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中国 走向 全球化

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October 6 - 8, 2010  
Harvard University

## Conference Program

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## Conference Program

### Words of Welcome from the Conference Organizers

Our venue host, the Rajawali Foundation Institute for Asia at Harvard Kennedy School's Ash Center for Democratic Governance and Innovation, in partnership with the Crummer Graduate School of Business and the China Center of Rollins College, the Potsdam University's Chair for Corporate Governance, and the Georgia Institute of Technology's Center for International Business Education and Research are pleased to welcome you to the 4<sup>th</sup> annual China Goes Global™ Conference in Cambridge, MA, the United States. This conference is rooted in a cooperative research project (TransCoop) between the Harvard Kennedy School, Rollins College, and Potsdam University on China's globalization funded by the Alexander von Humboldt Foundation in Germany to encourage multidisciplinary and transnational research on the Chinese economy and firms. It also echoes an earlier conference organized by the Georgia Institute of Technology and Rollins College held in December 2006 at the Rollins College campus in Orlando, Florida.

The last two China Goes Global conferences were great successes, each with over sixty paper presentations and more than 120 participants. As a result of the 2008 Conference, the conference organizers published a book titled, "*China Rules: Globalization and Political Transformation*" (Palgrave Macmillan) as well as a special issue in the *Journal of Chinese Management Studies*, (Alon, I., Chang, J., Fetscherin, M., Lattemann, C., McIntyre, J. (2009), Vol. 3(1), P. 8-10.

Research accepted for presentation at this year's conference covers three broad categories: (1) the political, institutional, and economic dimensions of Chinese globalization, (2) the industry and firm levels of analysis of the phenomenon of Chinese enterprise globalization, and (3) a selection of landmark case studies. The conference consists of over sixty papers organized in multiple tracks. Papers selected make unique contributions to the emerging literature on China's globalization.

We express our grateful thanks to all the reviewers who participated in the process of systematically reviewing and selecting all submissions. The *Thunderbird International Business Review* is our sponsor for the "Best Paper" awards. We also extend our personal and collective thanks to all our contributors and supporters: participants, authors, speakers, reviewers, discussants, session chairs, sponsors (particularly, the Alexander von Humboldt Foundation, Harvard University, Rollins College, Potsdam University, and Georgia Institute of Technology). The local organizing committee deserves special words of thanks and recognition for their caring and tireless work in ensuring the quality of the conference.

We wish you a great conference, an enjoyable stay at Harvard University in Cambridge, Massachusetts, and look forward to meeting each one of you individually.

#### Conference Organizing Committee

Dr. Ilan Alon  
Dr. Julian Chang  
Dr. Marc Fetscherin  
Dr. Christoph Lattemann  
Dr. John R. McIntyre

**Letter from the Conference Host**



October 6, 2010

Dear China Goes Global 2010 Participant,

It is a great pleasure to welcome you back to this conference on The Globalization of Chinese Enterprises, part of a collaborative research project called China Goes Global™, sponsored by the Alexander von Humboldt Stiftung.

We continue to witness great changes in China's modern political and economic development. The recent global financial crisis has potentially given China a new role in the world system as many look to China to drive the economic recovery not just in the region but also globally. Will we see a continuation of China's expansion into new markets around the world? How will other countries and regions react to China's new stature, especially in the financial sectors? What kind of learning will China's enterprises, officials and entrepreneurs evidence in the years to come? How will Chinese managers and employees learn and benefit from this interaction?

As we meet to discuss the implications of this fascinating part of China's growing international profile, I would like to thank everybody for traveling so far and working so hard to contribute to this enterprise.

Sincerely,  
Anthony Saich  
Director, Ash Center for Democratic Governance and Innovation  
Harvard University's John F. Kennedy School of Government

## Institutional Support

### *Organizers*

We thank the following sponsors for making the 2010 China Goes Global Conference possible through their generous contributions.



**Sponsors**



## Ash Center Conference Guidelines

We come from many different countries and traditions but are united in the belief that knowledge is created through a two-way exchange of ideas and experiences.

The effectiveness of the China Goes Global Conference will depend on collegial interactions among us. This will require a good deal of care to ensure that our conduct is respectful, particularly because we are working with a number of cultural norms. To avoid misunderstandings, we offer general guidelines for participants to clarify both the standards and the obligations expected during these next few days.

- It is a common American practice in an academic setting, where people are learning together and from each other, for participants to address each other, presenters, and staff by their first or given names; this is not intended to be disrespectful or discourteous.
- All members of this community are entitled to respect. All individuals are expected in their communication to demonstrate respect for each person's worth, dignity and capacity to contribute.

If each of us makes an honest effort to ensure that we treat others with professional respect and dignity, all of us will enjoy the maximum possible benefit from working and learning together.

## Best Paper Awards

*Thunderbird International Business Review (TIBR)* is the official sponsor of the "China Goes Global" best paper awards for 2010. TIBR is a practitioner business journal that publishes the latest in research and thought leadership on global business practices throughout the world. All papers were blind reviewed to be accepted to the conference. All submitted papers were narrowed down to a list of 5 finalists. The conference organizers, in addition to the Editor-in-Chief Mary Teagarden, further reviewed them and selected the best papers for an award. The Editor-in-Chief Mary Teagarden will present the three best paper awards at the conference.

## Organizers' Bios

**Dr. Ilan ALON** is the George D. and Harriet W. Cornell Chair of International Business and Director of Rollins China Center, and Harvard Kennedy School Visiting Scholar. He has published 20 books (3 authored), numerous peer-reviewed article, chapters, conference papers, and trade articles. His four recent books on China include *Chinese Culture, Organizational Behavior and International Business Management* (Greenwood, 2003), *Chinese Economic Transition and International Marketing Strategy* (Greenwood, 2003), and *Business and Management Education in China: Transition, Pedagogy and Training* (World Scientific, 2005), *The Globalization of Chinese Enterprises* (2008). Dr. Alon has won various awards such as the prestigious Chinese Marketing Award and Rollins McKean Award for his research on China. He has taught courses in top Chinese MBA programs including Shanghai Jiao Tong University, Fudan University, and China Europe International Business School (CEIBS).



Ilan Alon, Crummer Graduate School of Business, Rollins College, Winter Park, FL, United States. E-mail: [ialon@rollins.edu](mailto:ialon@rollins.edu)

**Dr. Julian CHANG** is the executive director of the Rajawali Foundation Institute for Asia at Harvard Kennedy School's Ash Center for Democratic Governance and Innovation. He received his Ph.D. in political science from the Department of Government at Harvard University, where he also served as residential dean of Cabot House from 1993 to 1996, and worked in the University Development Office. He received his B.A. from Yale University and won a Yale-China fellowship to teach at Wuhan University, China.



In 1996, Chang went west to Stanford to become assistant director of the Center for East Asian Studies. In 1997, he helped to establish the Stanford Asia/Pacific Scholars Program, a university-wide fellowship program for graduate students from Asia. He joined Stanford's Asia Pacific Research Center (A/PARC) as deputy director in the fall of 1998 and returned to Harvard in 2001. His research interests include Sino-Soviet/Russian relations, Chinese enterprise reform and globalization, and mass media in China. He has edited several books on Asia, including *Economic Reform and Cross-Straight Relations: Taiwan and China in the WTO* (2007, with Steven Goldstein), *Presidential Politics in Taiwan: The Administration of Chen Shui-bian* (2008, with Steven Goldstein), and *China Rules: Globalization and Political Transformation* (2009, with Ilan Alon, Marc Fetscherin, Christoph Lattemann, and John McIntyre).

Julian Chang, John F. Kennedy School of Government, Harvard University, Cambridge, MA, United States. E-mail: [julian\\_chang@harvard.edu](mailto:julian_chang@harvard.edu)

**Dr. Marc FETSCHERIN** is an Assistant Professor of the Crummer Graduate School of Business and the International Business Department at Rollins College. He is also an Associate of the Rollins China Center as well as a Visiting Scholar at Harvard Kennedy School. He received his Ph.D. from the University of Bern, Switzerland. He holds two masters degree, one from the University of Lausanne, Hautes Etudes Commerciales (HEC), Switzerland and the London School of Economics (LSE), UK. His recent research has been published in *Management International Review*, *International Business Review*, *International Marketing Review*, *Journal of Brand Management*, *International Journal of Market Research*, *European Journal of Marketing*, *Multinational Business Review* and *European Journal of International Management*.



Marc Fetscherin, Crummer Graduate School of Business & International Business Department, Rollins College, Winter Park, FL, United States. E-mail: [mfetscherin@rollins.edu](mailto:mfetscherin@rollins.edu)

## Conference Program

**Dr. Christoph LATTEMANN** is Professor for Business Administration and Information Management at the Jacobs University Bremen, Visiting Professor at the Hasso Plattner Institute for Software Engineering and a visiting scholar at the Harvard University. He has taught courses in top MBA programs such as Copenhagen Business School and Universita Cattolica de Sacro Cuore. Formerly he held senior positions in project management in the financial industry for over four years. He has published about 120 publications in journals, books and in conference proceedings. The latest articles are about information management and systems, international management, corporate governance, and corporate social responsibility. He is member of various review boards, professional associations and management boards.



Prof. Dr. Christoph Lattemann, Jacobs University Bremen, Germany. E-mail: [c.lattemann@jacobs-university.de](mailto:c.lattemann@jacobs-university.de)

**Dr. John R. MCINTYRE** has been Director of the Georgia Tech Center for International Business Education and Research (CIBER), a national center of excellence, since 1993 and a full professor of international business management and international relations with joint appointments in the College of Management and the Sam Nunn School of International Affairs of the Georgia Institute of Technology, Atlanta, Georgia. He received his graduate education at McGill, Strasbourg and Northeastern Universities, obtaining his Ph.D. at the University of Georgia. Published in over 80 journals, reviews, and book chapters. He is author and co-editor of ten books, including *Business and Management Education in China: Transition, Pedagogy and Training and Globalization of Chinese Enterprises*. Recipient of numerous competitive grants to further the internationalization of business education and research. Extensive corporate consulting experience; expert in the aluminum industry.



Prof J. R. McIntyre, College of Management, Technology Square, 800 West Peachtree St, NE, Atlanta, Georgia, 30308-1149 USA. Email: [john.mcintyre@mgt.gatech.edu](mailto:john.mcintyre@mgt.gatech.edu)

## Conference Program

### **KEYNOTE SPEAKER: Prof. Oded Shenkar (Thursday, October 7, 9:30 - 10:00 am)**



Oded Shenkar holds degrees in East-Asian (Chinese) Studies and Sociology from the Hebrew University of Jerusalem and a PhD from Columbia University, where his dissertation on the Chinese bureaucracy involved work in the department of Sociology, the Graduate School of Business, and the East-Asian Institute. He is Ford Motor Company Chair in Global Business Management and Professor of Management and Human Resources at the Fisher College of Business, The Ohio State University, where he is also a member of the Chinese Studies Center. Professor Shenkar has been a Senior Fellow at the University of Cambridge, and has taught at Peking University and the University of International Business and Economics (Beijing), among many others.

Professor Shenkar has published ten books and a hundred scientific articles in leading journals, ranging from the *Academy of Management Review* to the *Journal of Applied Psychology* and the *Journal of International Business Studies*. His work has been cited by *The Wall Street Journal*, *the New York Times*, *the Financial Times*, *the Los Angeles Times*, *USA Today*, *The Chicago Tribune*, *The Boston Globe*, *The Daily Mail (UK)*, *Liberation (France)*, *International Herald Tribune*, *Time*, *Business Week*, *the Economist*, *Chief Executive magazine*, *Nikkei Financial Daily*, *the China Daily*, *Reference News (China)*, and *The China Business Weekly*, among others. He has been an advisor to firms, governments, and international institutions and appears regularly before the US-China Economic & Security Review Commission and the Western Governors Association. He is a Fellow and past Vice President of the Academy of International Business.

### **Selected Books**

Copycats (Harvard Business Press, 2010)

The Great Deleveraging (Financial Times, 2010, with H. Dickson)

International Business (Sage, 2008, with Y. Luo)

The Chinese Century (Wharton, 2004/6)

Handbook for Strategic Alliances (Sage, 2005, edited with J. Reuer)

Handbook for International Management Research (U. of Michigan, 2004, edited w/ BJ. Punnett)

Global Perspectives of Human Resource Management (Prentice-Hall, 1995, edited)

International Business in China (Routledge, 1993, with L. Kelley, edited)

Organization and Management in China (M.E. Sharpe, 1990, edited)

## Conference Program

### **KEYNOTE SPEAKER: Jing Ulrich (Thursday, October 7, 1:00 - 2:00 pm)**



Jing Ulrich is J.P. Morgan's Managing Director and Chairman of China Equities and Commodities. She is leading the expansion of J.P. Morgan's China equity business both in China and worldwide as well as developing business opportunities that arise from China's demand for commodities. In this capacity, Jing is responsible for building and maintaining relationships with institutional investors, corporate clients and Chinese regulatory authorities. Educated at Harvard and Stanford Universities, Jing is one of the most prominent advisors to the world's largest asset management companies, pension and sovereign wealth funds. Her views influence the allocation of trillions of dollars in assets. She also serves as an advisor to Chinese institutions seeking to invest overseas.

Jing has received numerous industry accolades for her work as a China watcher. She was ranked as one of Fortune Magazine's 50 Most Powerful Global Businesswomen in September 2009. In 2008, she was named to Forbes magazine's list of the 100 Most Powerful Women in the World. In March 2010, two prestigious magazines – China Entrepreneur and China Business Watch - ranked Jing among country's top business elite. The Chinese journal Contemporary Manager also named her one of the top ten business leaders in China.

Because of her in-depth knowledge of the China markets, Jing has been an important figure in shaping the international community's approach towards investing in the world's largest and most dynamic developing economy. Jing established J.P. Morgan's Hands-On China series, which has become a leading forum for views and research on the key issues in China's transformation. The series has hosted hundreds of corporate leaders, industry experts, academics and government officials. Jing is also credited with establishing the world's foremost China investment forum, which routinely attracts thousands of business and government leaders from around the globe.

Prior to joining J.P. Morgan, Jing was Managing Director of Greater China equities at Deutsche Bank. She also spent over eight years at Credit Lyonnais Securities Asia, where she led the top-ranked team covering China. Global institutional investors frequently voted her the best China strategist in polls conducted by Institutional Investor, Asiamoney, and Euromoney. Before joining the securities industry, Jing worked in Washington DC as one of the first fund managers to focus on the Greater China markets.

## Conference Program

### **KEYNOTE SPEAKER: Prof. Louis T. Wells (Thursday, October 7, Private Program for Paid Registrants)**



Professor Louis T. Wells is the Herbert F. Johnson Professor of International Management at the Harvard Business School. He has served as consultant to governments of a number of developing countries, as well as to international organizations and private firms. His principal consulting activities have been concerned with foreign investment policy and with negotiations between foreign investors and host governments.

His research interests include multinational enterprises; international business-government relations; foreign investment in developing countries; and foreign investment by firms from developing countries. He was the Coordinator for Indonesia Projects, Harvard Institute for International Development, Jakarta, Indonesia, in 1994-5. His associations include: Fellow -Academy of International Business, member - Foreign Advisory Board - Lahore Business School, and member - Council on Foreign Relations.

Professor Wells received a BS in Physics from Georgia Tech and his MBA and DBA from the Harvard Business School.

### **Selected Publications**

Wells, L.T. and Rafiq Ahmed. *Making Foreign Investment Safe: Property Rights and National Sovereignty*. Oxford, New York: Oxford University Press, 2007.

Wells, L.T., Nancy J. Allen, Jacques Morisset, and Neda Pirnia. *Using Tax Incentives to Compete for Foreign Investment: Are They Worth the Costs?* Foreign Investment Advisory Service, Occasional Paper No. 15 Washington, D.C.: International Finance Corporation/Multilateral Investment Guarantee Agency, 2001.

Wells, L.T. and A. J. Lansen *Plantage-, Handels-, en Mijngeld van Nederlands Indië*. Oosteinde, Netherlands: Mevius Numisbooks International, 2001.

Wells, L.T., Timothy S. Buehrer, James J. Emery, and Melvin T. Spence, Jr. *Administrative Barriers to Foreign Investment: Reducing Red Tape in Africa* Foreign Investment Advisory Service, Occasional Paper No. 14, Washington, D.C." International Finance Corporation/Multilateral Investment Guarantee Agency, 2000.

Wells, L.T. and A. Wint. *Facilitating Foreign Investment: Government Institutions to Screen and Monitor Investment from Abroad*. Foreign Investment Advisory Service, Occasional Paper No. 2, Washington, D.C.: International Finance Corporation/Multilateral Investment Guarantee Agency, 1991.

Wells, L.T. *Teaching Manual: Manager in the International Economy*. Englewood Cliffs, N.J.: Prentice-Hall, 1991. Latest version is the 6th ed.

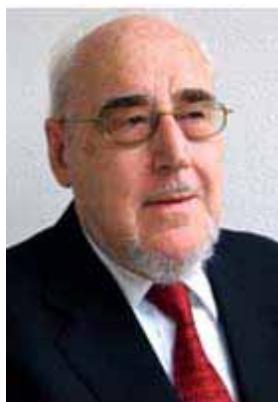
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Wells, L.T. and R. Vernon. *Economic Environment of International Business*. Englewood Cliffs, N.J.: Prentice-Hall, 1991, 5th edition. Wells co-authored the first through the fourth editions, as well. Chinese edition published by the editorial staff of the Shanghai San-Lian Bookstore, 1990.

Wells, L.T. and Robert Stobaugh, eds. *Technology Crossing Borders: The Choice, Transfer, and Management of International Technology Flows*. Boston: Harvard Business School, 1984.

## Conference Program

### **KEYNOTE SPEAKER: Prof. Gordon Redding (Friday, October 8, 8:30 - 9:30 am)**



Gordon Redding is based in Singapore, as Secretary-General of The HEAD Foundation, a think-tank dedicated to the growth of human and social capital in Pacific Asia in the interests of societal progress. He was until recently Director of the Euro-Asia Centre at INSEAD, and retains a professorship there in the field of Asian Business and Comparative Management. He spent 24 years at the University of Hong Kong, where he founded and directed the business school, now the Faculty of Business and Economics. His initial education was in economic geography at Cambridge. After a decade in industry he completed a doctorate at Manchester in organization theory. He also holds an honorary doctorate from the Stockholm School of Economics. In 2006 he was given the Annual Award for Scholarship of the International Association for Chinese Management Research.

His current fields of research are (a) the comparison of different systems of capitalism, and (b) using complex adaptive systems theory, the evolution of such systems historically in terms of success and failure. Such work is necessarily multi-disciplinary. His work for the HEAD Foundation combines think-tank activities for the region, and also practical development work for the building of a major multi-universities education 'valley' for 30,000 global students in North Sumatra, close to Singapore.

He has worked extensively in Asia and China, in research, executive education and consulting, and was for twenty years Secretary of the Association of Deans of Southeast Asian Graduate Schools of Management. In China his main connections are with Zhejiang University, the Cheung Kong School of Management in Beijing, Xiamen University, and CEIBS. He remains an Emeritus Professor at the University of Hong Kong.

### **Selected Publications**

Berger Peter L. and G. Redding (eds) *The Hidden Form of Capital: the Spiritual Contribution to Prosperity*, London, Anthem Press, 2010

Redding G and M A Witt, *The Future of Chinese Capitalism*, Oxford, Oxford University Press, 2007

Redding G *The Spirit of Chinese Capitalism*, New York, de Gruyter, 1993

Redding G. 'The chess master and the ten simultaneous opponents; but what if the game is poker? Implications for the global mindset' in M.Javidan, R. M. Steers and M A Hitt (eds) *The Global Mindset, Advances in International Management*, Vol 19, Amsterdam, Elsevier JAI, 2006,11-48.

Redding G. 'Separating culture from institutions: the use of semantic spaces as a conceptual domain and the case of China'. *Management and Organization Review*, 2008, 4,2, 257-290.

Redding G, 'The Thick Description and Comparison of Societal Systems of Capitalism', *Journal of International Business Studies*, 36, 1, 123-155, 2005.

Redding, G and M.A. Witt 'China's business system and its future trajectory', *Asia Pacific Journal of Management*, 26, 3, 381-399, 2008.

Redding, Gordon 'The smaller economies of Pacific Asia and their business systems' in Alan M. Rugman (ed) *The Oxford Handbook of International Business*, Oxford, Oxford University Press. 687-710, 2009.

Witt, Michael and Gordon Redding, (2009) 'Culture, meaning, and institutions: executive rationale in Germany and Japan' *Journal of International Business Studies*, 40, 859-885.

Redding, Gordon (2010) 'The business systems of Asia', in H.Hasegawa and C.Noronha (eds) *Asian Business and Management*, London, Palgrave Macmillan. 7-30.

## Conference Program

### Harvard Meeting Venue Map

#### Conference Location

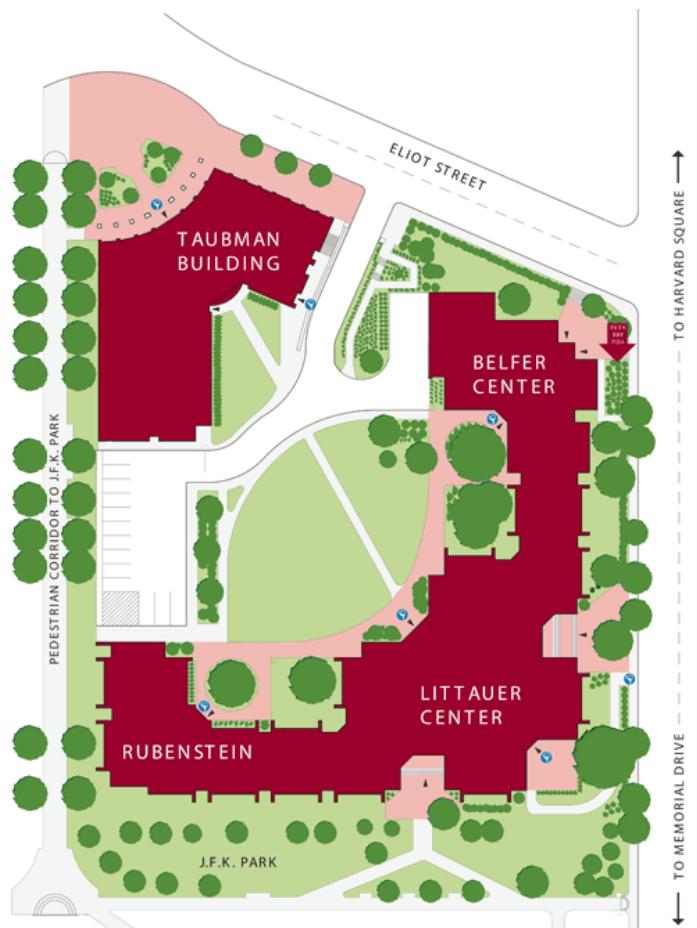
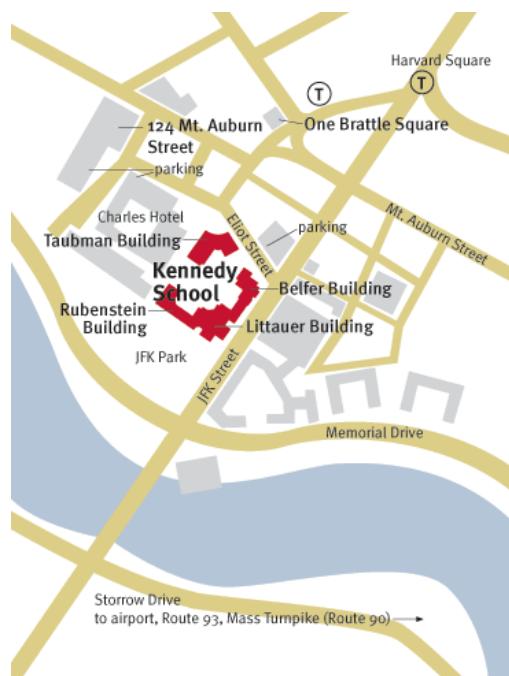
Harvard University

Harvard Kennedy School  
Taubman Building  
79 JFK Street  
MA, 02318, Cambridge  
United States  
Conference: Taubman Building, 5<sup>th</sup> Floor.

#### Registration

Taubman Building (Ground floor, Rotunda)  
Wednesday, October 6, 4:00 – 7:00 pm  
Thursday, October 7, 8:00 – 9:00 am

#### Detailed Harvard Kennedy School Map



## Conference Program

### Piano Concert

7:00 - 7:30 pm

(Taubman Building, 5<sup>th</sup> Floor, Nye Conference Center)

#### New Music of the Silk Road

Gloria Cook, piano

The Chinese Street Merchant 買售貨 (1952)

Flower Drum 花鼓 (1946)

Liuyang River 瀏陽河(1974)

The Admiral of the Endless Sea (2010)

Taiwan, My Compatriot. 台灣同胞我的骨肉兄弟 (1976)

Chan Peixun 陳佩熏

Qu Wei 曲偉

Tang Bi-quang 唐璧光

Transcribed by Wang Jian-zhong 王建中

Susan Cohn Lackman

Jiang Wenye 江文也

#### Biography



Gloria Cook, a native of Hong Kong, holds a Doctor of Musical Arts degree from The Cleveland Institute of Music. She was a winner of many competitions both in the United States and in the Orient. She and her sister, Cynthia Lawing of Davidson College, are a duo piano team who has performed concerti and recitals in Hong Kong, Taiwan, Manila and the United States. The highlight of their tour this year included an inaugural ceremony of the American Medical Association in Chicago. Gloria Cook was a featured pianist at The American Association for Chinese Studies 2009 conference. She is an Associate Professor of Music at Rollins College.



Susan Cohn Lackman, Ph.D., M.B.A., is an internationally-known composer and author whose articles and lectures about music, as well as creative arts management solutions, increase access to and understanding of music throughout the world. Born in Tsingtao, Susan has had a life-long interest in the culture of China and often includes its music theory, geography, and history in her compositions. Audiences from Boston to Beijing have heard her music in concert; her first symphony was recorded by Vienna Modern Masters at a music festival in the Czech Republic. She is Professor of Music at Rollins College.

## Conference Program

### **Program at a Glance**

#### **Wednesday, October 6**

<b>4:00 - 7:00 pm</b>	<b>Registration</b> ( <i>Taubman Building, Ground Floor, Rotunda</i> )
<b>4:30 - 5:30 pm</b>	<b>Tour of Harvard</b> ( <i>Free - Optional</i> ) ( <i>Meet at Taubman Building, Ground Floor, Rotunda</i> )
<b>6:00 - 7:00 pm</b>	<b>Chairs &amp; Organizers Meeting</b> ( <i>Mandatory</i> ) ( <i>Taubman Building, 5th Floor, ADR</i> )
<b>7:00 - 7:30 pm</b>	<b>Piano Concert</b> ( <i>Taubman Building, 5<sup>th</sup> Floor, Nye Conference Center</i> )
<b>7:30 - 10:00 pm</b>	<b>Private Program for Paid Registrants</b> ( <i>Taubman Building, 5<sup>th</sup> Floor, Nye Conference Center</i> )

#### **Thursday, October 7**

<b>8:00 - 9:00 am</b>	<b>Continental Breakfast/Registration Continues</b> ( <i>Taubman Building, Ground Floor, Rotunda</i> )
<b>8:30 - 9:00 am</b>	<b>Poster Presenters' Meeting</b> ( <i>Taubman Building, 5<sup>th</sup> Floor, ADR</i> )
<b>9:00 - 9:30 am</b>	<b>Official Conference Welcome</b> ( <i>Taubman Building, Ground Floor, Wiener Auditorium</i> )
<b>9:30 - 10:00 am</b>	<b>Keynote Speaker: Prof. Oded Shenkar</b> ( <i>Taubman Building, Ground Floor, Wiener Auditorium</i> )
<b>10:00 - 10:15 am</b>	<b>Break and Relocation to Panels A, B &amp; C</b> ( <i>Taubman 5<sup>th</sup> Floor</i> )
<b>10:15 - 11:45 am</b>	<b>Session 1</b>
<b>Panel A:</b>	The Role of the State in Globalization ( <i>Taubman Building, 5th Floor, Nye A</i> )
<b>Panel B:</b>	The Evolution of Chinese Enterprises Abroad ( <i>Taubman Building, 5th Floor, Nye B</i> )
<b>Panel C:</b>	Internationalization of Chinese Enterprises ( <i>Taubman Building, 5th Floor, Nye C</i> )
<b>11:45 - 1:00 pm</b>	<b>Poster Presentations &amp; Box Lunch</b> ( <i>Taubman Building, 5th Floor, ADR</i> )
<b>1:00 - 2:00 pm</b>	<b>Keynote Speaker: Jing Ulrich</b> ( <i>Taubman Building, Ground Floor, Wiener Auditorium</i> )
<b>2:00 - 3:30 pm</b>	<b>Session 2</b>
<b>Panel A:</b>	Modeling Industrial Globalization ( <i>Taubman Building, 5<sup>th</sup> Floor, Nye A</i> )
<b>Panel B:</b>	China in the Developing World ( <i>Taubman Building, 5th Floor, Nye B</i> )
<b>Panel C:</b>	Location Choices for Chinese MNCs ( <i>Taubman Building, 5<sup>th</sup> Floor, Nye C</i> )
<b>3:30 - 4:00 pm</b>	<b>Break</b> ( <i>Taubman, 5<sup>th</sup> Floor, Nye Reception Area</i> )

## Conference Program

**4:00 - 5:30 pm**

### **Session 3**

**Panel A:** China and America's FTA Partners (*Taubman Building, 5th Floor, Nye A*)

**Panel B:** Individuals' Internationalization (*Taubman Building, 5<sup>th</sup> Floor, Nye B*)

**Panel C:** Chinese FDI and Europe (*Taubman Building, 5<sup>th</sup> Floor, Nye C*)

**5:30 - 5:45 pm**

**Group Photo** (*Collins Rotunda*)

**5:45 - 9:30 pm**

**Private Program for Paid Registrants (Incl. Keynote Speaker: Lou Wells)**

### **Friday, October 8**

**8:00 - 8:30 am**

**Continental Breakfast** (*Taubman Building, Ground Floor, Rotunda*)

**8:30 - 9:30 am**

**Keynote Speaker: Gordon Redding** (*Taubman Building, Ground Floor, Wiener Auditorium*)

**9:30 - 9:45 am**

**Break and Relocation to the 5<sup>th</sup> Floor of Taubman Building**

**9:45 - 11:15 am**

### **Session 4**

**Panel A:** China's Political Economy and Regions of the World (*Taubman Building, 5<sup>th</sup> Floor, Nye A*)

**Panel B:** The Domestic Economy, the RMB and Exports (*Taubman Building, 5<sup>th</sup> Floor, Nye B*)

**Panel C:** Corporate Governance, Business Ethics & CSR (*Taubman Building, 5<sup>th</sup> Floor, Nye C*)

**11:15 - 11:30 am**

**Break**

**11:30 - 1:00 pm**

### **Session 5**

**Panel A:** Impacts of Knowledge Transfer (*Taubman Building, 5<sup>th</sup> Floor, Nye A*)

**Panel B:** The Human Condition – Globalization and Chinese Business Practice (*Taubman Building, 5th Floor, Nye B*)

**1:00 - 2:00 pm**

**Networking Lunch** (*Taubman Building, 5<sup>th</sup> Floor, Nye A*)

**2:00 - 3:30 pm**

**Future Path of China and Chinese Companies** (*Taubman Building, Ground Floor, Wiener Auditorium*)  
Moderator: Xiaohua Yang, University of San Francisco, USA;

Panelists: Danny Breznitz, Georgia Tech, USA;  
Gordon Chang, Forbes.com;  
Robert Lee, International Law Firm of Diaz Reus, USA;  
Mary Teagarden, Thunderbird School of Global Management, USA

**3:30 - 3:45 pm**

**Conference Closing Remarks**

*Program Subject to Change*

## Conference Program

## Detailed Conference Program

Wednesday, October 6

4:00 - 7:00 pm	<b>Registration</b> ( <i>Taubman Building, Ground Floor, Rotunda</i> )
4:30 - 5:30 pm	<b>Tour of Harvard</b> ( <i>Free - Optional</i> ) ( <i>Meet at Taubman Building, Ground Floor, Rotunda</i> )
6:00 - 7:00 pm	<b>Chairs &amp; Organizers Meeting</b> ( <i>Mandatory</i> ) ( <i>Taubman Building, 5th Floor, ADR</i> )
7:00 - 7:30 pm	<b>Piano Concert</b> ( <i>Taubman Building, 5<sup>th</sup> Floor, Nye Conference Center</i> )
7:30 - 10:00 pm	<b>Private Program for Paid Registrants</b> ( <i>Taubman Building, 5<sup>th</sup> Floor, Nye Conference Center</i> )

**Thursday, October 7**

8:00 - 9:00 am	<b>Continental Breakfast/Registration Continues</b> ( <i>Taubman Building, Ground Floor, Rotunda</i> )
8:30 - 9:00 am	<b>Poster Presenters' Meeting</b> ( <i>Taubman Building, 5<sup>th</sup> Floor, ADR</i> )
9:00 - 9:30 am	<b>Official Conference Welcome</b> ( <i>Taubman Building, Ground Floor, Wiener Auditorium</i> )
9:30 - 10:00 am	<b>Keynote Speaker: Prof. Oded Shenkar</b> ( <i>Taubman Building, Ground Floor, Wiener Auditorium</i> )
10:00 - 10:15 am	<b>Break and Relocation for Panels A, B &amp; C</b> ( <i>Taubman 5<sup>th</sup> Floor</i> )
10:15 - 11:45 am	<b>Session 1</b>

### **Panel A: The Role of the State in Globalization**

*(Taubman Building, 5th Floor, Nye A)*  
Chair: Halil Kiymaz, Rollins College, USA

*Government Corporation and Globalization: Evidence from China*  
Nan Zhou\*, University of Pennsylvania, USA

*Chinese Multinationals' Outward Foreign Direct Investment: An Institutional Perspective and the Role of the State*  
Hao Liang\*, Tilburg University, the Netherlands; Bing Ren, Nankai University, China

*Are Chinese Multinationals Taking Advantage of the Global Financial Crisis to Internationalize through Strategic Asset-Seeking OFDI?*  
Lutao Ning\*, Durham University, United Kingdom

## **Panel B: The Evolution of Chinese Enterprises Abroad**

(Taubman Building, 5<sup>th</sup> Floor, Nye B)  
Chair: Michael T. Smith, Ph.D.

Chair: Mary Teagarden, Thunderbird School of Global Management, USA

*Organizational Capabilities, Cost Impact and Functional Upgrading from OEM to ODM then OBM*  
Mao Yunshi\* & Chin Tachia, Sun Yat-sen University, China

*Examining Organization Forms and Absorptive Capacity from Knowledge Complexity and Contextual Change Perspectives: A Theoretical Extension and Cases of Chinese Firms' International Entrepreneurship*  
Dong Bian\*, EM Lyon Business School, France; Pengfei Wang, Zhejiang University, China

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*Factors Affecting the Integration-Responsiveness Framework in Multinational Corporations: The Case of Chinese Multinational Corporations Operating in Australia*  
Cherrie JiuHua Zhu\*, Di Fan & Chris Nyland, Monash University, Australia

*An Investigation of OFDI Strategies in China's Private Businesses: 'Round-Tripping' or 'Onward-Journeying'?*  
Dylan Sutherland\*, University of Nottingham, United Kingdom

**Panel C: Internationalization of Chinese Enterprises**  
(Taubman Building, 5<sup>th</sup> Floor, Nye C)  
Chair: Mary Conway Dato-on, Rollins College, USA

*Initial Internationalization of Chinese Privately-Owned Enterprises- The Take-off Process*  
Hans Jansson\*, Linnaeus Baltic Business Research Center (LBBRC) & Linnaeus University School of Business and Economics, Sweden; Sten Söderman, School of Business Stockholm University, Sweden

*The Dynamics of M&A Strategy: the Example of Market Entry into China*  
Björn B. Schmidt\*, Universität Potsdam, Germany

*Sustaining China's Growth Miracle through Outward FDI – a Theoretical Analysis*  
Annemie Denzer\*, Eberhard Karls University Tuebingen, Germany

**11:45 - 1:00 pm      Poster Presentations & Box Lunch**  
(Taubman Building, 5<sup>th</sup> Floor, ADR)

*Evidence on the Use and Weighting of Performance Measures in Chinese Top Management Contracts*  
James J. Cordeiro\*, Lerong He & Tara Shankar Shaw, State University of New York, USA; Martin Conyon, ESSEC Business School, France, University of Pennsylvania, USA

*Factors Influencing Consumer Attitudes toward Mobile Marketing: A Two-Country Study of Youth Markets*  
Tony Gao\*, Andrew Rohm & Fareena Sultan, Northeastern University, USA; Suping Huang, Renmin University of China, China

*Paradoxes and Cultural Challenges - Case of Moroccan Manager Returnees and Comparison with Chinese Returnees*  
Rachid Alami\* & Jean François Chanlat, Paris Dauphine University, France

*Chunghwa Telecom Privatization - "National Interest vs. Market Sentiments: Between a Rock and a Hard Place"*  
Olivier Roche\* & Sebastian Keitel, Salisbury University, USA

*China's Global Impact after the Financial Crises*  
Shalom Saad Saar\*, China Europe International Business School, China

*Anti-Dumping Measures in India-A Study on China*  
Anshul Pachouri\*, Nripendra Singh & Archit Bansal, Jaypee Institute of Information Technology University, India

*Social Entrepreneurship: Need for a Wider Mandate in China*  
Sudhanva V. Char\*, Life University, USA

*The Social Political Economic Influences of China's Globalization and Developed, Emerging and Less Developed Countries*  
Lawrence Mensah Akwetey\*, British Institute of Technology & E-Commerce, United Kingdom

*The Westernization of the East: Interpreting social actions and their impact on business and society*  
William X. Wei\*, Evandro Bocatto & Eloisa Perez-de-Toledo, MacEwan School of Business, Canada

**1:00 - 2:00 pm      Keynote Speaker: Jing Ulrich (Taubman Building, Ground Floor, Wiener Auditorium)**

## Conference Program

2:00 - 3:30 pm

### Session 2

#### Panel A: Modeling Industrial Globalization

(Taubman Building, 5<sup>th</sup> Floor, Nye A)

Chair: Dylan Sutherland, University of Nottingham, United Kingdom

*A Dynamic Game Theoretic Approach on Chinese Pharmaceutical Firms' International Strategic Collaboration*

Chih-Sheng Hsu\*, National Taiwan University, Taiwan; Hua-Wei Zhang

*China's Automotive Companies Shift Gears: Manifestations and Implications of Global Ambitions*

Francis Schortgen\*, University of Mount Union, USA

*Chinese Pharmaceutical Firms' International Strategic Collaboration: A Dynamic Social Network Approach*

Chih-Sheng Hsu\*, National Taiwan University, Taiwan; Chih-Hsing Liu

#### Panel B: China in the Developing World

(Taubman Building, 5<sup>th</sup> Floor, Nye B)

Chair: Sten Söderman, School of Business Stockholm University, Sweden

*Chinese Economic and Political Interests in Latin America: The Cases of Brazil, Chile and Mexico*

Diana Bank\*, Universidad de Las Américas, Puebla (UDLAP), México; Juan Carlos Gachúz & Nadia Almaraz, Instituto Tecnológico de Estudios Superiores (ITESM), México

*The Reality of China's 'Noninterference' Doctrine in African Economies*

Richard Aidoo\*, Coastal Carolina University, USA

*The Impact of Chinese Outward Investment: Evidence from Cambodia and Vietnam*

Julia Kubny\*, Deutsches Institut für Entwicklungspolitik (DIE) & German Development Institute, Germany; Hinrich Voss, University of Leeds, United Kingdom

#### Panel C: Location Choices for Chinese MNCs

(Taubman Building, 5<sup>th</sup> Floor, Nye C)

Chair: Olivier Roche, Salisbury University, USA

*FDI Regimes, Investment Screening Process, and Institutional Frameworks: China Vs. Others in Global Business*

Syed Tariq Anwar\*, West Texas A&M University, Texas

*The Importance of Country Brand for FDI Location Decisions*

Marc Fetscherin\*, Rollins College, USA; Philippe Gugler, University of Fribourg, Switzerland

*Wealth Impact of Cross-Border Acquisitions on U.S. Firms: Evidence from the Acquisitions of Chinese Firms*

Halil Kiyimaz\*, Rollins College, USA

*Macroeconomic Prospects for China's Outward Foreign Direct Investments*

Ilan Alon\*, Rollins College, USA; Tetyana Molodtsova, Emory University, USA; Jian Zhang, World Bank, USA

3:30 - 4:00 pm

Break (Taubman, 5<sup>th</sup> Floor, Nye Reception Area)

4:00 - 5:30 pm

### Session 3

#### Panel A: China and America's FTA partners

(Taubman Building, 5<sup>th</sup> Floor, Nye A)

Chair: Syed Tariq Anwar, West Texas A&M University, Texas

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*China's Energy Strategy in Latin America*  
Kassandra Behrndt-Eriksen\*, University of Copenhagen, Denmark

*Mexico as a Springboard Country for Chinese Investments*  
Diana Bank\* & François Duhamel, Universidad de Las Américas, Puebla (UDLAP), México

*Chinese State-Controlled Funds & Entities in Canada: A Game Perspective*  
Qianyu Chen\*, China Agricultural University, China; Xiaohua Lin, Ryerson University, Canada

**Panel B:** Individuals' Internationalization  
(Taubman Building, 5<sup>th</sup> Floor, Nye B)  
Chair: Paul Ross, Alcatel-Lucent, USA

*Comparing Domestic And Returnee Female Entrepreneurs in China: Is There an Internationalization Effect?*  
Everlyne Misati\*, Tonia Warnecke\*, Ilan Alon & Wenxian Zhang, Rollins College, USA

*Cross-Cultural Competence of the PRC Expatriate Managers: A Personality Trait Perspective*  
Cherrie Zhu\* & Dan Wang, Monash University, Australia; Susan Freeman, University of Adelaide, Australia

*Entrepreneurial Orientation, Social Capital, and the Internationalization of Emerging Market SMEs: Evidence from China*  
Yue Wang\*, Xiao Zhang & Xufei Ma, University of South Wales, Australia

**Panel C:** Chinese FDI and Europe  
(Taubman Building, 5<sup>th</sup> Floor, Nye C)  
Chair: Michael Keller, University of Fribourg, Switzerland

*The "Marco Polo" Effect: Chinese FDI in Italy*  
Roberta Rabellotti\*, Università del Piemonte Orientale, Italy; Carlo Pietrobelli, CREI & University of Roma Tre, Italy; Marco Sanfilippo, European University Institute, Italy

*European Union Direct Investment in China: Characteristics and Determinants*  
William X. Wei\*, MacEwan School of Business, Canada; Bernadette Andreosso, University of Limerick, Ireland; Ilan Alon, Rollins College, USA

*Chinese M&A in Germany: the Light-Touch Integration and a Theoretical Explanation Based on Absorptive Capacity*  
Yipeng Liu\* & Michael Woywode, University of Mannheim, Germany

5:30 - 5:45 pm	<b>Group Photo (Collins Rotunda)</b>
5:45 - 9:30 pm	<b>Private Program for Paid Registrants (Incl. Keynote Speaker: Lou Wells)</b>

### Friday, October 8

8:00 - 8:30 am	<b>Continental Breakfast (Taubman Building, Ground Floor, Rotunda)</b>
8:30 - 9:30 am	<b>Keynote Speaker: Gordon Redding (Taubman Building, Ground Floor, Wiener Auditorium)</b>
9:30 - 9:45 am	<b>Break and Relocation to the 5<sup>th</sup> Floor of Taubman Building</b>

## Conference Program

9:45 - 11:15 am

### Session 4

**Panel A:** China's Political Economy and Regions of the World  
(Taubman Building, 5<sup>th</sup> Floor, Nye A)  
Chair: Ed Steinfeld, MIT, USA

*Chinese Scientific Socialism in Global Perspective: Geopolitical Implications for Latin America and the United States*  
Robert A. DeVillar\*, Kennesaw State University, USA

*The Significant of Chinas Geopolitical Empowerment in Central Asia, Strategic Analysis of Regional Complexities*  
Oskar Kayasan\*, European Research Center, United Kingdom

*Chinese SWFs: At the Crossroad between the Visible and the Invisible Hand*  
Michael Keller\*, Philippe Gugler & Laura Vanoli, University of Fribourg, Switzerland

**Panel B:** The Domestic Economy, the RMB and Exports  
(Taubman Building, 5<sup>th</sup> Floor, Nye B)  
Chair: Tonia Warnecke, Rollins College, USA

*The Real Exchange Rate and Employment in China*  
Mai Dao\* & Ruo Chen, International Monetary Fund, USA

*Price, Differentiation, Tariff and Export Performance of China*  
Jianhong Zhang\* & Haico Ebbers, Nyenrode Business University, the Netherlands

*The Long March of the Renminbi*  
Sin Por Shiu\*, Central Policy Unit Hong Kong SAR Government, China

**Panel C:** Corporate Governance, Business Ethics & CSR  
(Taubman Building, Ground Floor, Nye C)  
Chair: Claus Dierksmeier, Stonehill College, USA

*Corporate Governance in BRIC Countries*  
Christoph Lattemann\*, Jacobs University Bremen, Germany

*Tripartite Consultation: An Emergent Element of Employment Governance in China*  
Cherrie Zhu\*, Sijun Shao & Chris Nyland, Monash University, Australia

*Institutional Pressures, Dynamic Capabilities and Environmental Process Certification: Evidence from Chinese Manufacturing*  
James J. Cordeiro\*, State University of New York, USA; Qingua Zhu, Dalian University of Technology, China; Joseph Sarkis, Clark University

11:15 - 11:30 am

### Break

11:30 - 1:00 pm

### Session 5

**Panel A:** Impacts of Knowledge Transfer  
(Taubman Building, 5<sup>th</sup> Floor, Nye A)  
Chair: Hinrich Voss, University of Leeds, United Kingdom

*China's Globalisation and the Implications for Knowledge Transfer and Culture Shifts*  
Prem Ramburuth\*, Cindy Qin & Yue Wang, the University of New South Wales, Australia

*Knowledge Transfer and Chinese Repatriation*  
William X. Wei\*, Grant MacEwan University, Canada; Jingqi Zhu, Cardiff University, United Kingdom

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### *Land of Opportunity: Israel's High Tech Companies in the PRC*

Tamar Almor\*, College of Management, Israel; Diana Bank, Universidad de Las Américas, Puebla (UDLAP), México

#### **Panel B:** The Human Condition – Globalization and Chinese Business Practice

(Taubman Building, 5<sup>th</sup> Floor, Nye B)

Chair: Martina Vidovic, Rollins College, USA

##### *An Overview of CSR Reporting Development in China*

Bernd Britzelmaier\* & Patrick Kraus, Pforzheim University, Germany; Yan Xu, Shanxi University of Finance and Economics, China

##### *Contributions of Ethics to Business - A Case Study Analysis of the Ethics Involved in the Globalization of the Chinese Economy*

Ruth Wolf\*, Bar Ilan University, Israel

##### *Competing for Unskilled Workers in Southern China- Will it mean Improvements in Working Conditions?*

Anna-Maria Schneider\* & Stefan Altmann, Humboldt-University, Germany

**1:00 - 2:00 pm**

**Networking Lunch** (*Taubman Building, 5<sup>th</sup> Floor, Nye A*)

**2:00 - 3:30 pm**

**Future Path of China and Chinese Companies** (*Taubman Building, Ground Floor, Wiener Auditorium*)

Moderator: Xiaohua Yang, University of San Francisco, USA;

Panelists: Danny Breznitz, Georgia Tech, USA;

Gordon Chang, Forbes.com;

Robert Lee, International Law Firm of Diaz Reus, USA;

Mary Teagarden, Thunderbird School of Global Management, USA

**3:30 - 3:45 pm**

**Conference Closing Remarks**

*Program Subject to Change*

\* presenter

## Abstracts

WEDNESDAY, OCTOBER 6

### SESSION 1

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#### Panel A: The Role of the State in Globalization

##### ***Government Corporation and Globalization: Evidence from China***

Nan Zhou\*, University of Pennsylvania, USA

*Purpose:* this paper tries to understand how government influences the globalization of Chinese government corporations.

*Design/methodology/approach:* this paper is an empirical study that investigates the FDI activities of Chinese listed firms in high-tech industries between 1991 and 2007.

*Findings:* this paper shows that state-owned enterprises (SOEs) and partially privatized enterprises (PPEs) behave differently when they globalize. SOEs will frame FDI decision as a threat while PPEs will frame it as an opportunity. Therefore, SOEs are hypothesized to be less likely than PPEs to go abroad. The issuance of government policy encouraging FDI, however, will change the framing of FDI decision by managers in SOEs. Therefore, SOEs will react favorably to the policy and invest more after the issuance of the policy. Moreover, when they do go abroad, SOEs will rely on government resources rather than firm-specific ownership advantages. On the contrary, PPEs will reply on firm-specific ownership advantages rather than government resource to invest abroad.

*Originality/value:* this paper bridges two streams of research: the study of MNEs from emerging economies and the study of government corporations. First, it brings in the role of government in the theory of internationalization. Government, through state ownership and policy, plays an important role in explaining why firms go abroad. It influences both the motivation and resource of firms to go abroad. Second, it enriches the literature of government corporations by analyzing the strategic decision of PPEs, an important type of government corporations in the privatization process, yet a type of firm that has been under-studied by scholars.

##### ***Chinese Multinationals' Outward Foreign Direct Investment: An Institutional Perspective and the Role of the State***

Hao Liang\*, Tilburg University, the Netherlands; Bing Ren, Nankai University, China

*Purpose:* Previous studies suggest that the OFDI motivations and strategies of firms from emerging economies are different from that of firms from developed economies, and mainly focus on their strategic decisions on the internationalization under firm-level advantages. In this study we try to provide a novel analysis on the motivations and strategies of the outward foreign direct investment (OFDI) by Chinese multinational firms under the state-centric economic development approach.

*Approach:* We use theoretical arguments and propositions to present a country-level institutional perspective to describe Chinese multinational firms' OFDI with great emphasis on the role of state. The formal institutional determinants such as state policy, administrative system and government ownership, as well as the informal institutional determinants such as state ideology and national pride are intensively discussed, and their implications to Chinese multinationals' OFDI motivations and strategies are proposed.

*Findings:* We argue that the aforementioned formal and informal institutions have shaped Chinese multinationals' motivations of pursuing political objectives, enhancing global competence and escaping from domestic institutional constraints in pursuit of investing overseas. These institutional environments and motivations result in Chinese multinationals' peculiar strategic choice in the OFDI entry mode, geographical distribution and target industry.

*Value:* Our study contributes to fill in the empiric and theoretical gaps on literature between international business and institutional studies, between mature market enterprises and emerging market enterprises, and between country-level institutional determinants and firm-level strategies.

##### ***Are Chinese Multinationals Taking Advantage of the Global Financial Crisis to Internationalize through Strategic-Asset-Seeking OFDI?***

Lutao Ning\*, Durham University, United Kingdom

*Purpose:* The rapid international expansion of Chinese companies during the global financial crisis has caught worldwide attention. This paper discusses whether Chinese multinationals can take advantage of the

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current global financial crisis to improve international competitiveness through the acquisition of strategic assets overseas.

*Approach:* The approach to addressing the research question is to look into the origin of Chinese outward foreign direct investment by sector and by geographical destination, and to compare their changes before and during the crisis by reference to the aggregate data.

*Findings:* Contrary to some theoretical perspectives, firms' desire to "springboard" through strategic international expansion, in the Chinese case, appears the exception rather than the rule. Chinese MNEs' internationalisation strategies still appear to reflect China's expansion as a trading nation.

*Originality/value:* At an aggregate level, the evidence presented here suggests caution in subscribing to the views that internationalization of Chinese MNEs is increasingly becoming of the strategic asset seeking type, closely related to the development of firm-level capabilities that allow latecomer MNEs to catch up with leaders.

*Implication:* Chinese MNEs still need to overcome challenges as a result of China's imbalanced economic structure, weak firm-specific "soft" managerial capabilities and overseas investment and operation-related political issues.

### Panel B: The Evolution of Chinese Enterprises Abroad

#### ***Organizational Capabilities, Cost Impact and Functional Upgrading from OEM to ODM then OBM***

Mao Yunshi\* & Chin Tachia, Sun Yat-sen University, China

*Purpose:* In light of the perspectives of global value chain, resource-based and institution-based theories, this paper aims to identify the organizational capabilities needed for processing trade firms in China to implement functional upgrading effectively. Further, we seek to shed light on the role of the government and investigate whether the cost impact incurred by the appreciation of RMB could be moderated by upgrading strategy.

*Methodology/Approach:* Our research design is a multiple-case, inductive study. Pattern-matching analysis is used to explore the research questions at length and in depth.

*Findings:* The primary findings illustrate that the evolutions of manufacturing capabilities, technological innovation capabilities (TICs), and learning capabilities are of great importance for the gradation from OEM to ODM while financial capabilities, TICs and marketing capabilities are vital to upgrade from ODM to OBM. In addition, results indicate that entrepreneurship seems to be the central driver that leads OEM firms to overcome obstacles and difficulties during the transition of upgrading. Other interesting findings were also outlined.

*Practical implications:* This research delineated how "cost impact" accelerates functional upgrading, which could help those Chinese export-led manufacturers to tackle relevant issues.

*Value:* It firstly investigated the upgrading trajectory by two transitions respectively. Moreover, it put forward a holistic framework at the intersection of organizational capabilities and the strategy of functional upgrading in the context of China.

#### ***Examining Organization Forms and Absorptive Capacity from Knowledge Complexity and Contextual Change Perspectives: A Theoretical Extension and Cases of Chinese Firms' International Entrepreneurship***

Dong Bian\*, EM Lyon Business School, France; Pengfei Wang, Zhejiang University, China

*Purpose:* This paper advances the absorptive capacity framework by examining the knowledge absorption mechanism from knowledge complexity and contextual change perspectives.

*Methodology:* Multi-Case studies, Qualitative

*Originality & Value:* Organization forms and absorptive capacity are discussed in slow-paced knowledge environments and as the environments change from slow-paced to fast-paced situations. However, little attention has been paid to how firms achieve competitive absorptive capacity when they move from a fast-paced knowledge environment to slow-paced.

*Findings:* Different degrees of knowledge complexity and environmental turbulence require a firm to adopt different organization forms to access, assimilate, and exploit external knowledge. With cases of Chinese firms' international entrepreneurship in the market of Europe and US, we put forward that firms need to leverage the already acquired capabilities in a fast-paced, simple knowledge environment to help them obtain leadership in a slow-paced knowledge environment. After proposing a series of propositions on failure-oriented learning, capability portfolio building, and inter-firm institutionalization, we present an evolutionary framework of absorptive capacity.

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### ***Factors Affecting the Integration-Responsiveness Framework in Multinational Corporations: The Case of Chinese Multinational Corporations Operating in Australia***

Cherrie JiuHua Zhu\*, Di Fan & Chris Nyland, Monash University, Australia

**Purpose:** When studying factors affecting global integration prior studies have centred on MNCs from advanced economies and/or their subsidiaries in emerging markets. This concentration leaves open the question of the relevance of OECD centred findings to MNCs from emerging markets, such as Chinese multinationals, and their subsidiaries in advanced economies.

**Design/Methodology/Approach:** Based on the review of extant international business and management literature, seeking underlying factors and assessing the significance of perceived influences determining global integration have attracted a large body of quantitative studies. By contrast studies adopting a qualitative research design are few and this article seeks to address this deficiency. Therefore, this study adopts multi-case and cross-level design. Senior management perceptions from nine Chinese MNCs (CMNCs) with operations in Australia are detailed.

**Findings:** Among twenty-six factors identified by the literature, this study supports twenty-two factors that affect global integration in the context of CMNCs, and excludes four factors, such as advertising intensity, premium positioning, country specific advantages (CSAs) and formalization. It is also argued factors affecting global integration can be reclassified within the three groups, namely organisational, industrial, and environmental.

**Originality/value:** This study extends quantitative and conceptual studies that have clarified and assessed the underlying factors influencing multinational corporations (MNCs) choices relating to global integration with the use of cross-level and in-depth interviews. This article incorporates various perceived factors into an integrated model assessing integration, and obtains empirical evidence of factors affecting global integration in the context of MNCs from emerging market.

### ***An Investigation of OFDI Strategies in China's Private Businesses: 'Round-Tripping' or 'Onward-Journeying'?***

Dylan Sutherland\*, University of Nottingham, United Kingdom

**Purpose:** To explore the motivations and strategies of China's private sector 'onward journey' ODI. 'Onward-journey' ODI is made via offshore tax havens and offshore financial centres (OFCs). As such it does not appear to originate from China and is largely undetected in official statistics/data (and not discussed in most studies on Chinese OFDI to date). As it happens, many of China's most successful private companies undertake OFDI via tax havens and OFCs.

**Design/methodology/approach:** To identify onward-journey ODI and the strategies of capital constrained private sector businesses we develop a sample of 150 Chinese companies that are held through offshore holding companies. We find that 57 of these have undertaken meaningful further onward-journey direct investment from the havens. Using annual reports and company accounts we further explore the nature of this OFDI, comparing and contrasting it with accepted theories and accounts of China's OFDI.

**Findings:** China's onward-journey OFDI is significant in terms of volume. Moreover, the strategies of the type of firms (usually capital constrained private companies) that use these structures are different from those usually attributed to Chinese businesses. Strategic-asset-seeking, for example, is not such an important factor driving their OFDI, whereas market seeking, efficiency seeking and involvement in the supply chains of other successful TNCs are.

**Research limitations/implications:** We only have insights into the activities of publicly listed companies on US and Hong Kong stock exchanges, from which our sample is drawn. Many companies go offshore without tapping international capital markets.

**Practical implications:** Policy-makers in developed markets hoping to attract China's successful private firms should consider how they can facilitate market-seeking.

**Originality/value:** To date onward-journey ODI from China's private sector has been largely overlooked, despite its importance (in terms of volume, direction and nature). Better understanding onward-journey ODI is likely to significantly change the way we conceptualise Chinese ODI, particularly via its incorporation of private sector capital constrained businesses.

### **Panel C: Internationalization of Chinese Enterprises**

#### ***Initial Internationalization of Chinese Privately-Owned Enterprises- The Take-off Process***

Hans Jansson\*, Linnaeus Baltic Business Research Center (LBBRC) & Linnaeus University School of Business and Economics, Sweden; Sten Söderman, School of Business Stockholm University, Sweden

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**Purpose:** In the first quarter of 2010 China showed the highest quarterly growth (12%) of any country ever. Although privately owned enterprises (POEs) are an important factor behind this immense growth knowledge is scarce and largely overlooked. The question is: how did they become key exporters especially about how they started to go abroad or took off.

**Methodology:** Two major take-off processes from the domestic market to the foreign market are studied. The research is based on an abductive case study research approach, where primary data are collected through interviews in the Yang-Tse River Region. The case study involves six privately-owned Chinese family firms run by strong and dominating entrepreneurs.

**Findings:** This article presents results from a literature review on the internationalization process of firms, developed into a conceptual framework about the take-off process and the initiation of international growth. The conditions for when a "horizontal take off" occurs is different in the emerging country market China compared to Western mature markets, being dependent upon how the transition process from a centrally planned economy to a market economy evolves. Major empirical and theoretical conclusions including nine propositions summarize the article and indicate areas for further research.

**Value:** Internationalization of Chinese firms cannot be understood without considering factors both in domestic and foreign markets. This study was motivated by a theoretical gap on the initiation of the internationalization process or exit issues rather than in entry modes in foreign markets.

### ***The Dynamics of M&A Strategy: the Example of Market Entry into China***

Björn B. Schmidt\*, Universität Potsdam, Germany

**Purpose:** This paper investigates into the dynamic interaction between developed market banks' inbound M&A into China and Chinese banks' outbound M&A. Based on a conceptual and empirical discussion, an explanation model is developed outlining the drivers and barriers of Chinese banks' outbound M&A and the factors in the inbound-outbound relationship. Additionally, dynamic M&A market entry strategies are derived, which explicitly account for potential incumbent outbound M&A moves.

**Design/methodology/approach:** Following a conceptual-empirical approach, initially a conceptual discussion was conducted by applying the market-based view and supplementing theory approaches to the research problem. In the second step a qualitative method mix was used to concretize the conceptual findings (two case studies of Chinese outbound M&A and eleven in-depth interviews with expert practitioners).

**Findings:** The findings reveal that prior to entering a new market, particularly via M&A where usually significant financial commitment is required, an entrant should consider feedback loops such as outbound M&A and, therefore, be clear about the consequences of an M&A market entry. Hence, M&A market entry strategizing is not a static but a truly dynamic problem. In particular co-operative measures added to an inbound M&A move can turn the threat of Chinese banks' outbound M&A into an advantage to developed market banks.

**Originality/value:** The value of this study stems both from a practical and a theoretical dimension. To practitioners this study is particularly valuable as it provides an explanation model, which can be used to ex ante consider feedback loops in M&A market entry scenarios. From a theory point view, this study contributes to a dynamic understanding of the MBV.

### ***Sustaining China's Growth Miracle through Outward FDI – a Theoretical Analysis***

Annemie Denzer\*, Eberhard Karls University Tuebingen, Germany

**Purpose:** The objective of the paper is to examine the impact of China's outward foreign direct investment (FDI) on its long-term rate of economic growth from a theoretical point of view.

**Design/methodology/approach:** The theoretical analysis is built on an endogenous growth model which is developed closely along the lines of Romer (1990) and Berthélemy and Démurger (2000).

**Findings:** The results highlight the potential of outward FDI as a channel for the transfer of foreign technology and accelerator of technology diffusion. In a static comparative analysis it can be shown that outward FDI is one of the key determinants of economic growth. However, the findings also suggest that the developmental role of outward FDI is subject to the absorptive capacity of the home economy.

**Research limitations:** Since the findings are so far only derived from a theoretical model which is based on simplifying assumptions, the results still need to be validated by empirical testing.

**Originality/value:** Previous formal studies have mainly examined the relationship between inward FDI and economic growth. Research with the focus on outward FDI has so far been limited to the growth effects on the firm and industry level. To my knowledge, this work presents the first approach to formally model the relationship between outward FDI and economic growth. It is also one of the first research papers to establish a theoretical footing for the analysis of future growth effects of China's "go global" strategy.

## POSTER PRESENTATIONS

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### ***Evidence on the Use and Weighting of Performance Measures in Chinese Top Management Contracts***

James J. Cordeiro\*, Lerong He & Tara Shankar Shaw, State University of New York, USA; Martin Conyon, ESSEC Business School, France & University of Pennsylvania, USA

**Purpose:** We add to the growing but still nascent literature on compensation of Chinese top managers by providing evidence on the use and weighting of accounting versus stock market performance measures in their compensation contracts. Drawing principally on agency theory, we develop and test hypotheses concerning the (a) weighting of accounting performance measures relative to stock market performance measures, (b) the influence of stock market and accounting returns volatility, and (separately) industry competition and firm-level growth opportunities on this weighting, (c) the use of relative performance evaluation (RPE).

**Design/methodology/approach:** We utilize a sample of virtually all listed firms over the 1998-2006 period; we compare effects over the 1998 to 2001 versus the 2002 to 2005 periods and also effects for SOEs versus non-SOEs.

**Findings:** Our results are mixed with some hypotheses only receiving support. These include hypotheses that ROA is weighted more heavily than stock returns in top executive compensation contracts in China and that this weighting is enhanced when ROA measures are less noisy relative to stock market performance measures.

**Originality/value:** Our paper is one of the first to test the hypothesized relationships concerning use of accounting and stock market performance measures in the Chinese context.

### ***Factors Influencing Consumer Attitudes toward Mobile Marketing: A Two-Country Study of Youth Markets***

Tony Gao\*, Andrew Rohm & Fareena Sultan, Northeastern University, USA; Suping Huang, Renmin University of China, China

**Purpose:** The purpose of this study is to examine factors affecting consumers' acceptance of mobile marketing in china and us.

**Design/methodology/approach:** Drawing upon the technology acceptance model, we develop and estimate a conceptual model examining the influence of individual characteristics (including perceived ease of use, perceived usefulness, personal attachment, innovativeness, risk avoidance, and privacy concern) on attitudes toward mobile marketing practices. Focusing on youth consumers, we empirically test the model using data collected in an established (U.S.) and an emerging market (China).

**Findings:** Findings across these two markets reflect cross-market similarities and differences related to consumers' attitudes toward mobile marketing. The moderating effect of personal attachment on attitude toward mobile marketing was significant both in China and in the U.S. However, personal attachment had a negative effect on the relationship between perceived usefulness and attitude toward mobile marketing in the U.S. sample. The U.S. and China respondents differed with respect to the extent that their attitude toward mobile marketing was influenced by perceived usefulness and privacy concern.

**Research limitations/implications:** The study is limited to specific samples of youth consumers in china and us. Although the scope of this study was not to examine differences in cultural factors affecting acceptance of mobile marketing practice, the results suggest that youth markets, whether in the U.S. or China, do exhibit similar positive influences on attitudes toward mobile marketing, including perceived usefulness and innovativeness. Taken together, these results suggest that youth consumers within markets as different as china and the U.S. may indeed exhibit more similarities than differences, perhaps as a result of the increasingly global and leveling influence of communications technology among young consumers.

**Practical implications:** This study suggests that managers should recognize the influence of personal attachment and personalization needs related to mobile phones among youth consumers. These findings also point to risk avoidance as an obstacle to the acceptance of mobile marketing practices among young U.S. consumers. One approach to permission-based involvement in the mobile space is to involve an incentive-based model in which consumers agree to accept advertising in return for free access and mobile content. Managers will need to emphasize personalization and trust models or incentive-based models to foster greater participation in mobile marketing programs.

**Originality/Value:** The research contributes to the existing mobile marketing literature in three ways. First, we develop a conceptual model that investigates the influence of individual factors related to mobile phone usage on consumer attitudes toward mobile marketing practice. Second, we examine three additional antecedent factors: personal attachment, risk acceptance, and privacy concern. in this way, we seek to provide a greater understanding of the role of these factors in directly influencing attitudes toward mobile

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marketing among the youth market. Third, we empirically examine and compare mobile marketing attitudes across two influential markets, one established and the other emerging.

### ***Paradoxes and Cultural Challenges - Case of Moroccan Manager Returnees and Comparison with Chinese Returnees***

Rachid Alami\* & Jean François Chanlat, Paris Dauphine University, France

**Purpose:** Manager returnees are more likely to face cultural gaps when they try to lead teams and to apply what they have learned in term of business practices and leadership. This paper aims to throw light on a social phenomenon that affects Moroccan returnees. After spending many years abroad studying or working, manager returnees seem to be out of phase in terms of communication and coordination when comes time to improve their team's performance. Our research aimed to validate these observations and to show what manager returnees have done in terms of readjustment and adaptation to overcome such a cultural difference. On the other hand, we have compared what Moroccan and Chinese returnees have done to go beyond these issues.

**Design/methodology:** Data was collected through self-administered questionnaires. We used statistical analysis (SPSS). The methodology used is an interpretation-based one.

**Findings:** First of all, the most of the Moroccan returnees face the same cultural gap. Difficulties come from maladjusted communication style, power distance management and language adaptation. From statistical analysis, it appears that 4 paradoxes emerged. The first one is that local employees understand western managerial concepts that manager returnees have learned but they show resistance to incorporate these. The second paradox is that team members show trust and respect to their manager but they don't want to apply what their managers want them to do. The third paradox is that using religious references to make people more receptive has no impact. The last paradox but not the most unexpected of them is that Morocco is well known as a high power distance country. However, managers have adopted low power distance style to overcome obstacles.

**Originality/value:** First, no other similar research has been done before in Morocco. Secondly, we hope that these findings would help to cut down the gap between what returnees aspire to and what local employees define as a "good boss". Finally, it seems that there are little difference between what Moroccan and Chinese returnees face and what they have done to enhance performance.

### ***Chunghwa Telecom Privatization - "National Interest vs. Market Sentiments: Between a Rock and a Hard Place"***

Olivier Roche\* & Sebastian Keitel, Salisbury University, USA

**Purpose:** This is a case study about the privatization of Chunghwa Telecom. During the privatization process, the governance structure of the organization changes rapidly. The case emphasizes the study of the interactions between various stakeholders involved in a high profile transaction [i.e. government officials, private investors, financial advisor...etc.] and how these interactions ultimately shape the pricing strategy of the proposed IPO.

**Design/Methodology/Approach:** The case is based on information provided by the company as well as interviews with the former Chief Financial Officer of Chunghwa Telecom.

**Findings:** Pricing strategy for an IPO is based on objective data [financial and operational]. However, the interpretation of these data is subjective and biased by the risk/return profile of each stakeholder involved in the transaction.

**Originality / Value:** These interviews provide a unique perspective of the IPO process. Indeed, the case explores the human side of the transaction. Based on the same financial data, various stakeholders with contradictory objectives ultimately reach a different price range for the shares of this former state owned enterprise.

### ***China's Global Impact after the Financial Crises***

Shalom Saad Saar\*, China Europe International Business School, China

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### ***Anti-Dumping Measures in India-A Study on China***

Anshul Pachouri\*, Nripendra Singh & Archit Bansal, Jaypee Institute of Information Technology University, India

**Purpose:** The purpose of this paper is to offer an overview on anti-dumping measures in India by bringing out the facts related to dumping issues and their implication with respect to China.

**Design/Methodology/Approach:** The paper begins with an outline of the dumping issues of China in the Indian markets and this is followed by a review of various sectors affected by the Chinese dumping as gathered from the literature and an outline of the anti-dumping frame work in India concluding by four cases on Chinese dumped products. The paper draws its empirical material from trade sources available on the internet.

**Findings:** The findings reveal that how dumping of goods by China is affecting the Indian domestic markets. Due to a large number of allegations and non-transparent information system of China, India is not giving market economy status and Free Trade Agreement to China. The four cases prove that the anti-dumping duty is not sufficient enough to stop dumping of products from China because of huge price difference and complex procedures. Concluding that anti-dumping issues are not only concerned with the economic growth and monetary gains but also concerned with issues like consumerism, health and security.

**Originality/ Value:** The paper offers an accessible review of the issues related to dumping of products by China, which will interest academics working in trade relations, business environment, and economics department and students studying in these disciplines. Also it may be of value to policy makers and industry players.

### ***Social Entrepreneurship: Need for a Wider Mandate in China***

Sudhanva V. Char\*, Life University, USA

**Purpose:** Make a case for maxing out social entrepreneur skills as an institutional remedy to solve China's social and societal issues such as corruption, pollution and avoid "tragedy of the commons" that invariably arise on account 'smokestack' industrialization.

**Design:** Highlight a) Overlooked aspects of rapid growth with reference to 16% of population at the bottom of the income pyramid that missed the growth boat and b) Harm otherwise done to elementary resources such as air and water.

**Findings:** Growth sustainability in China has become problematic on account of: a) 16% of the population being mired in poverty with an income of less than \$1.25 per day. They do not participate in growth and so do not experience feelings of inclusion in progress. b) Relative neglect of environmental issues and on account of the dash for growth c) Economic discontinuities such as recessions and earthquakes that interrupt progress d) Failing to make good use of all segments of the society to bridge the Technology gap

**Research/Practical Implications:** Studies of this kind help highlight neglected sectors of Chinese society, enable them to participate in the mainstream of economic life by means of assigning a proactive role to SE, rather than merely bob in its backwash.

**Originality:** Not much attention is given to the human downside to the dynamics of China's growth, nor to the crucial issue of bringing into the mainstream those at the bottom of the income pyramid by means of non-ideological social entrepreneurial skills.

### ***The Social Political Economic Influences of China's Globalization and Developed, Emerging and Less Developed Countries***

Lawrence Mensah Akwetey\*, British Institute of Technology & E-Commerce, United Kingdom

**Purpose:** The purpose of this paper is to discuss how China's social political and economic performance in the global economy which many economic observers describe as remarkable. The paper discusses some economic observers' comments as whether China replaces the US economic leadership this century.

**Methodology:** The paper carefully isolates and critically discusses how the social, political and economic critical success factors virtually catapulted the country into global economic prosperity. The western political and economic models and theories that are able to explain China's current economic trajectory-either at the macro or micro level-are also discussed

**Findings:** China has 170 cities with over 1 million people, 600 million subscribers to wireless and telephone services-the largest on-line population- and is the buyer of over 12% of the world's luxury goods. China has influenced and set up economic ventures in many developing, emerging and developed countries. For example, China as the third largest producer of cars in the world has developed a concrete strategy of production of vehicles in many emerging

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China is the world's most populous nation, the world's second largest economy in (GDP PPP). The country is the third largest trader, and the largest recipient of Foreign Direct Investment (FDI). The country has almost 2 trillion US Dollars in Foreign Reserves and has the fastest economic growth in modern times. *Originality/Value:* Research findings used in this paper coupled with the author's original thinking and analysis provide a good value for thought to other researchers and students of this subject area.

### ***The Westernization of the East: Interpreting Social Actions and Their Impact on Business and Society***

William X. Wei\*, Evandro Bocatto & Eloisa Perez-de-Toledo, MacEwan School of Business, Canada

*Purpose:* We re-conceptualize the terms West and East arguing that more than a geographic parameter they refer to developmental stages. West is related to development whereas East to indevelopment. From such consideration, the paper aims to interpret countries intentions regarding economic, political, social and ecological orientations through the deconstruction of these social actions, into intentions, instruments and implementation.

*Design/methodology/approach:* Although the paper is theoretical, the driven research question is: Is the East intending to become the West? And, if so, what are some of the implications of this fact for business and society? This theory building from case studies samples the cases through the extreme and polar cases ideals. Cases are compared by both similarities and differences for the matter of consistency and generalization. Comparative evidences from institutions' and other social actors' trends and/or innovations are thus presented as small cases.

*Findings:* The analogy of the westernization of lifestyle is used to demonstrate the tradeoffs that occur as the East chooses the Western model as its benchmark. We conclude that the East is unlikely to find the right model of growth to replicate because the Western model has so far assumed mistakenly that there are unlimited resources for growth. Besides, crises and social disparity can be found in the West as well.

*Practical implications:* We discuss as well the role of innovation in business and society as a possible, albeit limited, solution.

*Originality/value:* Considering ecological and social issues thus is crucial to understand the direction the growth in the East cannot take. The paper presents a needed discussion which is however clearly out of the mainstream.

## SESSION 2

### **Panel A: Modeling Industrial Globalization**

#### ***A Dynamic Game Theoretic Approach on Chinese Pharmaceutical Firms' International Strategic Collaboration***

Chih-Sheng Hsu\*, National Taiwan University, Taiwan; Hua-Wei Zhang

*Purpose:* The aims of this research are to exam the existing phenomenon of international strategic collaboration between Chinese and foreign pharmaceutical firms, to find the most appropriate way for executing, as well as the dynamic decision making during the collaboration deeply.

*Design/methodology/approach:* Static and Dynamic Game Theory, Economics Models, Mathematic Methods, Quantitative Analysis

*Findings:* 1. Foreign pharmaceutical firms should mainly engage in R&D with higher profit, and the Chinese pharmaceutical firms should mainly engage in the manufacture with lower profit.

2. The repeatedly unlimited game (long-term) is better than the two stage game (short-term).

*Research implications:* 1. We explore the international collaboration in Chinese context, to understand the relationships and decision-making process between Chinese and foreign pharmaceutical firms.

2. This research investigates the division of work structure in the collaboration by static game theoretic approach and the decision-making for it through the dynamic game theoretic approach.

*Practical implications:* The government should guide the industry to build and develop an appropriate direction according to the relative advantage of country. Besides, it should consistently welcomed foreign investment and encouraged the integration of local industry with international companies.

*Originality/value:* We adopt static and dynamic Game Theory approaches to create models and use mathematic methods to deduct and explain the events under the various situations.

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### ***China's Automotive Companies Shift Gears: Manifestations and Implications of Global Ambitions***

Francis Schortgen\*, University of Mount Union, USA

**Purpose:** The reversal of fortunes in the global automobile industry in 2008-2009 has been nothing short of consequential for the sustainability of competitiveness, indeed viability, of established Western automobile giants. In this paper, we offer a contextual assessment of the motivations, prospects and challenges facing the Chinese automobile industry as it aims to shift gears and merge into the global automotive lanes.

**Design/methodology/approach:** In the depiction of a general outward internationalization trend of China's automobile industry, we craft a broad picture aimed at elucidating whether it represents a logical extension of the stage-like process of business internationalization or whether it reflects the adoption of a competitive 'survival strategy'.

**Findings:** As Chinese companies expand their presence throughout developing economy market, including the Middle East and North Africa markets, their competitive challenge to established European, Japanese and South Korean brands is becoming readily apparent. Moreover, they are rapidly expanding M&A activities so as to strengthen their competitive basis and global viability. The demonstrated ability of Chinese car companies to exert competitive pressures on Western, Japanese, and South Korean rivals in second- and third-tier markets may yet prove to be the beginning of a more unsettling dynamic as they begin to set their sights on first-tier markets.

**Practical Implications:** This paper lays the foundation for a more extensive and elaborate comparison of Chinese and Japanese/South Korean market expansion strategies, successes and failures.

**Originality/Value:** The paper aims to put predictions of an impending Chinese economic tsunami in the global automotive industry in broader perspective.

### ***Chinese Pharmaceutical Firms' International Strategic Collaboration: A Dynamic Social Network Approach***

Chih-Sheng Hsu\*, National Taiwan University, Taiwan; Chih-Hsing Liu

**Purpose:** 1. This research explores the motivation and partner selection of the international collaboration. 2. How collaboration networks of pharmaceutical industry evolve in China versus United States? 3. We take both static and dynamic view of network and focusing on pharmaceutical industry.

**Design/methodology/approach:** Network Approach, SDC database, UCINET software, Quantitative Analysis

**Findings:** 1. We propose several hypotheses about international strategic collaboration and collaboration network. Finally, almost our hypotheses are fully or partly supported, while only H4 is rejected. 2. Partner selection and collaboration network for Chinese and United States are really different, and these differences come from different motivations for collaboration.

**Research implications:** Resource Based View and Organizational Learning Theory would be suitable for explaining the motivation of collaboration for Chinese firms, while, Synergy Theory and Transaction Cost Theory could be used to explain the motivation of collaboration for developed-country firms.

**Practical implications:** In the extremely competitive and fast technology change environment, pharmaceutical firms have to make more international collaborations, particularly technical collaboration, to accommodate the change of technical environment.

**Originality/value:** This article contributes to the literature on the dynamic networks of international strategic collaboration in China and United States by comparing geographic distance, economic distance, mean number of partner, density of network and the type of international strategic collaborations.

### **Panel B: China in the Developing World**

#### ***Chinese Economic and Political Interests in Latin America: The Cases of Brazil, Chile and Mexico***

Diana Bank\*, Universidad de Las Américas, Puebla (UDLAP), México; Juan Carlos Gachúz & Nadia Almaraz, Instituto Tecnológico de Estudios Superiores (ITESM), México

**Purpose:** As an outcome of the economic crisis, the global manufacturing sector is collapsing. Focusing on Chinese manufacturing small and medium enterprises (SMEs), this study investigates whether marketing innovation, defined as improvements in the marketing mix, can assist in withstanding the challenges of operating under the current economic conditions.

**Design/methodology/approach:** A conceptual model linking market orientation, marketing innovation, competitive advantage and firm survival is tested using both structural equation modeling and logistic regression.

**Findings:** Three key findings are derived. First, the examined Chinese manufacturing SMEs had a greater likelihood of survival had they developed and sustained a competitive advantage. Second, marketing

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innovation assisted in developing and sustaining competitive advantages based on differentiation and cost leadership strategies. Third, marketing innovation capabilities improved when the examined manufacturing SMEs were competitor oriented and had good inter-functional capabilities.

*Originality/value:* This paper makes five important contributions. First, it extends the literature on Chinese SMEs which have mostly been neglected in the academic business literature. Second, it adds to the literature examining marketing innovation as a driver to performance, which to date is relatively scarce. Third, it extends the extant literature that has investigated the marketing orientation-marketing innovation-performance linkage. Fourth, it adds to the body of knowledge that has examined how firms can manage and survive environmental crises. Last but not least, by focusing on the Chinese context, this study extends the extant enquiry on marketing orientation which has primarily focused on the North American and Western Europe environment.

### ***The Reality of China's 'Noninterference' Doctrine in African Economies***

Richard Aidoo\*, Coastal Carolina University, USA

*Purpose:* This paper examines the historical origins and development of China's advocacy of the principle of noninterference in its African foreign policy and suggests that in spite of its consistent rhetorical support for noninterference over the last fifty years, the relevance of the principle in shaping Beijing's foreign policy decisions has varied as its pragmatic interests have shifted.

*Approach:* The paper mainly adopts some quantitative as well as qualitative information to establish the support or otherwise for China's noninterference in Africa.

*Findings:* China's level of investment in Africa and dependency on African energy resources and markets have expanded, however, Beijing has found limiting its actions vis-à-vis a policy of noninterference less tenable, and as recurrences of regional instability and anti-Chinese populism have threatened its interests, citizens, and assets on the continent, will likely take a more forceful role in its relations with partner states.

*Originality/Value:* This paper provides a useful basis to examine the effectiveness of China's foreign policy in its engagement with African economies, which is central to current discussions on Sino-Africa relations.

### ***The Impact of Chinese Outward Investment: Evidence from Cambodia and Vietnam***

Julia Kubny\*, Deutsches Institut für Entwicklungspolitik (DIE) & German Development Institute, Germany; Hinrich Voss, University of Leeds, United Kingdom

*Purpose:* We assess the impact of Chinese investments on the economies of Cambodia and Vietnam since host country effects of Chinese investments are as yet poorly understood. Our research has direct consequences for theorizing on China's OFDI and for policy-making.

*Design/methodology:* We interviewed 60 Chinese investors, other foreign investors, and domestically-owned firms in Cambodia and Vietnam to assess the impact of Chinese investments on local workers and local firms.

*Findings:* Chinese firms have a strong direct impact on the domestic workforce, but little interaction with local firms, which limits the potential gains from spillovers. This contrasts with UNCTAD's expectations but is in line with findings on industrialized country FDI.

*Research limitations:* Our sample is restricted to Chinese investments in manufacturing industries. Research in the primary and tertiary sector may come to different conclusions.

*Practical implications:* Our findings suggest separate policy recommendations for Cambodia and Vietnam in order to increase inflows of Chinese investments and better utilise these investments for the local economy.

*Originality:* We provide a first qualitative assessment of the impact of China's outward foreign direct investment on a host economy. We do this for the countries of Cambodia and Vietnam, which have so far received little attention in terms of China's OFDI coverage. In addition, the impacts of Chinese investments are generally under-researched.

### **Panel C: Location Choices for Chinese MNCs**

#### ***FDI Regimes, Investment Screening Process, and Institutional Frameworks: China Vs. Others in Global Business***

Syed Tariq Anwar\*, West Texas A&M University, Texas

*Purpose:* The main purpose of this paper is to investigate and analyze foreign direct investment (FDI) regimes, screening process, and institutional frameworks in global business. China's FDI regime is

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compared with the U.S., Australia, Canada, and the U.K. Other countries were also included in the discussion of investment regimes.

*Design/methodology/approach:* By using interdisciplinary literature, secondary data, and research surveys and reports from multilateral institutions, the study investigates the changing profile of FDI regimes in global business.

*Findings:* The study reveals that China's FDI regime has embraced significant changes to attract foreign investment. The Chinese market is open yet restricted in its own regulatory environment. Investment regimes in the U.S., Australia, Canada, and the UK are also changing to attract and monitor FDI which is critical to many economies.

*Research limitations/implications:* We believe that more country- and industry specific studies are needed to investigate FDI regimes, institutional frameworks, and screening process. China is particularly an interesting case study regarding its massive growth, changing consumer markets and regulatory environment.

*Practical implications:* Multinational corporations (MNCs), governments, and researchers need to pay attention to FDI regimes in global business.

*Originality/value:* Within interdisciplinary literature, this work provides useful discussion and meaning implications for MNCs and emerging markets (EMs).

### ***The Importance of Country Brand for FDI Location Decisions***

Marc Fetscherin\*, Rollins College, USA; Philippe Gugler, University of Fribourg, Switzerland

*Purpose:* In the international business literature, the location choice of FDI are based on the normative decision theory which assumes an objective decision making process based on objective country factors. However, descriptive decision theory as well as the finance, economics, and marketing literature related to FDI shows, top executive investments decisions can be subjective based on (subjective) perception of a country. The purpose of this paper is to explore whether the (subjective) perception of a country, instead of objective country factors, can explain FDI location decisions.

*Design/methodology/approach:* In order to explain FDI flow we take as the independent variables each of the 6 dimensions of the well-known and established Nation Brand Index (NBI) which measures the nation brand. We use multiple regression analyses to assess the importance of country brand variables on FDI flow.

*Findings:* Our results show that out of the 6 nation brand index dimension, the image of the country for FDI and immigration as well as the image of the government are both able to explain almost 65% of the FDI stock flows.

*Originality/value:* This paper is one of the first discussing and indicating that the perception of a country can explain significantly FDI stock flows.

### ***Wealth Impact of Cross-Border Acquisitions on U.S. Firms: Evidence from the Acquisitions of Chinese Firms***

Halil Kiymaz\*, Rollins College, USA

*Purpose:* This study investigates the impact of mergers and acquisitions announcements on U.S. firms that involved in cross-border acquisitions of 204 Chinese firms during the period of 1999 and 2007. Study also investigates the wealth gains with respect to type of acquisitions and industrial affiliation of bidders. Finally, the study analyses factors influencing wealth gains including firm specific and macroeconomic factors.

*Design/methodology/approach:* This is an empirical even study paper.

*Findings:* The show that U.S. firms experience statistically significant wealth gains on the announcement day, though this is primarily concentrated in transactions involving divested targets. The analysis of wealth gains with respect to industry affiliation indicates that firms acquiring in manufacturing and services sectors experience the greatest wealth gains in their acquisitions in China. Acquisitions in financial sector, on the other hand, yield wealth loss. Among the factors influencing the wealth gains, the undervaluation of Yuan, favorable economic conditions in China, growth rate of sales, financial slack of firm appears to be important factors.

*Originality/value:* This study adds value by focusing on Chinese acquisitions of US bidders by looking at both firms specific and macroeconomic variables.

### ***Macroeconomic Prospects for China's Outward Foreign Direct Investments***

Ilan Alon\*, Rollins College, USA; Tetyana Molodtsova, Emory University, USA; Jian Zhang, World Bank

*Purpose:* To examine the macroeconomic determinants of Chinese outward foreign direct investment

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**Methodology:** We use economic gravity models and present evidence from panel data on Chinese firms' investment to 103 countries during 2003-2007, which suggests that while Chinese imports from a country stimulate investment there, Chinese exports do not.

**Findings:** This article supports the theory that Chinese investment abroad is horizontal and designed to serve its own local market (import platform investment). The estimates suggest that a 1% change in imports from China will lead to a 0.15% change in Chinese OFDI. We also find that Chinese exchange rate appreciation has a strong influence for firms' entry decision.

**Originality/Value:** Few studies have examined the macroeconomic determinants of outward direct investment from China. This study employs a sophisticated methodology to estimate parameters of macroeconomic determinants. This will pave the way for future research in the area.

### SESSION 3

#### Panel A: China and America's FTA partners

##### ***China's Energy Strategy in Latin America***

Kassandra Behrndt-Eriksen\*, University of Copenhagen, Denmark

**Purpose:** This article seeks to explain China's engagement in Latin America through analysis of Chinas engagement in Brazil, Venezuela and Argentina in the last decade. The engagement is examined in terms of large resource deals, various trade agreements as well as a number of political agreements.

**Design/methodology/approach:** The article presents a theoretical framework of modified structural realism that offers analysis of both the role of resources and political power for the foreign policy of a state. Based on careful case selection three cases are chosen in order to explain China's general engagement in Latin America. Hypotheses derived from theory are applied to each of the three cases and results are presented.

**Findings:** The conclusions reached are that Chinas engagement in Latin America is a strategy to secure its resource endowment. Through its engagement with these countries however, China accrues political power that can be used in international fora and utilized to challenge US interests and the Western liberal model.

**Originality/value:** The theoretical model developed here is able to examine the foreign policy of a state when there is no access to the policy process. Thus, it is applicable to analyze the foreign policy of an authoritarian state such as China. The analysis is able to examine the role of resources for the foreign policy of state; something that other theories have difficulties in accounting for.

##### ***Mexico as a Springboard Country for Chinese Investments***

Diana Bank\* & François Duhamel, Universidad de Las Américas, Puebla (UDLAP), México

**Purpose:** To understand the purpose and motivations of Chinese investments in Mexico

**Design/Methodology/Approach:** We analyzed raw data from secondary sources of information (newspapers, governmental and private databases, academic articles)

**Findings:** We found that China is investing in Mexico mainly to use the country as a springboard into the US market

**Research limitations/implications:** A major limitation is that present data did not allow us to disentangle completely the various motives of Chinese investments that we observed

**Originality/Value:** The reasons and purposes of Chinese investments in Mexico have not yet been widely studied. Nevertheless, studies on the subject could yield original insights that add to the knowledge of Chinese FDI, and which look at an understudied dimension, e. g. springboard investments

##### ***Chinese State-Controlled Funds & Entities in Canada: A Game Perspective***

Qianyu Chen\*, China Agricultural University, China; Xiaohua Lin, Ryerson University, Canada

**Purpose:** Chinese outward direct investment through State Controlled Funds and Entities (SCF&Es) are on the rise, yet their progress in the developed nations has been slow. In the context of Chinese FDI in Canada, the current study examines the interests, concerns and strategic options of the players, including the developed nations, local enterprises, and SCF&Es, and analyzes the outcomes from their interactions. Ultimately, we intend to make predictions on the prospects of SCF&Es in the developed nations.

**Approach:** The paper builds a model from a game perspective to analyze SCF&Es investment in the developed nations with Canada as an exemplar.

**Findings:** The game model predicts a mode of restrictive investment. The model is then applied to a case therein Chinese SCF&Es entered the resources sector in Canada.

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**Implications:** A win-win situation could emerge if all players in the game, including but not limited to the developed nations' government and SCF&Es, can make reasonable compromises to ensure the development of a conditioned deal.

**Originality:** The current study takes a step towards filling the void by analyzing strategic situations wherein developed nations are faced with SCF&Es.

### Panel B: Individuals' Internationalization

#### ***Comparing Domestic And Returnee Female Entrepreneurs in China: Is There an Internationalization Effect?***

Everlyne Misati\*, Tonia Warnecke\*, Ilan Alon & Wenxian Zhang, Rollins College, USA

**Purpose:** The number of women entrepreneurs in China has increased rapidly with the development of China's new economy. These entrepreneurs consist of returnees and non-returnees. This study seeks to identify the key patterns in the entrepreneurial development of the two groups and the factors that influence their career paths and success.

**Design/methodology/approach:** We study the entrepreneurial development of women entrepreneurs in China through historical review and case studies of twelve high profile women.

**Findings:** As compared to non-returnees, we find that returnees are relatively more educated, start their businesses younger or reach executive positions at a relatively young age, utilize their external contacts and knowledge in addition to local —guanxi, and innovate by bringing established foreign ideas back to China.

**Research limitations/implications:** Our study utilizes a limited sample of twelve high profile women entrepreneurs to test our hypothesis. We also compare the entrepreneurs' firms that are varied in scale of operation and degree of success. Future research using a larger and perhaps more representative sample is encouraged to increase generalizability of the outcome.

**Originality/value:** This study contributes to a better understanding of the role of internationalization in the development of women entrepreneurship in China, and advances the growing literature on this subject.

#### ***Cross-Cultural Competence of the PRC Expatriate Managers: A Personality Trait Perspective***

Cherrie Zhu\* & Dan Wang, Monash University, Australia; Susan Freeman, University of Adelaide, Australia

**Purpose:** This study aims to investigate what personality traits (the Big Five) contribute to cross-cultural competence (CCC) and how these traits might contribute to CCC using an expatriate sample of the People's Republic of China (PRC). Given the growing importance of Chinese outward foreign direct investment to other economies, this study is timely.

**Design:** In order to address the issue and provide a holistic understanding, thirty five in-depth interviews were conducted altogether, including 22 PRC expatriate managers working in a wide range of host countries, both developing and advanced, seven foreign colleagues of the expatriates, and six cross-cultural experts and expatriate supervisors in the MNE headquarters.

**Findings:** The findings suggest that conscientiousness and openness serve as the most important personality traits that contribute to CCC. At the same time, cultural differences and institutional factors within home and host country might considerably influence the impact of personality traits on CCC.

**Originality:** This study contributes to literature by examining an expatriate sample from the PRC regarding the influence of personalities on CCC. It extends socio-analytic theory by highlighting the influence of cultural differences between personality traits and CCC which remain neglected in prior studies in this field.

#### ***Entrepreneurial Orientation, Social Capital, and the Internationalization of Emerging Market SMEs: Evidence from China***

Yue Wang\*, Xiao Zhang & Xufei Ma, University of South Wales, Australia

**Purpose:** This paper aims to examine the antecedents to the internationalization of Chinese small and medium-sized enterprises (SMEs).

**Design/methodology/approach:** This paper integrates the entrepreneurship literature with social capital theory to develop conceptual framework and generate hypotheses. It adopts a concurrent triangulation design that combines a quantitative survey and multiple case studies.

**Findings:** Our quantitative study of 117 SMEs in China demonstrates the overall importance of entrepreneurial orientation and the social networks of entrepreneurs in facilitating the Chinese SMEs' internationalization efforts, and also reveals that different dimensions of entrepreneurial orientation and different types of social capital exert different levels of influence on specific aspects of Chinese SME

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internationalization. Complementary data from multiple case studies explains the variation between our quantitative findings and the findings of previous research.

*Originality/value:* The study advances our understanding of the impact of entrepreneurial orientation and social capital on the internationalization process of Chinese SMEs.

### **Panel C: Chinese FDI and Europe**

#### ***The “Marco Polo” Effect: Chinese FDI in Italy***

Roberta Rabellotti\*, Università del Piemonte Orientale, Italy; Carlo Pietrobelli, CREI & University of Roma Tre, Italy; Marco Sanfilippo, European University Institute, Italy

*Purpose:* This study investigates the motivations driving Chinese outward direct investment to Italy.

*Design/Methodology/Approach:* The analysis is based on secondary sources and in-depth interviews with key informants and senior managers of Chinese affiliates in Italy.

*Findings:* The empirical analysis shows that the evolution of the Chinese pattern of entry to Italy is in line with the model followed by Chinese firms for direct investment in other European countries: starting with small scale operations in trade-related activities, and then evolving towards the acquisition of tangible and intangible resources deemed necessary to increase Chinese presence in international markets and, more generally, to upgrade its technological and production capacities. Chinese investments in Italy are increasingly targeting the acquisition of design and brands in key Italian sectors of specialization, and technological capabilities in sectors such as metalworking. Chinese multinational enterprises also are investing in Italy to get access to local competitive advantages in sectors such as automotives and home appliances. This location choice is clearly linked to the intention to tap local competences available at the cluster level.

*Originality/value:* The study is based on an unique authors' proprietary database on Chinese FDI projects in Italy and on in depth interviews with Chinese firms in Italy and key informants from Chinese supporting institutions in the country.

#### ***European Union Direct Investment in China: Characteristics and Determinants***

William X. Wei\*, MacEwan School of Business, Canada; Bernadette Andreosso, University of Limerick, Ireland; Ilan Alon, Rollins College, USA

*Purpose:* Given the importance of the debate on regional disparities in China, the purpose of this paper therefore is to analyze the spatial and regional determinants of FDI in China.

*Design/methodology/approach:* The first section provides a background on EU FDI in China. Section 2 briefly looks into the most appropriate theoretical framework that can be used to explain EU FDI in China, and it succinctly reviews a number of studies that have tested the main FDI frameworks. Section 3 deals with the source of data, model development, specification and justification of the chosen variables. Next, a preliminary statistical analysis of EU FDI to China and a comparison of the empirical results with other relevant studies on locational determinants of FDI to China are provided in section 4. Finally, section 5 concludes with a summary and further end remarks.

*Findings:* This article provides a pioneering econometric analysis on the spatial determinants of EU investment in China using a comprehensive data set of EU FDI inflows from 1996 to 2002 and introducing new variables such as provincial revealed comparative export performance. The objective is to ascertain which independent variables provide sufficient explanatory power in understanding the spatial regional distribution of EU FDI in China by comparing the results with those obtained in relevant studies on location choice of FDI in China.

Generally speaking, the results from the tests are in conformity with the hypotheses. Variables such as GDP and RCXA, where Coastal China maintains a substantial comparative advantage in terms of openness (and still will in the long term), are the most influential factors in attracting EU FDI inflows.

*Originality/value:* Given the general scarcity of research on regional FDI in China, particularly from the EU as a source country, and the unique characteristics of the EU investment in China, this study makes a singular contribution by empirically examining the regional economic determinants of FDI from EU countries in China.

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### ***Chinese M&A in Germany: the Light-Touch Integration and a Theoretical Explanation Based on Absorptive Capacity***

Yipeng Liu\* & Michael Woywode, University of Mannheim, Germany

**Purpose:** Depart from the strategic intention perspective in the burgeoning literature on Chinese OFDI, this paper focuses on the integration approach of Chinese cross-border M&A in Germany and identify the possible causes of the light-touch approach.

**Design/methodology/approach:** This qualitative study includes six Chinese M&A cases in the German machine tools industry. Semi-structured interviews were conducted with German managers and CEOs from the acquired companies. In addition, governmental institutions and Chinese CEO/managers involved in Sino-German business cooperation were interviewed for more observations. Cross-case analysis is conducted to test and illustrate the explanatory power of the conceptual framework.

**Findings:** Unlike the conventional wisdom on M&A integration, Chinese cross-border M&As in Germany adopt the light-touch integration. A conceptual framework integrating individual -, organizational-, and national level dimensions into the concept of absorptive capacity is proposed to explain the light-touch integration approach. We hope to shed some light on the challenges and problems encountered by Chinese cross-border M&A activities.

**Research limitations/implications:** The qualitative research based on fine-grained case studies cannot be simply generalized, albeit representative. We call for further research to test the conceptual framework empirically when more data are available.

**Practical implications:** For cross-border synergy realization and value creation by virtue of unleashing the potential of realized absorptive capacity it suggests the managers consider cross-border M&A from a multidimensional perspective.

**Originality/value:** We fill the research gap looking at the Chinese cross-border M&A integration based on the organizational learning theory. A multidimensional perspective is integrated into the absorptive capacity concept.

### FRIDAY, OCTOBER 8

#### SESSION 4

##### **Panel A: China's Political Economy and Regions of the World**

### ***Chinese Scientific Socialism in Global Perspective: Geopolitical Implications for Latin America and the United States***

Robert A. DeVillar\*, Kennesaw State University, USA

**Purpose:** The objective of the paper is to examine the impact of China's outward foreign direct investment (FDI) on its long-term rate of economic growth from a theoretical point of view.

**Design/methodology/approach:** The theoretical analysis is built on an endogenous growth model which is developed closely along the lines of Romer (1990) and Berthélemy and Démurger (2000).

**Findings:** The results highlight the potential of outward FDI as a channel for the transfer of foreign technology and accelerator of technology diffusion. In a static comparative analysis it can be shown that outward FDI is one of the key determinants of economic growth. However, the findings also suggest that the developmental role of outward FDI is subject to the absorptive capacity of the home economy.

**Research limitations:** Since the findings are so far only derived from a theoretical model which is based on simplifying assumptions, the results still need to be validated by empirical testing.

**Originality/value:** Previous formal studies have mainly examined the relationship between inward FDI and economic growth. Research with the focus on outward FDI has so far been limited to the growth effects on the firm and industry level. To my knowledge, this work presents the first approach to formally model the relationship between outward FDI and economic growth. It is also one of the first research papers to establish a theoretical footing for the analysis of future growth effects of China's "go global" strategy.

### ***The Significant of Chinas Geopolitical Empowerment in Central Asia, Strategic Analysis of Regional Complexities***

Oskar Kayasan\*, European Research Center, United Kingdom

**Purpose:** Central Asia's recent manoeuvre to give greater geopolitical autonomy to China may aptly be considered strategic shift to Asia. The significant of Chinas Geopolitical Empowerment in Central Asia is to extend of influence by applying new form of unique resource-generating strategies. This paper is exploring the regional leverage patterns of Central Asian States (CAS) from geopolitical empowerment perspectives.

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CAS, countries includes Kazakhstan, Kyrgyzstan, Azerbaijan, Tajikistan Turkmenistan and Uzbekistan has rather generic geopolitical settings that might have an impact on their regionalisation progress. We examined the issue with particular focus on whether the empowerment of China, with a complementary relationship in the region can reshape future geopolitical strategies. The lack of progress between Central Asian States questions the priorities of regional integration. This paper focuses on four levels of complex geopolitical empowerment in Central Asia: (1), geopolitical complexities, (2); country-specific strategies; (3); integrated energy resources; (4), complementary power relationship'. Since overwhelming process of Chinas regional ambitions question arises about the particular challenges for the region. As to whether to understand and comply the unique way of national capabilities and resources of China is rather difficult to comprehend.

*Design/methodology/approach:* This is a conceptual paper.

*Findings:* We propose regional complexities model that explicates there is a need to consolidate, strengthen, integrate, expand and deepen the regional trade agreements in the region to reduce the spaghetti bowl effect. China is wary of alliances and prefers more flexible forms of regional relations. The results suggest that significant of China's geopolitical empowerment is overwhelming and creating a diverse effect towards the regionalisation progress.

*Practical implications:* The practical implication applies to Russia's involvement in Central Asia. Turkey has now become an emerging global power, which also has historical socio-economical ties with the Central Asian countries. This obviously complicates the CA into a more regional relationship puzzle. The level of strategic partnership in the region has full-fledged alliances and number of advantages. Unlike a coalition, the partnership does not make Russia responsible for any of China's actions in the region, nor does it involve significant commitments which could limit strategic partnership.

*Originality/value:* The model contributes that the strategic shift of balance in the Central Asian region between Russia, China, Turkey, Europe and USA is now creating new regional paradigm. The extent to which Geopolitical Empowerment are similarities at the regional or national level represents the 'exposed orientation' of Chinas particular approach. Therefore our model has a great value to researcher and practitioners as well as regional perspectives.

### **Chinese SWFs: At the Crossroad between the Visible and the Invisible Hand**

Michael Keller\*, Philippe Gugler & Laura Vanoli, University of Fribourg, Switzerland

*Purpose:* Determine the objectives of Chinese SWF investments and the role of the government in their investment decisions. The underlying question can be formulated as follows: Do SWF investments reflect a pure financial consideration (i.e. the maximization of the return on investment) or a strategic and geopolitical objective raising some concerns about SWFs?

*Methodology/Approach:* Identify and analyze Chinese SWF investments in terms of targeted countries/regions and targeted sectors in order to bring to light their investment strategy. Compare SWF investment strategy with the objectives defined in the *Go Global* policy to assess the level of involvement of the Chinese government in the SWFs' decisions.

*Findings:* The analysis of the investment deals suggests that China Investment Corporation, the Chinese SWF, invests domestically as well as abroad. Its foreign investments are primarily concentrated in US with financial companies as targets, and in resource-rich regions such as Canada, Eurasia (Russia) and Oceania (Australia and Indonesia). Domestic investments include the four biggest banks of China, which account for 58% of all bank assets and 59% of all loans (in 2007) (Altbach & Cognato, 2008). As CIC, SAFE invests in a large number of firms active in commodities and energy sector, mainly in the United Kingdom. Comparing the targeted sectors with the government objectives, we can conclude that government influences significantly SWFs' decisions, reinforcing the assumed strategic behavior of the SWFs. In fact, the access to natural resources, scarce in China, represents the main motivation for outward investments supported by the government (Zhan, 1995). But at the same time, Chinese SWFs make pure financial investments. Due to the lack of transparency, it is difficult to classify the funds either as financial investors or strategic investors. This raises some concerns, especially for recipient countries, and leads to the establishment of a SWF legal and regulatory framework (Gugler & Chaisse, 2009).

### **Panel B: The Domestic Economy, the RMB and Exports**

#### **The Real Exchange Rate and Employment in China**

Mai Dao\* & Ruo Chen, International Monetary Fund, USA

*Purpose:* We examine the impact of real exchange rate fluctuations on sector-specific employment and wages in China.

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**Methodology:** We distinguish adjustments in various tradable and non-tradable sectors at the aggregate, as well as regional level in China from 1980 to 2008. We use different empirical methods to estimate the causal relationship between exchange rates and employment with panel ordinary least squares and instrumental variable techniques.

**Findings:** In contrast to theoretical prediction, employment and wages in tradable and non-tradable sectors respond symmetrically to real exchange rate changes. Labor demand in tradable and non-tradable sectors all contract following a real appreciation, with employment in non-tradable sectors often contracting even more than in tradable sectors. Our results are robust across different sub-samples, levels of sectoral disaggregation, and are more pronounced for regions with higher export exposure. We explain the contraction in non-tradable sectors following a real appreciation with the importance of services as intermediate input in industrial production.

**Originality:** This is the first paper that examines the employment effect of exchange rate fluctuations at the sectoral and regional level in China. The results have important policy implications for China's labor market adjustment should the Chinese exchange rate be allowed to strengthen in the future.

### **Price, Differentiation, Tariff and Export Performance of China**

Jianhong Zhang\* & Haico Ebbers, Nyenrode Business University, the Netherlands

**Purpose:** The paper aims to assess the effect of China's low cost on its export expansion, and to investigate how this effect is moderated by product differentiation and import tariff.

**Methodology:** a product level analysis is conducted in the paper. The trade data up to 5000 products over the period of 1996-2008 is used in this analysis. Blundell and Bond Dynamic panel GMM estimators have been applied for estimation.

**Findings:** 1) export demand is sensitive to the Chinese exports' price; 2) product differentiation is positively associated with export, and it makes export demand less sensitive to the price; 3) a low tariff protection on a product benefits to the export expansion of this product. However, the low protection makes the prices more sensitive.

**Practical implication:** This study confirms that China has a comparative advantage in the production of low cost products. However, it is needed to create new comparative advantages to sustain export growth. The finding of this study points out that product differentiation and selective protection helps China in upgrading its export structure.

**Originality:** This study has been written as the first effort to analyze the moderating effect of differentiation and tariff on the price, which not only adds to the value to the literature but also has policy implications for economic development strategy in China and other emerging economies.

### **The Long March of the Renminbi**

Sin Por Shiu\*, Central Policy Unit Hong Kong SAR Government, China

This paper attempts to examine the moves China has made to internationalize her currency and the real intention and consequence of this policy. The internationalization of renminbi, the Chinese currency, has been a long set objective of the Chinese government since it embarked on a journey of marketising its economy. Despite the many ups and downs in the financial world, this objective has not been changed. There were many moves to liberalize the control of the renminbi, include allowing a certain amount of extra-territorial activities. But the actual volume of the currency outside of mainland China is decimal. With many restraints and restrictions, renminbi activities outside of mainland China are insignificant.

By detailed examination of the policies introduced in the last few years, it concludes that while China is busy trying to set up the system piece by piece, there is no intention of actually making their currency a significant player in international financial activities now, or in the near future.

Due to the weakness in its financial market superstructure and the relative lack of professionals in this area, China's expansion into international arena in finance will be a slow and cautious one. The heated discussions on this issue in the non-government sectors, both in the business and the academic circles, do not reflect the true position and the attitude of the government and the authorities in charge of these matters.

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### Panel C: Corporate Governance, Business Ethics & CSR

#### ***Corporate Governance in BRIC Countries***

Christoph Lattemann\*, Jacobs University Bremen, Germany

**Purpose:** This study analysis the quality of corporate governance in the most prominent emerging markets Brazil, Russia, India, and China, the so called BRIC countries and compares the application of internationally recognized standards of good corporate governance in these countries and in the US and in Germany. The quality of corporate governance will be measured on a macro- (country), meso- (securities exchange) and micro- (firm) level.

**Design/methodology/approach:** An analysis of the largest 135 BRIC firms (30 China, 31, Brazil, 37 Russia; 47 India) were chosen for comparing best practices in corporate governance recommended by OECD and required by NYSE. A multiple regression analysis is applied.

**Findings:** Statistics show that the standards for good corporate governance on country level, defined by securities law, company law, and accounting standards, are weak in BRIC countries. However, firms (firm-level) in these countries adapt international standards of good corporate governance on a voluntary basis which makes their governance structures comparable with those of in developed countries.

**Originality/value:** We can draw several implications for investors from these findings. Companies should evaluate the country's governance environment. The GEI offers a means to systematically evaluate the overall governance environment in a target market. Second, the extent of international listing is one of the major drivers towards good corporate governance and transparency.

#### ***Tripartite Consultation: An Emergent Element of Employment Governance in China***

Cherrie Zhu\*, Sijun Shao & Chris Nyland, Monash University, Australia

**Purpose:** The paper exams the emerging regime of industrial relations tripartism within China and provides the first ever examination of the emergent system that is grounded in detailed empirical analysis.

**Methodology:** The study embraces a qualitative multiple-case study strategy that examines six tripartite consultative bodies at the national, provincial and county levels. The study employed three principal techniques: observation, interviews and document analysis and entailed attendance at tripartite meetings at the national and regional levels and interviews with state, union and employer representatives at each level.

**Findings:** The paper argues that the tripartite consultation regime being constructed in China is consistent with the „Beijing Consensus“ that has guided China's overall approach to economic and political reform in that it has emphasised experimentalism, gradualism, dynamism and Party leadership. While earlier researchers have tended to dismiss these efforts it is argued that these assessments are deficient and that China is building a transition tripartite system that can help build the autonomy and representational capacity of both workers and employers.

**Originality:** The study is the first systematic examination of Chinese tripartite consultation system that involves direct observation of tripartite debate and interviews with participants over a six month period and that was undertaken at the national, provincial and county levels.

#### ***Institutional Pressures, Dynamic Capabilities and Environmental Process Certification: Evidence from Chinese Manufacturing***

James J. Cordeiro\*, State University of New York, USA; Qingua Zhu, Dalian University of Technology, China; Joseph Sarkis, Clark University

**Purpose:** To test a model where domestic and international institutional pressures lead to the successful implementation of ISO 9000 which in turn leads to the successful implementation of ISO 14001 environmental certification systems and related TQEM (total quality environmental management) systems

**Design/methodology/approach:** We use sample of 377 Chinese manufacturers in six major industrial groups in Suzhou, Dalian, and Tianjin cities and test our findings using tests for mediation for dichotomous variables

**Findings:** Successfully implemented ISO 9000 quality management systems serve as a mediator between domestic and international institutional pressures and the successful adoption of two important proactive environmental practices -- ISO 14001 and TQEM. This supports our theory which was developed from the literature on dynamic capabilities and organizational learning.

**Practical implications:** Our findings have important implications both for Chinese organizations and for international organizations seeking partners and suppliers within China

**Originality/value:** Our paper is one of the first to test this theory and certainly one of the first in a Chinese context.

## SESSION 5

### Panel A: Impacts of Knowledge Transfer

#### ***China's Globalisation and the Implications for Knowledge Transfer and Culture Shifts***

Prem Ramburuth\*, Cindy Qin & Yue Wang, the University of New South Wales, Australia

**Purpose:** This paper (1) explores trends in knowledge flows to and from China-based subsidiaries and MNCs; (2) considers the role China may play in terms of knowledge creation and sharing; and (3) investigates culture shifts that emerge in knowledge diffusion in China.

**Methodology:** The study adopts a qualitative approach to data collection. It involves case studies devised from in-depth interviews with 15 senior and middle managers in MNCs and subsidiaries in China. It is grounded in the context of China's global ventures in the IT industry. The data is thematically analyzed to provide empirical evidence of knowledge flows, impacting factors, cultural changes, and China's potential role as a global innovator in knowledge transfer.

**Findings:** China is acquiring knowledge from the developed countries, but also developing capabilities to share knowledge of its own making. This suggests that China's globalization is likely to impact on the global business environment in terms of knowledge-based contributions. Evidence also suggests that China is absorbing the cultural values of the home countries of MNCs, thus creating changes in values in Chinese culture, and possibly reducing the cultural distance between China and developed countries.

**Research limitations/implications:** A limitation of this research is its concentration on the IT industry, suggesting that further research is warranted.

**Originality/value:** There is an assumption that China is only a knowledge receiver through FDIs. When China invests overseas, a challenge is the lack of innovative technology and business talents. This paper shows that learning from developed countries through inward FDI is the first step to China's going global. It is expected that China will play an important role in the global economy through applying and sharing its knowledge.

#### ***Knowledge Transfer and Chinese Repatriation***

William X. Wei\*, Grant MacEwan University, Canada; Jingqi Zhu, Cardiff University, United Kingdom

**Purpose:** Scant research has been done to explore the determinants of a successful repatriate process, especially in a specific context of emerging countries such as China. The purpose of this paper is to provide an appropriate theoretical framework to explain the importance of knowledge transfer through repatriation and its value to Chinese MNCs

**Design/methodology/approach:** Following the introduction, the next section provides a literature review, with a focus on Chinese repatriate and knowledge transfer within Chinese firms. Section 3 briefly looks into the most appropriate theoretical framework to explain the importance of knowledge transfer through repatriation and its value to Chinese MNCs. We propose a knowledge transfer model through repatriation in Chinese MNCs and examines the characteristics of repatriate and headquarter in the knowledge and organizational contexts. Finally, Section 4 concludes with a summary and further remarks.

**Findings:** In this paper, we present a conceptual framework to analyze knowledge transfer processes of Chinese MNCs by focusing on the levels of knowledge relatedness between the source and target among Chinese parent companies and their overseas subsidiaries.

**Originality/value:** Given the paucity of research in this area, the impact of the contribution of this research will be extensive. We examine the major characteristics of repatriate and headquarter and propose a model for the determinants of knowledge transfer through repatriation during Chinese firms' internationalization.

#### ***Land of Opportunity: Israel's High Tech Companies in the PRC***

Diana Bank\*, Universidad de Las Américas, Puebla (UDLAP), México; Tamar Almor, College of Management, Israel

**Purpose:** To understand the purpose and motivations of Israeli investments in the PRC.

**Design/Methodology/Approach:** We analyzed raw data from secondary sources of information, such as academic journals, newspapers, varied web sites, public and private sources.

**Findings:** We found that Israel is investing in the PRC mainly for R&D activities possibly leading to technological clusters, and market penetration.

**Research limitations/implications:** There is not enough primary data to know the amounts of Israeli R&D in the PRC, therefore a complete analysis cannot be presented in this paper, although the trends are clear.

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*Practical implications:* The PRC presents business opportunities for Israeli entrepreneurial high tech start-ups. These can lead to local development of technological clusters run by international teams of young entrepreneurs, also denoted as 'new Argonauts'.

*Originality/Value:* The —whole picturell of Israeli R&D investments in the PRC has not been widely studied, therefore our paper increases knowledge in this understudied area of research, and gives a new meaning to the term —new Argonauts ll.

### **Panel B: The Human Condition – Globalization and Chinese Business Practice**

#### ***An Overview of CSR Reporting Development in China***

Bernd Britzelmaier\* & Patrick Kraus, Pforzheim University, Germany; Yan Xu, Shanxi University of Finance and Economics, China

*Purpose:* Corporate Social Responsibility (CSR) Reporting nowadays is an important issue in most countries. Due to environmental pollution problems and social disparities in China Corporate Social Responsibility has become a prominent issue in Chinese academic and policy forums as well. Therefore, the paper shall give an up to date insight in the Corporate Social Responsibility development in China. An international perspective is given.

*Design/methodology/approach:* Based on literature review we show the development of CSR reporting in China. The key issues of CSR reporting are shown and discussed.

*Research limitations/implications:* The paper shall give a topical, general overview. It might be a basis to create further research activities in this domain.

*Originality/value:* We show the most important trends and aspects on CSR reporting in China.

#### ***Contributions of Ethics to Business - A Case Study Analysis of the Ethics Involved in the Globalization of the Chinese Economy***

Ruth Wolf\*, Bar Ilan University, Israel

*Purpose:* To explain that ethics are connected to culture, just as in laws and regulations. If China wants to trade with the West, it needs to renew its former heritage – that held within it values and morals, such as Confucianism. The purpose of this article is to explain why China has experienced obstacles in regards to ethical trade. These obstacles lead to failures in trade with the West.

*Design/Methodology/Approach:* Based on literature reviews which show the problem concerning business ethics, caused when 'old' is replaced with the 'new'. The article contains a comparison between the cultural ethics in Japan to China. Japan learned technology from the West but did not abandon its heritage. China learned from the West, but did not come to value that ethics, too, are imperative and did not preserve its former heritage.

*Research limitations/implications:* China has been improving immensely. More current research initiatives are required in order to address the current situation.

*Originality/Value:* Ethical guidance that is in accordance to standards of global trade is imperative in China. This must be addressed not only in the academic sphere but also to the masses, the producers, and the importers. China has a magnificent past, which must be renewed in areas of ethics concerning business trade and should be reformed in accordance with the West.

#### ***Competing for Unskilled Workers in Southern China- Will it mean Improvements in Working Conditions?***

Anna-Maria Schneider\* & Stefan Altmann, Humboldt-University Berlin, Germany

*Purpose:* Since summer 2009, a shortage of migrant workers and an accompanying lack of unskilled labor force has been an increasing phenomenon in southeast China, the factory of the world. We identify seven main drivers of this situation and analyze these interrelated influencing factors in more detail. Subsequently, we examine the structure of the resulting competition for untrained workers among manufactures in southeast China. A particular focus is set on the question whether, in order to attract more untrained workers, improvements in the working conditions of migrant workers can be expected that go beyond a mere increase of the wage level.

*Design/methodology/approach:* The contribution follows a conceptual design. Beyond results from a literature review, information from semi-structured interviews with a diversified group of experts such as managers of Chinese supplier firms, representatives of NGOs, the industry association ICTI, the Deutsche

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Gesellschaft für Technische Zusammenarbeit (GTZ), the Business for Social Responsibility (BSR) and Syntao was integrated in the contribution.

*Findings:* The phenomenon of labor shortage has consequences for manufacturers in the southeastern coastal regions both in the short and in the long run. In order to counteract the shortage of labor and the linked competition for unskilled as well as semi-skilled workers in southeast China, three levels of measures are considered. First, on a broad regional level, there have to be incentives for workers to leave their home provinces and to migrate. Second, on the level of an individual industrial center, the respective industrial center has to be more attractive than alternative industrial centers. Third, on an individual firm level, firms have to provide competitive job offerings in order to attract migrant workers. On the first and second levels firms have to act in collective to set incentives for workers to migrate and choose a certain region.

*Originality/value:* A theoretical framework of the drivers of change is provided and the conclusions from the framework are pointed out. Moreover, managerial implications for Chinese industrial firms to succeed in the competition for unskilled workers are discussed. The contribution presents theoretical considerations referring to the issue of migrant labor and integrates these in a general framework for Chinese firms. Based on the theoretical framework developed in this contribution, future research will treat the empirical validation of our findings.

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**Participant List** (As of October 4<sup>th</sup>, 2010)

Last Name	First Name	University	Country
Aidoo	Richard	Coastal Carolina University	U.S.
Akwetey	Lawrence	British Institute of Technology and E-Commerce	UK
Alami	Rachid	Paris Dauphine	France
Almaraz	Nadia	Tecnológico de Monterrey	Mexico
Almor	Tamor	College of Management	Israel
Alon	Ilan	Rollins College	U.S.
Altmann	Stefan	Humboldt University Berlin	Germany
Anwar	Syed Tariq	West Texas A&M University	U.S.
Bai	Jing	Rollins College	U.S.
Bank	Diana	Universidad de las Americas Puebla	Mexico
Behrndt-Eriksen	Kassandra	University of Copenhagen	Denmark
Bian	Dong	Em Lyon Business School	France
Breznitz	Danny	Georgia Institute of Technology	U.S.
Britzelmaier	Bernd	Pforzheim University	Germany
Buck	Trevor	Loughborough University	UK
Chang	Julian	Harvard Kennedy School	U.S.
Chang	Gordon Guthrie		U.S.
Char	Sudhanva	Life University	U.S.
Chen	Qianyu	China Agricultural University	China
Chi	Miao	Rollins College	U.S.
Chin	Tachia	Sun Yat-sen University, Guangzhou	China
Conway			
Dato-on	Mary	Rollins College	U.S.
Cook	Gloria	Rollins College	U.S.
Cordeiro	James	SUNY	U.S.
Cushing	Charles	Tufts University	U.S.
D'Anello	Melissa	Harvard Kennedy School	U.S.
Daneshyar	Arifeen	Kutztown University	U.S.
Dao	Mai Chi	International Monetary Fund	U.S.
DeMore	Edward	Boston Global Bridge Institute	U.S.
Denzer	Annemie	Eberhard Karls University Tübingen	Germany
DeVillar	Robert	Kennesaw State University	U.S.
Dierksmeier	Claus	Stonehill College	U.S.
DiLeo	Lucas	Broadland Advisors	U.S.
Fetscherin	Marc	Rollins College	U.S.
Gachuz Maya	Juan Carlos	Tecnológico de Monterrey	Mexico
Gag	Steve	Boston Global Bridge Institute	U.S.
Gao	Tao (Tony)	Northeastern University	U.S.
Granin	Vsevolod	Rollins College	U.S.
Healey	Kerry	Harvard University	U.S.
Hongru	Xiong	Tsinghua University	China
Hsu	Chih-Sheng	National Taiwan University	Taiwan (R.O.C.)
Jansson	Hans	Linnaeus University	Sweden
Kautt	Merrily (Missy)	University of Colorado Denver	U.S.

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Kayasan	Oskar	University of London	UK
Keller	Michael Kaspar	University of Fribourg	Switzerland
Kiymaz	Halil	Rollins College	U.S.
Kubny	Julia	University of Leeds, UK and German Development Institute	Germany
Lackman	Susan Cohn	Rollins College	U.S.
Lattemann	Christoph	Universität Potsdam	Germany
Ledin	Jesse	Harvard Kennedy School	U.S.
Lee	Robert	International Law Firm of Diaz Reus	U.S.
Li	Luke	Pfizer Inc.	U.S.
Liang	Hao	Tilburg University	Netherlands
Lin	Howard	Ryerson University	Canada
Liu	Yipeng	University of Mannheim, Germany	Germany
Maguire Lewis	Maureen	Duke University	U.S.
Mao	Yunshi	Sun Yat-sen University, Guangzhou	China
McIntyre	John	Georgia Institute of Technology	U.S.
Misati	Everlyne	Rollins College	U.S.
Nijs	Annette	China Europe International Business School	Netherlands
Ning	Lutao	University of Durham (UK)	UK
Pachouri	Anshul	Jaypee Institute of Information Technology University	India
Peng	Zhaochang	Rollins College	U.S.
Rabellotti	Roberta	Piemonte Orientale	Italy
Ramburuth	Prem	University of New South Wales	Australia
Redding	Gordon	INSEAD	France
Reeve	Brock	Harvard University	U.S.
Roche	Olivier	Salisbury University	U.S.
Ross	Paul	Alcatel - Lucent	U.S.
Saar	Shalom	China Europe International Business School	China
Sahinoglu	Zafer	Mitsubishi Electric Research Labs	U.S.
Saich	Anthony	Harvard Kennedy School	U.S.
Schmidt	Björn	Universität Potsdam/ Axel Springer AG	Germany
Schneider	Anna Maria	Humboldt-Universität Berlin	Germany
Schortgen	Francis	University of Mount Union	U.S.
Sheng	Hsia	Getulio Vargas Foundation	Brazil
Shenkar	Oded	Ohio State University	U.S.
Shiu	Sin Por	Hong Kong SAR Government, Central Policy Unit	Hong Kong, China
Shurka	Nancy	SIGNAL, Sino-Israel Global Network & Academic Leadership (China Israel Academic Initiative)	Israel
Simandjuntak	Fritz Elliker	Rajawali Foundation	Indonesia
Singh	Nripendra	Jaypee Institute of Information Technology	India
Soderman	Sten	Stockholm University	Sweden
Steinfeld	Edward	MIT	U.S.
Sutherland	Dylan	University of Nottingham	UK
Teagarden	Mary	Thunderbird School of Global Management	U.S.
Teichman	Sherman	Tufts University	U.S.
Ulrich	Jing	JPMorgan China	China

## Conference Program

Vidovic	Martina	Rollins College	U.S.
Voss	Hinrich	University of Leeds	UK
Wang	Yue	University of New South Wales	Australia
Warnecke	Tonia	Rollins College	U.S.
Wei	Xiaojun William	MacEwan School of Business	Canada
Wells	Louis	Harvard Business School	U.S.
Witte	Carice	SIGNAL, Sino-Israel Global Network & Academic Leadership (China Israel Academic Initiative)	Israel
Wolf	Ruth	Bar-Ilan University	Israel
Yang	Xiaohua	University of San Francisco	U.S.
Yang	Yang	University of San Francisco	U.S.
Yeheskel	Orly	The Academic College of Tel Aviv Yaffo	Israel
Yeung	Janet	Harvard Kennedy School	U.S.
Zhang	Jianhong	Nyenrode Business University	Netherlands
Zhang	Wenxian	Rollins College	U.S.
Zhang	Yunling	Chinese Academy of Social Science	China
Zhou	Nan	University of Pennsylvania	U.S.
Zhu	Cherrie JiuHua	Monash University	Australia

*Country of Origin of Institution*

Australia	3	France	3	Israel	5	Switzerland	1
Brazil	1	Germany	8	Italy	1	Taiwan (R.O.C.)	1
Canada	2	Hong Kong SAR, China	1	Mexico	3	USA	53
China	7	India	2	Netherlands	3	UK	6
Denmark	1	Indonesia	1	Sweden	2		

**= Total 104 Participants**

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Kobina Aidoo MPP 2007

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This dazzling diversity of voices and free exchange of ideas fosters intellectual and personal development and creates a stimulating environment in which

students learn to think deeply and broadly about public problems. They develop the analytic tools uniquely suited to understanding and shaping the impacts of policies, and they learn to lead and manage effectively across sectors and among multiple, diverse stakeholders. Best of all, they leave prepared to create solutions and improve our world.

*“Almost three decades later, my memory of the Kennedy School remains fresh, not out of nostalgia, but because of its continued relevance to today’s challenges and tomorrow’s opportunities.”*

Lee Hsien Loong MPA, MASON FELLOW 1980  
Prime Minister of Singapore

### Financial Aid

The Kennedy School offers financial aid counseling to all students and encourages applications from those who are unable to fund their studies without assistance. Loan, scholarship, and work-study funds are offered to students who meet eligibility criteria. Fellowship and scholarship funds are also available, but it is strongly recommended that students pursue outside funding as these funds are limited.

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- Master in Public Administration (MPA2)
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  - Mason Fellows Program
- Master in Public Administration in International Development (MPA/ID)

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  - Political Economy and Government
  - Health Policy
  - Social Policy

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**BRINGING THE CLASSROOM TO LIFE** Launching a charter school. Opening a public library. Co-creating and implementing a redevelopment plan. These are just some of the ways Harvard Kennedy School students are helping residents of the Broadmoor neighborhood in New Orleans reclaim their community after Hurricane Katrina. Having studied the impact of private and public partnerships in addressing social issues, students gain hands-on experience by participating in the ongoing Broadmoor Project, which offers an opportunity to employ classroom skills in a real-world setting. “To come here and really apply and understand what we’re learning and to be able to meet the people whom we’re working with and working for makes it that much more worthwhile,” says Alexis Watson MPP 2008, a Broadmoor volunteer.

*Students survey the damage from Hurricane Katrina as part of the Broadmoor neighborhood redevelopment effort.*

### IN THE FIELD: New Orleans





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Systems and Management  
**Global Economics and  
Management (BA)**  
Bachelor's Degree Program  
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## Career Options

Due to their experience working and living with students from more than 100 countries on Jacobs University's international campus, graduates will be well-prepared to take on responsibility in multi-cultural work environments.



# College of Management

## Center for International Business Education and Research

Helping to ensure the long-term international economic competitiveness of the United States through support of research, business education initiatives, and corporate outreach activities.

[ciber.gatech.edu](http://ciber.gatech.edu)

Georgia Institute of Technology  
800 West Peachtree St. NW Atlanta, GA 30308-1149 USA  
Phone: 404-894-4918 Fax: 404-894-6625 Email: [ciber@mgt.gatech.edu](mailto:ciber@mgt.gatech.edu)

Since its establishment in 1993, the Georgia Tech CIBER – a federally funded national center of excellence- has reached over 20,000 students, business people, academics, researchers and others. Our programs continue to educate, inform and enlighten individuals to the possibilities and challenges of the globalized world.

### GT CIBER Activities:

- Funding research in the field of International Business (IB)
- Encouraging the development of IB curricular initiatives
- Hosting conferences, colloquia, and fora related to global business
- Working with the local globally-focused business community
- Facilitating overseas educational opportunities for business students





**Since 1885, Rollins has been educating students for global citizenship and responsible leadership and empowering graduates to pursue meaningful lives and productive careers.**

#### **Arts & Sciences 2008-09 Facts**

First-year student SAT mid-range was 1110-1300

Total undergraduate enrollment 1,785

Student-to-faculty ratio of 10:1

29 majors, 39 minors, and pre-professional programs in health and law

3/2 programs in accelerated management, pre-engineering, and environmental management

More than 173 full-time faculty (94 percent hold a Ph.D. or the highest degree in their field)

21 Endowed Chairs in A&S

#### **Awards and Rankings**

For the fifth consecutive year, Rollins College ranked number one among 117 Southern master's-level universities in the annual rankings of "America's Best Colleges," released by *U.S. News & World Report*.

Rollins is consistently recognized by *Peterson's Competitive Colleges*, *Barron's Guide*, and *The Princeton Review* as being among the finest private, liberal arts colleges in America.

#### **Student Success**

Students at Rollins receive an applied liberal arts education that fosters academic excellence by providing engaged learning and research experiences in and outside of the classroom. During the 2008-09 academic year, five Rollins students and one alumnus were awarded: a **American Graduate Fellowship**, a **Boren Scholarship**, and **four Fulbright Awards**.

#### **Faculty Internationalization Efforts Have Transformative Impact**

According to the Institute of International Education, Rollins ranks among the top 25 colleges and universities for its study abroad programs. The College has also achieved recognition in *The Chronicle of Higher Education* as a leading institution for its efforts to provide international experiences to faculty.



Rollins College . Winter Park, Florida . [rollins.edu](http://rollins.edu)



# ROLLINS MBA STUDENTS TAKE THEIR EDUCATION GLOBAL

Today's global economy demands that successful executives have first-hand international business experience. That is why all our full-time, Corporate and Saturday MBA students are required to participate in a global research and study project overseas.

Offering a truly global classroom, the Rollins MBA at the Crummer Graduate School of Business seeks to diversify the way its students learn and apply business thinking skills. Rollins MBA students participate in national and international consulting projects in real business environments solving real business problems.

## **Rankings**

- *Forbes* - #36 in nation, #1 in Florida
- *BusinessWeek* - #23 in nation, #1 in Florida
- *Entrepreneur* and *The Princeton Review* - #22 in nation for entrepreneurship studies
- *U.S. News & World Report* - #1 in the South among master's-level universities

## **Faculty**

World-renown authors and publishers, with over 90+ textbooks written including:

- *Financial Accounting*, Dr. Jane L. Reimers
- *Supervision Concepts & Skill Building*, Dr. Samuel C. Certo
- *Sales Force Management*, Dr.'s Mark W. Johnston and Greg W. Marshall
- *Core-Satellite Portfolio Management*, Dr. J. Clay Singleton

Published articles included in:

- *The Journal of International Business Studies*
- *Multinational Business Review*
- *Journal of Marketing*
- *International Marketing Review*
- *Journal of Business Research*

## **Small class sizes**

- Averaging 40 students per class
- One of the lowest student-to-professor ratios in the nation

## **AACSB accreditation**

Learn more about the Rollins MBA at [mba.rollins.edu](http://mba.rollins.edu)

## Conference Program



Founded in 2003 by a core group of dedicated faculty members from Anthropology, History, International Business, Library and Modern Languages, **The China Center at Rollins College** has become a Center of Excellence comprising of cross-disciplinary scholars who promote the mission of the college for Global Citizenship.

The faculty members of The China Center are productive in their various fields of interest and have published a plethora of China related research: books, articles, presentations. In addition, they have led student, faculty and alumni groups on trips to China.

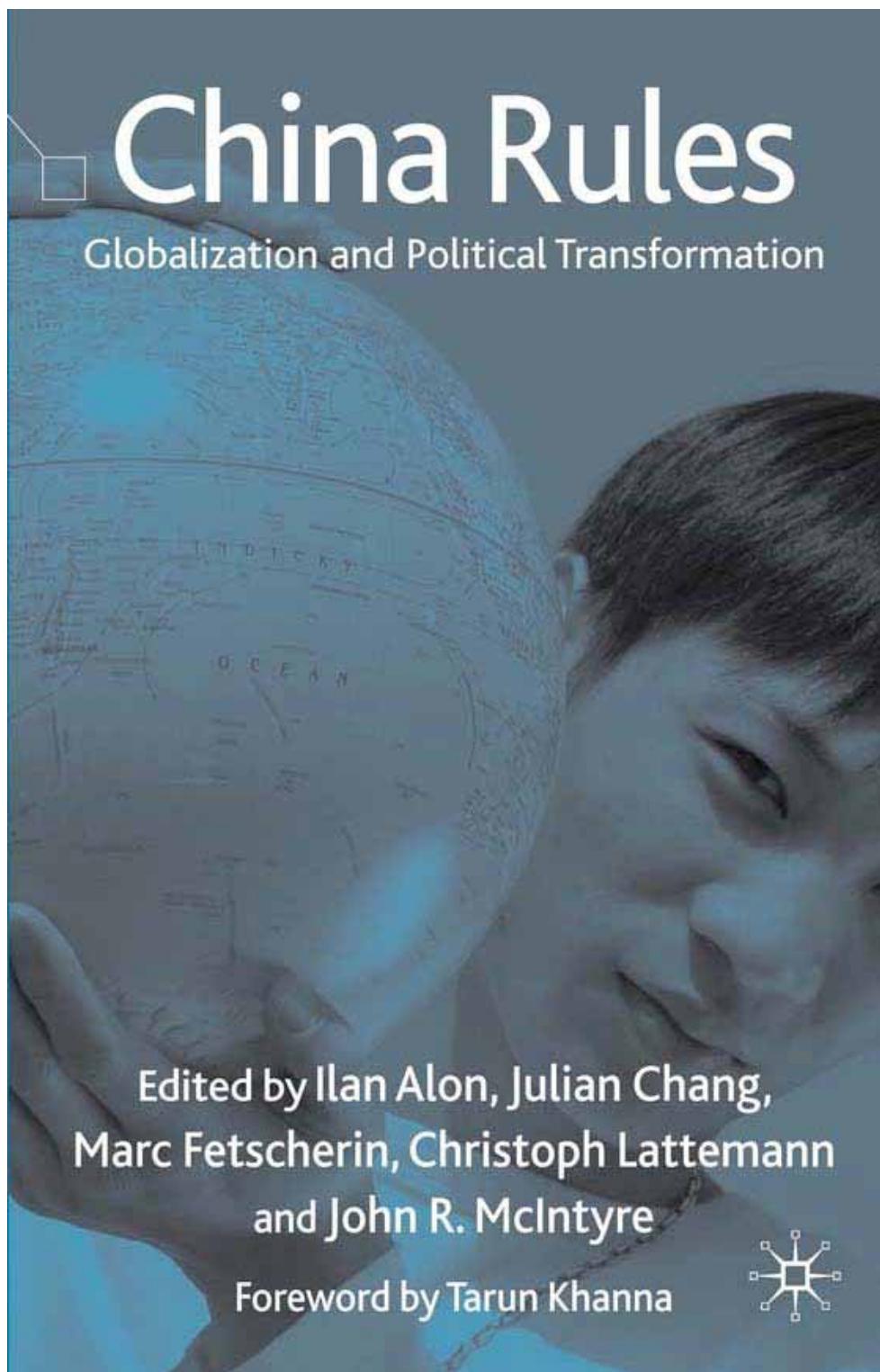
The China Center at Rollins College hosts visiting scholars and faculty from China and abroad, and helps manage some exchange agreements with academic institutions in China including East China University for Science and Technology. Faculty from the China Center have guest taught in prestigious Chinese universities including: Fudan University, Jiao Tong University, China Europe International Business School and Renmin University.

The Center holds academic and professional China-related conferences and workshops, generating knowledge both in the immediate community of Orlando and through research disseminated to the academic community globally. The Globalization of Chinese Enterprises (Palgrave McMillan, 2008) is an exemplary output of such academic research.

In short, The Center has assisted in the establishment of Rollins College as a leader in global education, facilitated cross-cultural learning and teaching in or about China, provided opportunities for Rollins students, faculty and community to learn about China through cultural events and networking sessions, promoted China-related research, know-how, as well as faculty & student exchanges, and partnered internally with the College of Arts & Science, Crummer Graduate School of Business and the Holt School to further Rollins global footprint and outreach in Asia.

### Contact Information

Dr. Ilan Alon  
George D. and Harriet W. Cornell Chair of International Business  
Director, The China Center at Rollins College  
1000 Holt Avenue  
Winter Park, Florida 32789  
United States  
Web: [www.rollins.edu/chinacenter](http://www.rollins.edu/chinacenter) .



Visit the book website

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## **Research in Germany**

Opportunities for Postdoctoral and  
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**Alexander von Humboldt**  
Stiftung / Foundation

The Alexander von Humboldt Foundation enables highly-qualified scientists and scholars of all nationalities and fields to conduct extended periods of research in Germany in cooperation with academic hosts at German institutions. Fellowships are awarded solely on the basis of the applicant's academic record, the quality and feasibility of the proposed research and the candidate's international publications. The Humboldt Foundation particularly welcomes applications from qualified, female junior researchers.

### **Humboldt Research Fellowship for Postdoctoral Researchers**

- For scientists and scholars who have completed a doctoral degree within **the past four years**
- Allows for a stay of 6-24 months in Germany; applications may be submitted at any time; monthly stipend of 2250 EUR

### **Humboldt Research Fellowship for Experienced Researchers**

- For scientists and scholars who have completed a doctoral degree within **the past twelve years**
- Fellowships may be divided into a maximum of three visits lasting three months or longer; applications may be submitted at any time; monthly stipend of 2450 EUR

In addition to the monthly stipend, additional allowances are available for accompanying family members, travel expenses, and German language instruction. Application materials and information are available at:

**[www.humboldt-foundation.de](http://www.humboldt-foundation.de)**

[info@avh.de](mailto:info@avh.de)

*American Friends of the Alexander von Humboldt Foundation  
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[www.americanfriends-of-avh.org](http://www.americanfriends-of-avh.org)*



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*Thunderbird International Business Review* encourages the development of innovative ideas and new research methods for understanding the challenges confronting global business. Papers should help bridge the gap between academics and the business community. The journal encourages applied research that develops implications for international business practitioners.

*TIBR* gives priority to papers having a carefully developed methodology, with insightful and practical solutions to international business issues. Interdisciplinary approaches are welcome. Country studies, interviews with international managers and practitioners, and reviews of current global business books are published as well.

The topical areas include all aspects of global business, including human resource management, marketing, finance, cross cultural communication and negotiation, as well as economic, political, legal, policy analysis, sociological, technological and environmental issues.



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— Xiaohua Yang, Ph.D., Associate Professor of International Business

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#### **Practice Areas**

- Corporate and Securities
- International Business Transactions
- Financing and Secured Transactions
- Commercial Real Estate

#### **Education**

University of Wyoming School of Law, J.D., 1995  
Law Review, Editorial Board 1994-1995

The George Washington University, Bachelors of Arts, 1992

University of Florida, 1987-1989

#### **Admissions**

- Florida

#### **Memberships**

Attorney's Title Insurance Fund, Inc.

American Bar Association  
Business Law Section  
China Law Committee  
International Law Section

Florida Bar Association  
Business Law Committee  
International Law Committee  
China Law Committee

Orange County Bar Association  
Business Law Section  
International Law Section

## **Robert Q. Lee** **Partner and Chief Representative of Shanghai Office**

Deeply experienced multilingual (English/Cantonese/Mandarin/Vietnamese) international attorney representing public, private, and emerging growth companies worldwide in corporate and financial matters, M&A, reorganizations and roll-ups, project financing, private equity and mezzanine financing, securities offerings and IPOs, technology licensing and transfers, and franchising. Recipient, Martindale-Hubbell highest AV® Preeminent™ 5.0 out of 5 rating.

Executes secured-lending work for major banks, governmental agencies and other lending groups. Serves as counsel to *Fortune 100* multinational companies, developers, investment funds and major landowners for varied commercial real estate matters.

Counsels multinational companies on international business transactions and investments, with emphasis on China, Hong Kong, Korea, Taiwan and Southeast Asia. Advises foreign companies on immigration and corporate strategies regarding investments and acquisitions in the Americas. Conducts filings with MOFTEC, CAAC, SEZs, and provincial and municipal governments; negotiates structuring of investment incentives for foreign enterprises in China.

#### **Publications**

- "Recent Developments: Avoiding the Pitfalls of 'Hidden Rules' Chinese Graft Laws and the FCPA," *ABA China Law Reporter* 6.1 (2010): 3-14.
- "China and Latin America: Striking a New Balance." *China Business Law Journal*. 1.1 (2009): 82-83. Print.
- "China's Rising Interest in Latin America". *The China Business Review* September/October 2009: Print.
- "The Presumption Against Extraterritorial Application of the National Environmental Act: Has the Iron Curtain Been Lifted?" *Environmental Defense Fund v. Massey*, 986 F.2d 528 (D.C. Cir. 1993); 29 Land and Water L. Rev. 533 (1994).

#### **Lectures & Speaking Engagements**

- "IPR and Dispute Resolution," Beware of the Dragon, Rollins College, Winter Park, Florida, 2010.
- "Venture Capital, Private Equity, Renminbi Fund; Chinese Growth, Enterprise Market and Corporation Listing," Harbin Mundell International Finance and Capital Forum, Harbin, China, 2010.
- "Infrastructure: Investing in Long Term Assets," Latin America China Investors Forum, Beijing, China, 2009.
- "Doing Business in Today's PRC," Window to China: Wujin, Grand Hyatt Atlanta, Georgia, 2009.
- "The Interrelationship between Guanxi and Legal Implications: Developing Trends," China: The Challenge of Doing Business in a Volatile Global Economy, Nova Southeastern University, Fort Lauderdale-Davie, Florida, 2008.
- "Doing Business in China," UBS Financial Services, Inc., Boca Raton, Florida, 2008.
- "Negotiating International Contracts" HSBC Bank, Miami, Florida, 2006.
- "Hong Kong – Succeeding in China with CEPA," Hong Kong Trade Development Council/World Trade Center Orlando, Florida, 2004.

## Emerald's China-related Journals Access

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- Journal of Knowledge-Based Innovation in China
- Journal of Chinese Economic and Foreign Trade Studies
- Journal of Chinese Entrepreneurship
- Nankai Business Review International



## Conference Program

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*We apologize in advance for any editing errors or typos*

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