 168–169
- Monopoly, bilateral. *See* Bilateral monopoly
- Motives for joint ventures, 43–45
- Mukerjee, Dilip, 24 n.15
- Myers, C. A., 10 n.24
- Myint, H., 10 n.24
- National interest, 122
 host government partners, 177
- Nations, developing, foreign exchange problems of, 1
- Nature of business, 92–134, 156, 158
 attitudes toward control, 140
 bilateral monopoly, 95
 classification, 69, 93–94, 116
 correlation, parent and JV, 93–94
 selection of associate, 114

- Need for resources, facilities, 180
 importance, effectiveness of associates, 62, 64
 profitability, 64
 selection of associates, 61
- Nehru, Jawaharlal, 20
- Newcomb, T. M., 128 n.13
- N.I.C.B. studies, 74-75
 1966, 152-153
- Normal channels, decision, 59
- Nurkse, Ragnar, 23 n.13, 37 n.34
- Objectives, foreign firms, 174-176
- Objectivity, decision-making, 181
- Oil companies, enclaves, 37
- Oil India Ltd., 8
- Oil industry
 attitudes toward associates, 107-110
 bilateral monopoly, 183
 control of JVs, 96-98, 140, 153
 decision procedures, responsibility, 61, 103-104
 importance of associates, 129-132, 179
 independence of JVs, 121-122, 126
 marketing, 112, 112 n.39
 oligopoly, international, 126
 scale of investments, 113
 selection of associates, 113-114, 116-118, 150
 strategic significance, 113
 transfer pricing, 126
- Oil refining, 21
- Oligopoly, international, and oil industry, 126
- Ownership share, 136, 137
 attainable, 137, 141, 146
 and control, 136, 141-146
 desirability of 100%, 43
 minority/50-50, 176
 structural independence, 141-146
 visibility, dominance, 175
- Pakistan
 British JVs in, 11
 foreign investment, 201
 quotas, 2
 similarity to India, 11
 special relationships, conditions, 157, 172, 177, 181
- Pakistan Government, 112 n.41
Industrial Policy Statement (1948), 20
Industrial Policy Statement (1958), 21
- Pakistan Refinery Ltd. (PRL), 99
- Papanek, G. F., 12, 16, 21
 profits in Pakistan, 12
- Parent business, definition of, 93
- Parent size relative to JV, 33. *See also* Size
- Partition of India and Pakistan, 12, 21, 31, 109
- Partners. *See also* Associates
 matching of new investment by local, 101. *See also* Investments, foreign
- Past association
 profitability, 180
 selection of associates, 181
- Patents and investment motivation, 25
- Perkins diesel, 41
- Philips (Netherlands), 8
- Plantations, 22
- Political agitation, 179
- Powell, H. A. R., 41 n.41
- Predictive capabilities, model, 158-159, 172
- Prenegotiation, potential conflict areas, 176
- Price controls, variability, 174, 177
- Prior knowledge, associates of, 53-55. *See also* Past association
- Probabilities, derived, 159, 172
- Product life cycle, 92-93
- Product modification, for Indian market, reliability, 3
- Profitability, 153-154, 156-158
 absolute level required, 66
 contribution of associates, 176, 180
 and control, 146-148
 determinants, 147-148, 174
 favorable past association, 64
 joint ventures, compared with subsidiaries, 66, 175

- Profitability (*continued*)
 parents, parent size, 69, 81–83, 86–91
 selection of associates, 64–66
 variability, 174–175
- Profits, monopolistic in Pakistan, 11–12
- Project significance, 173–174
- Promotion, projects, 180–181
- Quality control, 143
- Questionnaire, 14, 184–187
- Questionnaire form, 189–198
- Ranking associates, 137–141, 157
 calculation of ranking score, 139 n.10
- Rational decision making, 59
- Readiness to reinvest in other JVs, 151–153, 157, 183
 significance of experience, 177
- Reasons for going into JV, 20–41, 74–78. *See also* Joint venture decision
 forced choice, 76
- Reddaway, W. B., 4, 175, 111 n.38
- Regional variations, 179
- Reinvestment, 176
 for growth, 101
- Relative bargaining power, 182–183. *See also* Bilateral monopoly
- Research, suggestions for further, 173, 207–208
- Research methodology, 184–188
- Research strategy, 155–159, 172
- Resources, facilities, need for, 43, 57. *See also* Need for resources, facilities
 by host country, 49
 no alternative associates, 57
- Respondents
 anonymity of, 18
 composition of, 17
- Responsibility for decision, 102–105, 157, 180–181
 chemical industry, 103–104
 driving force, decision maker, 58–61
 by groups, special interest, 102–103
 by individuals, 102–103
 initiating, promotion, approval, 58
 managerial level, 104
 nature of business, 102–103
 oil industry, 103–104
 past association, 58–61
 selection of associates, 58–61
 vehicle industry, 103–105
- Reserve Bank of India, foreign investment in India, 15
- Reserve Bank of India Bulletin*, 14
- Restrictions, host country, 43. *See also* Host government
- Return on investment, validity, 174–175
 comparison JVs/subsidiaries, 175
- Revenue Act, U.S., 1963, 4
- Risk
 assessment, reliability of information, 4
 effect of local knowledge, 30
 minimizing, selection of associates, 35
 selection of associates, 107–108
 significance of environment, 3
 spreading via joint operation, 27, 29, 181
- Robinson, H. J., 28
- Robinson, R. D., 3, 5, 8 n, 102, 108 n.32, 109 n.33, 125 n.8, 137 n.6, 139 n.9
 mutual advantage of overseas investment, 5
- Rosenstein-Rodan, P. N., 23 n.11
- Rostow, W. W., 1, 23 n.11, 24 n.14
- Rubber industry, U.S., in India, 100 n.1, 113
- Sample, 155
 assumptions of, 12–19
 limitations of, 10
 significance of, 17
 size of, 157, 172
- Satisfaction, foreign partners, 62
- Scale, economics of, 174, 177
- Schlaifer, R. O., 159

- Secretaries and Treasurers, 178–179
 substitution for managing agencies, 52
- Security of investment, 175
- Selection of associates, 43–65, 156–157, 176
 contribution to JVs, 176, 180
 familiar individuals, 58–59
 favorable past association, 35, 36
 government pressures, discrimination, 34–36
 and JV decision, 20, 34–36
 minimizing risk, 35, 36
 need for resources, 35, 36
 status, 57–59, 63–64
- Sequential analysis, 180
- Shell International Petroleum Co. Ltd., 99 n
- Simon H. A., 24 n.17
- Sino-Indian conflict, 31
- Size, 33–34, 69–91, 156, 158, 174
 assets, sales, classification, 69–70
 attitudes toward control, 139
 critical size of project, 174
 dominance by foreign firm, 71
 gearing of JVs, 70–73, 173
 loans, government and other, 71–73
 prestige, foreign partner, 72
 profitability, 81–83, 148, 174
 selection of associates, 78–81
 significance in bilateral monopoly, 183
- Skilled personnel, local
 availability, India, 51
 employment in JVs, 50
- Skinner, Wickham, technological complexity, 92 n.1
- Socialist philosophies, India and Pakistan, 20
- South India, desirability, 179
- Special relationship
 managing agencies, 178
 oil companies, 179, 180
 U.K. firms/India and Pakistan, 172, 177, 181
- Squeeze between two monopsonists, 182
- Stability, political, India and Pakistan, 24
- Staff, overseas operations, 178
- State Trading Corporations of India Ltd., 115 n.44
- Statistical analysis, 157, 172
- Status, associate, 48, 173–174, 176, 180
 availability of status-worthy local, 57
 importance, effectiveness of associates, 63
 profitability, 64
 selection of associates, 59
- Stoke-on-Trent, 113
- Structure of JVs, 157
 measures, level of independence, 140–146
- Study variables, 19, 156–172, 184
- Subjectivity, decision-making, 25, 30, 181
- Sun Oil Company, 29**
- Switzerland, 126**
- Tariff barriers, 25
- Tata, 101
- Taxes, local
 control of JVs and liability for, 99–100
 effect on employment of expatriates, India, 111
- Technical staff
 benefits of skills to host nation, 49
 competence in Madras area, 178
 shortages, 178
- Technology, 95
 classification, complexity, 125
 classification of firms, 92–93
 complexity of metals firms, 124
 desirability, by industry, 179, 183
 determinant of degree of control, 95
 gearing down to local needs, 41
 measurement of complexity, problems, 92, 116–117
 product life cycle, 92–93
 significance for ownership share, 22
 transfer of, 178
 variability, 92, 179

- Telecommunications, 21
- Textile industry, Indian, 7
- Third Plan, India, 31
- Time, variation in host government pressures, 182
- Time horizons, compatibility, 177
- Tobacco and food industries, 96, 98
 - attitudes toward associates, 107, 112
 - effectiveness of associates, 127–128
 - importance of associates, 129–130
 - independence of JVs, 121, 125–126
 - selection of associates, 114, 116
- Trade
 - free, and comparative advantage, 1
 - host government discrimination, marketing, 112
 - terms of, price-inelastic commodity exports, 1
 - world, future investment opportunities, 1
- Transfer pricing, oil industry, 126
- Transport, government reserved, Pakistan, 21
- Trouble shooting, 178
- Uncertainty
 - attitudes toward control, 140
 - decision making under, 181–182
 - environmental, 3, 30
 - perceived, India and Pakistan, 151, 153, 181
 - preference for type of associate, 57, 140
- Underdeveloped, as a classification, 10 n.24
- U.S. companies
 - perception of associates, 54, 56, 177
 - perception of environment, 181
 - prior knowledge of associates, 53
- Variables used in study, 156–172, 184
- Vehicle accessories industry
 - decision to invest abroad, 105, 133
 - pressures by customers, 182
- Vehicle industry, 44
 - attitudes toward associates, 133
 - competence of associates, 123, 133
 - control of JVs, 95–97, 150
 - independence of JVs, 121–123, 126, 133–134
 - investment criteria, pressure on suppliers, 133, 182
 - responsibility for decision, 59, 103–105
 - selection of associates, 114, 116–118
- Vernon, Raymond, 93 n.4
- Vetting, associates, 54
- Visibility, project significance, 174, 175
- Westernized practices, 179