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**PERFORMANCE AND NETWORK GOVERNANCE
IN INTERNATIONAL JOINT VENTURES:
CASE STUDIES OF THREE CHINA-NEW
ZEALAND JVs**

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**A thesis submitted in fulfilment
of the requirements for the degree of
Doctor of Philosophy in International Business
at
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ABSTRACT

This thesis examines the relationships between performance, evolution and network governance of international joint ventures from a dynamic perspective. This is accomplished with a two-stage examination of case studies on the China-New Zealand joint ventures in China, involving two case studies in the first stage and one case study in the second stage.

The exploratory and narrative research aims to aid theory building in the area of assessment and determination for IJV performance. In an investigation of the case IJVs between the Chinese and New Zealand firms, the study results in the development of three conceptual models of IJV performance and network relationships, namely, the Static Goal Model, the Goal Succession Model, and the Goal Emergence Model. These conceptual models adopt goal attainment as the criterion for assessing IJV performance, and address goal attainment from a dynamic perspective by using a network approach. The theoretical models are illustrated and supported by the empirical evidence from the longitudinal case studies. The conceptual models differ from existing models of IJV performance in a number of important aspects, and thus contribute to theory relating to IJV performance in the following ways.

These models integrate the concepts from the three research areas of performance, governance structure and dynamic evolution into a conceptual framework, addressing IJV performance. Two types (organisational and interpersonal) of IJV network relationships are identified, and complex multiple tiers of network relationships in each type and their influence on JV performance and evolution are discussed. The study highlights the influence of network relationships and their evolution on IJV performance by arguing that IJV performance hinges on whether a trend of institutionalising the mechanism of trust building and conflict resolution and of balancing the network relationships within the IJV arrangement emerges from the process of IJV dynamic evolution.

This research was solely undertaken by the author for the purpose of a thesis submitted in fulfilling the requirements for the degree of Ph. D at the University of Auckland.