

china goes global™

中国 走向 全球化

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October 8-10
Harvard University

Conference Program



china goes global
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Words of Welcome from the Program Chairs

Harvard Kennedy School's Asia Programs, our venue host, in partnership with the Crummer Graduate School of Business and the China Center of Rollins College, the Potsdam University's Chair for Corporate Governance, the Georgia Institute of Technology's Center for International Business Education and Research are pleased to welcome you to the china goes global™ Conference 2008 in Cambridge, MA, United States. This conference is rooted in a cooperative research project (TransCoop) between 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.

Research accepted for presentation at the conference covers three 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 almost sixty papers organized in multiple tracks and keynote addresses. Papers selected are 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 journal *Management Organization Review* is our sponsor for the "Best Paper" awards. Flowing from this Conference, Palgrave Macmillan will publish a book titled *China Rules: Globalization and Political Transformation* as well as Emerald Group Publishing will publish a special issue of *Chinese Management Studies*. 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), and our corporate sponsors: The Management and Organization Review and Emerald Group Publishing. The local organizing committee deserves special words of thanks and recognition for their caring and tireless work in insuring 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.

Organizing Committee

Letter from the Conference Host



October 8, 2008

Dear China Goes Global Conference Participants:

On behalf of Asia Programs of the Ash Institute for Democratic Governance and Innovation, I am pleased to welcome you to Harvard University's John F. Kennedy School of Government. This conference on the implications of the globalization of Chinese enterprises is the first public event of a multi-year collaborative research project.

We are witnessing a watershed moment in China's modern history. The past seven years since China's entry into the WTO have been witness to paradigm-shifting changes in China's relationship with the other countries of the world and in the Chinese government's relationship to its people. The basic premise of the project and the conference is that the Chinese government's encouragement to its firms to "go global" has implications along many dimensions: political, economic, cultural and social, to name just a few. Originally conceived of as a small group of researchers coming together to discuss their current work on the topic, this conference has grown into a large multi-national event bringing together academics from 20 countries and 19 American states.

Many of you have traveled great distances to participate and share your knowledge. We are grateful that you have undertaken these long journeys. We have structured the conference in a way that avoids long speeches to give us maximum opportunity to create a dialogue that will allow us to learn from each other. It is not often that we have the opportunity to share perspectives with participants from so many countries.

I hope during the next two days I will be able to meet each of you and personally thank you for participating. Some of you are presenting posters and papers, others are chairing panels and some will be sharing your knowledge through discussions and networking sessions. Together we will build a unique learning opportunity.

Again, on behalf of the Harvard Kennedy School I am very pleased that you could join us.

Welcome and Best Regards,

A handwritten signature in black ink that reads "Julian Chang". The signature is fluid and cursive, with a long horizontal line extending from the end of the name.

Dr. Julian Chang
Executive Director
Asia Programs, Ash Institute
for Democratic Governance and Innovation
John F. Kennedy School of Government
Harvard University

Institutional Support

Conference Organizers and Sponsors

We thank the following sponsors for making the 2008 china goes global Conference possible through their generous contributions.



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ASH INSTITUTE

for Democratic Governance and Innovation

Asia Programs

Universität



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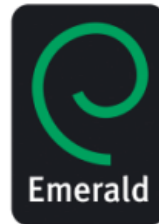
College of
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Center for International Business
Education and Research

ROLLINS MBA

CRUMMER GRADUATE SCHOOL OF BUSINESS

Additional Sponsors



Best Paper Awards

Management and Organization Review (MOR) is the official sponsor of the "china goes global" best paper awards for 2008. The journal aims to publish innovative research relating to, among other things, Chinese management, including research on the management and organization of Chinese companies both in and outside of China and multinational companies operating in China. All papers were blind reviewed to be accepted to the conference. All submitted papers were narrowed down to a list of 5 finalists. Four readers, in addition, to the Editor in Chief Anne Tsui further reviewed them and selected two for the best paper award. The 1st prize is a 2 year subscription to MOR and the 2nd prize is a one year subscription to MOR. In addition, the authors are invited to submit their paper to the upcoming special issue of MOR (Deadline 1. May, 2009). The Editor-in-Chief Anne Tsui will present two best paper awards at the conference.

Ash Institute 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.

Organizers' Bios

Dr. Ilan ALON is Rollins College Petters Chair of International Business and Executive 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

Dr. Julian CHANG is Executive Director of Asia Programs at Harvard University's John F. Kennedy School of Government's Ash Institute for Democratic Governance and Innovation. He received his PhD. from the Department of Government at Harvard University. He spent five years at Stanford prior to joining the Harvard Kennedy School teaching in East Asian Studies and building academic research and training organizations. His publications include several volumes on Taiwan's trade and politics as well as work on Sino-Russian relations.



His publications include the edited books, *Economic Reform and Cross-Strait Relations: Taiwan and China in the WTO* and *Presidential Politics in Taiwan: The Administration of Chen Shui-bian*. He is also working on another edited volume which will focus on the Taiwan problem in northeast Asian security relations.

Julian Chang, John F. Kennedy School of Government, Harvard University, Cambridge, MA, United States. E-mail: 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 Harvard Kennedy School Visiting Scholar. 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. He was a Visiting Professor at the East China University of Science and Technology (ECUST). He has published numerous peer-reviewed article, book chapters, and conference papers. He has won 2 best paper awards and 5 teaching awards. He is reviewer for various journals and member of various professional associations.



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

Conference Program

Dr. Christoph LATTEMANN is Professor for Corporate Governance and E-Commerce at the University of Potsdam, Visiting Professor at the Hasso Plattner Institute for Software Engineering and a research fellow at the Harvard University. He has taught courses in top MBA programs such as Copenhagen Business School and Università Cattolica del Sacro Cuore. Formerly he held senior positions in project management in the financial industry for over four years. He has published about 100 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.



Christoph Lattemann, Potsdam University, Potsdam, Germany. E-Mail: Christoph.lattemann@uni-potsdam.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

KEYNOTE SPEAKER: Professor Tarun Khanna



Ph.D., Harvard University
B.S.E., Princeton University

Tarun Khanna is the Jorge Paulo Lemann Professor at the Harvard Business School, where he has studied and worked with multinational and indigenous companies and investors in emerging markets worldwide. He joined the faculty in 1993, after obtaining an engineering degree from Princeton University (1988) and a Ph.D. from Harvard (1993), and an interim stint on Wall Street. During this time, he has served as the head of several courses on strategy and international business targeted to MBA students and senior executives at

Harvard.

His new book, *Billions of Entrepreneurs: How China and India are Reshaping Their Futures and Yours*, was published in February 2008 by Harvard Business School Press (Penguin in South Asia), with translations into several languages underway. It focuses on the drivers of entrepreneurship in China and India and builds on over a decade of work with companies, investors and non-profits in developing countries worldwide.

His scholarly work has been published in a range of economics and management journals, several of which he also serves in an editorial capacity. Articles in the *Harvard Business Review* (e.g. *China + India: The Power of Two*, 2007; *Emerging Giants: Building World Class Companies in Emerging Markets*, 2006) and *Foreign Policy* (e.g. *Can India Overtake China?*, 2003) distil the implications of this research for practicing managers. His work is frequently featured in global newsmagazines as well as on TV and radio.

He serves on the boards and advisory boards of several companies in the financial services, automotive, life sciences and agribusiness sectors. He actively invests in and mentors startups in Asia, and volunteers time with non-profits in India, e.g. the Parliamentary Research Services in New Delhi, which seeks to provide non-partisan research input to India's Members of Parliament in advance of legislative sessions with a view to enhancing the quality of democratic discourse.

In 2007, he was nominated to be a Young Global Leader (under 40) by the World Economic Forum. He makes his home in Newton, MA, with his wife, daughter and son.

Selected Publications

Khanna, Tarun. *Billions of Entrepreneurs: How China and India Are Reshaping Their Futures and Yours*. Harvard Business School Press, 2008.

Khanna, Tarun, and Catherine Thomas. "Synchronicity and Firm Interlocks in an Emerging Market." *Journal of Financial Economics* (forthcoming).

Dastidar, Siddhartha G., Raymond Fisman, and Tarun Khanna. "Testing Limits to Policy Reversal: Evidence from Indian Privatizations." *Journal of Financial Economics* (forthcoming).

Abdelal, Rawi, Ayesha Khan, and Tarun Khanna. "Where Oil-Rich Nations Are Placing Their Bets." *Harvard Business Review* 86, no. 9 (September 2008): 119-128.

Khanna, Tarun. "Why Cooperation Matters." *International Herald Tribune*, January 16, 2008. (Op-Ed.)

Khanna, Tarun. "China + India: The Power of Two." *Harvard Business Review* 85, no. 12 (December 2007).

Khanna, Tarun, and Yishay Yafeh. "Business Groups in Emerging Markets: Paragons or Parasites?" *Journal of Economic Literature* 45, no. 2 (June 2007): 331-372.

Conference Program

Khanna, Tarun, and Krishna G. Palepu. "Emerging Giants: Building World-Class Companies in Developing Countries." *Harvard Business Review* 84, no. 10 (October 2006).

Jones, G., and Tarun Khanna. "Bringing History (Back) into International Business." *Journal of International Business Studies* 37, no. 4 (July 2006): 453-468.

Khanna, Tarun, and Jan W. Rivkin. "Interorganizational Ties and Business Group Boundaries: Evidence from an Emerging Economy." *Organization Science* 17, no. 3 (May/June 2006): 333-352.

Khanna, Tarun, Joe Kogan, and Krishna G. Palepu. "Globalization and Similarities in Corporate Governance: A Cross-country Analysis." *Review of Economics and Statistics* 88, no. 1 (February 2006): 69-90.

Khanna, Tarun, Krishna G. Palepu, and Jayant Sinha. "Strategies That Fit Emerging Markets." *Harvard Business Review* 83, no. 6 (June 2005).

Khanna, Tarun, Gregory Bigley, Thomas D'Aunno, and Peter Smith Ring. "Perspectives on How Governments Matter." *The Academy of Management Review* 30, no. 2 (April 2005): 308-320.

Khanna, Tarun, and Yishay Yafeh. "Business Groups and Risk Sharing Around the World." *Journal of Business* 78, no. 1 (January 2005): 301-340.

Khanna, Tarun, and Krishna Palepu. "Globalization and Convergence in Corporate Governance: Evidence from Infosys and the Indian Software Industry." *Journal of International Business Studies* 35, no. 6 (November 2004): 484-507.

Khanna, Tarun, Krishna G. Palepu, and Suraj Srinivasan. "Disclosure Practices of Foreign Companies Interacting with U.S. Markets." *Journal of Accounting Research* 42, no. 2 (May 2004).

Ricart, Joan Enric, Michael J. Enright, Pankaj Ghemawat, Stuart Hart, and Tarun Khanna. "New Frontiers in International Strategy." *Journal of International Business Studies* 35, no. 3 (May 2004).

Khanna, Tarun, and Raymond Fisman. "Facilitating Development: The Role of Business Groups." *World Development* 32, no. 4 (April 2004): 609-628.

Huang, Yasheng, and Tarun Khanna. "Can India Overtake China?" *Foreign Policy* (July/August 2003).

Khanna, Tarun, and J. Rivkin. "Estimating the Performance Effects of Business Groups in Emerging Markets." *Strategic Management Journal* 22, no. 1 (January 2001): 45-74. (Winner of the Best Paper Prize, Business Policy and Strategy Division of the Academy of Management, 1999.)

Khanna, Tarun, Ranjay Gulati, and Nitin Nohria. "The Economic Modeling of Strategy Process: 'Clean Models' and 'Dirty Hands'." *Strategic Management Journal* 21, no. 7 (June 2000): 781-790.

Khanna, Tarun, and Krishna Palepu. "The Future of Business Groups in Emerging Markets: Long-Run Evidence from Chile." *Academy of Management Journal* 43, no. 3 (June 2000).

Khanna, T. "Business Groups and Social Welfare in Emerging Markets: Existing Evidence and Unanswered Questions." *European Economic Review* 44, nos. 4-6 (May 2000): 748-761.

Khanna, Tarun, and Krishna Palepu. "Is Group Affiliation Profitable in Emerging Markets? An Analysis of Diversified Indian Business Groups." *Journal of Finance* 55, no. 2 (April 2000): 867-891.

Conference Program

KEYNOTE SPEAKER: Professor Denis F. Simon



Ph.D., University of California, Berkeley
M.A., University of California, Berkeley
B.A., State University of New York

Professor Denis Simon's scholarship focuses on international and comparative business strategy, technological innovation, and global management of technology, with special reference to China and the Pacific Rim. He has established deep government, business and academic relationships in China and is well-known for both his scholarly and entrepreneurial accomplishments.

Prior to joining the Penn State School of International Affairs, Professor Simon served as provost and vice president for academic affairs at SUNY's Levin Graduate Institute of International Relations and Commerce in Manhattan. Previously, he was dean of the Lally School of Management and Technology of the Rensselaer Polytechnic Institute and a member of the faculties of the Fletcher School at Tufts University and the Sloan School of Management at M.I.T.

A successful businessman who has provided leadership and development direction to national and international entities, Professor Simon is a past president of the Monitor Group (China) Ltd. in Beijing and the founder and former president of China Consulting Association in Boston. He also has served as managing director of the Business Strategy and Innovation Center for Scient International in Singapore, and as director of the China Strategy Group and general manager for Anderson Consulting in Beijing.

A frequent advisor to global corporations and the U.S. government, Professor Simon is a member of the China Project Team at the Council on Competitiveness; the Advisory Committee on United States Science and Technology Cooperation with China of the National Science Foundation; and the Board of Directors of the United States-Israel Science and Technology Foundation. He also has worked closely on several projects with the National Academy of Sciences and on the National Innovation Initiative for the Council on Competitiveness.

The government of the People's Republic of China recognized Professor's Simon extensive contributions to U.S.-China science and technology relations by selecting him in 2006 to receive the China National Friendship Award, the highest award granted by the Chinese government to a foreign expert. He also received the 2006 Liaoning Province Friendship Award and the 2005 Xinghai Friendship Award for his contributions to the development of science and technology in Dalian. In addition, he holds honorary professorships at several prestigious Chinese universities.

He is a member of the Council on Foreign Relations, the Association for Asian Studies, and the National Committee for US-China Relations, as well as an associate member of the American Chamber of Commerce in Beijing.

His teaching interests include international business strategy and operations, global management of technology, international technology transfer, comparative S&T policy, East Asian government-business relations, and contemporary Chinese political economy.

Selected Publications

"China's Emerging Science and Technology Talent Pool: A Quantitative and Qualitative Assessment," with C. Cao in *Education for Innovation: Implications for India, China and America*, R. DeHaan and K. M. Narayan, eds., Rotterdam, The Netherlands: Sense Publishers (2008): 83-110.

"Success in State Directed Innovation? Perspectives on China's Plan for the Development of Science and Technology," with C. Cao and R. Suttmeier, in *New Asian Dynamics in Science, Technology and Innovation*, G. Parayil and A. D'Costa, eds., London: Palgrave Macmillan (2008): 247-264.

"China's Innovation Challenge and the Re-Making of the Chinese Academy of Sciences," with R.P. Suttmeier and Cong Cao, *Innovations: Technology/Governance/Globalization*, December 2006.

Conference Program

"China's Super Science Center: Knowledge, Innovation and the Remaking of the Chinese Academy of Sciences," with R.P. Suttmeier and Cong Cao, *Science* , April 2006.

"China's New Microelectronics Strategy," *China Business Review* , November/December 2001.

"China's Supply Chain Challenge," with D. Ashton, in *Strategic Supply Chain Alignment* , J. Gattorna, ed., Burlington, VT: Gower, 1998.

"Transferring Technology to China: Key Success Factors," *Outlook* , Fall 1997.

"Charting Taiwan's Technological Future," *China Quarterly* , December 1996.

Techno-Security in an Age of Globalization: Perspectives from the Pacific Rim , ed. Armonk, NY: M.E. Sharpe, 1996.

The Emerging Technological Trajectory of the Pacific Rim , ed. Armonk, NY: M.E. Sharpe, 1995

Corporate Strategies Towards the Pacific Rim , ed. New York: Routledge, 1995.

Science and Technology in Post-Mao China , with M. Goldman, co-ed., Cambridge: Harvard University Press, 1989.

Harvard Meeting Venue Map

Conference Location

Harvard University
Harvard Kennedy School
The Taubman Building
79 JFK Street
MA, 02318, Cambridge
United States

Conference: Taubman Building, 5th Floor.

Registration

Taubman Building (basement)
Wednesday 8th September: 4:00 - 7:00 pm
Thursday 9th September: 8:00 - 9:00 am

Detail Harvard Kennedy School Map



Conference Program

Program at a Glance

Wednesday, October 8

4:00 - 7:00 pm	Registration (<i>Taubman Building, Ground Floor, Rotunda</i>)
4:00 - 6:00 pm	Chairs and Presenters Meetings (<i>Taubman Building, 5th Floor, ADR</i>)
4:30 - 5:30 pm	Tour of Harvard (<i>Meet at Taubman Building, Ground Floor, Rotunda</i>)
6:00 - 7:00 pm	Chairs and Organizers Meeting (<i>Taubman Building, 5th Floor, ADR</i>)
7:00 - 9:00 pm	Opening Reception (<i>Taubman Building, 5th Floor, Nye</i>)

Thursday, October 9

8:00 - 9:00 am	Continental Breakfast/Registration Continues (<i>Taubman Building, Ground Floor, Rotunda</i>)
8:30 - 9:00 am	Poster Presenters' Meeting (<i>Taubman Building, 5th Floor, ADR</i>)
9:00 - 9:30 am	Official Conference Welcome (<i>Taubman Building, Ground Floor, Wiener Auditorium</i>)
9:30 - 10:00 am	Outlining the Field (<i>Taubman Building, Ground Floor, Wiener Auditorium</i>)
10:00 - 10:15 am	Break and Relocation for Panels A & B (<i>Taubman 5th Floor, Nye Reception Area</i>)

10:15 - 11:45 am **Session 1**

Panel A: Chinese Competitiveness (*Taubman Building, 5th Floor, Nye A*)

Panel B: Chinese Internationalization at the Firm Level (*Taubman Building, 5th Floor, Nye B*)

Panel C: Chinese ODI (1) (*Taubman Building, Ground Floor, Wiener Auditorium*)

11:45 - 1:30 pm **Poster Presentations and Box Lunch** (*Taubman Building, 5th Floor, ADR*)

1:30 - 3:00 pm **Session 2**

Panel A: International Entrepreneurship (*Taubman Building, 5th Floor, Nye A*)

Panel B: Chinese Firms at the Crossroads (*Taubman Building, 5th Floor, Nye B*)

Panel C: Chinese ODI (2) (*Taubman Building, Ground Floor, Wiener Auditorium*)

3:00 - 3:30 pm **Break** (*Taubman, 5th Floor, Nye Reception Area*)

3:30 - 5:00 pm **Session 3**

Panel A: Economies of Globalization (*Taubman Building, 5th Floor, Nye A*)

Panel B: Industries Internationalization: High Tech (1) (*Taubman Building, 5th Floor, Nye B*)

Conference Program

Panel C: Chinese ODI (3) (*Taubman Building, Ground Floor, Wiener Auditorium*)

5:00 - 5:15 pm

Break and Relocation to Littauer Building

5:15 - 6:45 pm

Group Photo (*Littauer Building, John F. Kennedy Jr. Forum space*)
Reception (*Littauer Building, Malkin Penthouse*)

6:45 - 7:00 pm

Relocation to Taubman Building

7:00 - 9:30 pm

Conference Dinner, Keynote & MOR Best Paper Awards
Keynote Speaker Prof. Tarun Khanna
(*Taubman Building, 5th Floor, Nye ABC*)

Friday, October 10

8:00 - 8:30 am

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

8:30 - 9:30 am

Keynote Speaker Prof. Denis F. Simon (*Taubman Building, Ground Floor, Wiener Auditorium*)

9:45 - 11:15 am

Session 4

Panel A: Institutional Factors of Globalizing China (1) (*Taubman Building, 5th Floor, Nye A*)

Panel B: Industries Internationalization: High Tech (2) (*Taubman Building, 5th Floor, Nye B*)

Panel C: FDI and Globalization in China (*Taubman Building, Ground Floor, Wiener Auditorium*)

11:15 - 11:30 am

Break

11:30 - 1:00 pm

Session 5

Panel A: Institutional Factors of Globalizing China (2) (*Taubman Building, 5th Floor, Nye A*)

Panel B: Local Influences of Internationalizing China (*Taubman Building, 5th Floor, Nye B*)

1:00 - 2:00 pm

Networking Lunch

2:00 - 3:30 pm

Session 6

Panel A: Institutional Factors of Globalizing China (3) (*Taubman Building, 5th Floor, Nye A*)

Panel B: Understanding Regional Influences (*Taubman Building, 5th Floor, Nye B*)

3:30 - 3:45 pm

Break and Relocation to Taubman Building Ground Floor

3:45 - 4:15 pm

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

4:15 pm

Conference Ends

Program subject to change

Conference Program

Detailed Conference Program

Wednesday, October 8

- 4:00 - 7:00 pm** **Registration** (*Taubman Building, Ground Floor, Rotunda*)
- 4:00 - 6:00 pm** **Chairs and Presenters Meetings** (*Taubman Building, 5th Floor, ADR*)
Room available if chairs would like to meet with presenters for their panels
- 4:30 - 5:30 pm** **Tour of Harvard** (*Meet at Taubman Building, Ground Floor, Rotunda*)
(Free - Optional)
- 6:00 - 7:00 pm** **Chairs and Organizers Meeting** (*Taubman Building, 5th Floor, ADR*)
- 7:00 - 9:00 pm** **Opening Reception** (*Taubman Building, 5th Floor, Nye*)
Julian Chang, Harvard Kennedy School, USA
Welcome: Organizing Committee

Thursday, October 9

- 8:00 - 9:00 am** **Continental Breakfast/Registration Continues**
(*Taubman Building, Ground Floor, Rotunda*)
- 8:30 - 9:00 am** **Poster Presenters' Meeting**
(*Taubman Building, 5th Floor, ADR*)
Coordinator: Bruce Jackan, Associate Director for Research,
Ash Institute, HKS, USA
- 9:00 - 9:30 am** **Official Conference Welcome**
(*Taubman Building, Ground Floor, Wiener Auditorium*)
Organizing Committee
- 9:30 - 10:00 am** **Outlining the Field**
(*Taubman Building, Ground Floor, Wiener Auditorium*)
Julian Chang, Asia Programs, HKS, USA
Yasheng Huang, MIT Sloan School of Management (MIT), USA
- 10:00 - 10:15 am** **Break and Relocation for Panels A & B**
(*Taubman 5th Floor, Nye Reception Area*)
- 10:15 - 11:45 am** **Session 1**

Panel A: Chinese Competitiveness

(*Taubman Building, 5th Floor, Nye A*)

Chair: John Saeed, Swinburne University of Technology, Australia

The US Business Environment: What Kind of Welcome Mat will Chinese Companies Find? (1A1)
Penelope Prime*, Mercer University, USA

A Contextual View of Chinese Enterprise Internationalization (1A2)
Francis Schortgen*, Mount Union College, USA

Racing with the Chinese Dragons (1A3)
Peter Williamson* & Eden Yin, University of Cambridge, UK

Conference Program

Panel B: Chinese Internationalization at the Firm Level

(Taubman Building, 5th Floor, Nye B)

Chair: Yasheng Huang, Massachusetts Institute of Technology, USA

National and International Expansion of SMEs from China. The Case of Ningxia Hui Autonomous Region (1B1)

Guillermo Cardoza*, Instituto de Empresa Business School, Spain; Gaston Fornes, University of Bristol, UK, and ESIC Business & Marketing School, Spain

China Business: Incremental Evolution from Isolation to Global Integration (1B2)

Mary Teagarden*, Thunderbird School of Global Management, USA; Dong Hong Cai, Hainan University, People's Republic of China

From Hierarchy to Hybrid: The Evolving Nature of Business Group Governance in China (1B3)

Yue Wang*, University of New South Wales, Australia; Akira Tanaka, Nagoya City University, Japan

Panel C: Chinese ODI (1)

(Taubman Building, Ground Floor, Wiener Auditorium)

Chair: Julian Chang, HKS, USA (Organizing Committee Member)

Internationalization of Chinese Companies: Do Official Statistics Tell the Whole Story? (1C1)

Margot Schueller*, GIGA Institute of Asian Studies, Germany; Yun Schueler-Zhou, University of Hamburg, Germany

An Assessment of the Effects of Institutional Change on Chinese Outward Direct Investment Activity (1C2)

Hinrich Voss*, Peter Buckley, & Adam Cross, University of Leeds UK

"The Chinese Are Coming!!": China's Rise as an Economic Power: Strategies and Achievements (1C3)

Loong Mun Wong*, University of Canberra, Australia

11:45 - 1:30 pm Poster Presentations and Box Lunch

(Taubman Building, 5th Floor, ADR)

Coordinator: Bruce Jackan, Associate Director for Research, Ash Institute, HKS, USA

State of Accounting in China: Implications for Globalizing Chinese Enterprises (Poster 1)

Richard Chamblin* & J. Mark Munoz*, Millikin University, USA; Xiu Ying Zheng-Pratt, Caterpillar, Inc.

Globally Eminent Chinese Firms – Where Are They? (Poster 2)

Sudhanva Char*, Life University, USA

Public Goods in a Market Economy – Case Study of China (Poster 3)

Yueyun (Bill) Chen*, University of the West, USA

Globalization and the Role of its HR strategy: Case Study of a Leading Chinese Telecom Corporation – Huawei (Poster 4)

Fang Lee Cooke*, University of Manchester, UK

Spillover Effects from Chinese Investments in Africa: Real Potential or "Business as Usual"? (Poster 5)

John Dilyard*, St. Francis College, USA

Country Risk and China's Outward Direct Investment (Poster 6)

Di Fan*, Monash University, Australia; Miao Fan, National Australia Bank, Australia

Chinese Entrepreneurship in Europe: From Operating the World's Workshop to Operating Workshops Around the World – A Case Study of Entrepreneurs in Prato, Italy (Poster 7)

Anja Fladrich*, Monash University, Australia

New Africa Policy: China's Quest for Oil and Influence (Poster 8)

Conference Program

Wei Liang*, Monterey Institute of International Studies, USA

1:30 - 3:00 pm

Session 2

Panel A: International Entrepreneurship

(Taubman Building, 5th Floor, Nye A)

Chair: Ilan Alon, Rollins College, USA (Organizing Committee Member)

Entrepreneurship from Emerging Economies to Developed Economies: Evidence from Chinese Companies' Operations in Europe? (2A1)

Dong Bian*, EM Lyon Business School, France; Hongling Jiang, Shanghai Jiao Tong University, People's Republic of China

China's "National Team" Business Groups in Strategic-Asset-Seeking OFDI: Are They Important? (2A2)

Dylan Sutherland*, University of Nottingham, UK

China's Diaspora and Returnees: Impact on China's Globalization Process (2A3)

Huiyao (Henry) Wang*, China Overseas Returned Scholars Association, People's Republic of China; David Zweig, Hong Kong University of Science and Technology, Hong Kong SAR

Panel B: Chinese Firms at the Crossroads

(Taubman Building, 5th Floor, Nye B)

Chair: Marc Fetscherin, Rollins College, USA (Organizing Committee Member)

Global Mindedness and the Performance of Chinese Multinationals (2B1)

Joseph Johnson*, University of Miami, USA; Eden Yin, University of Cambridge, UK; Yongjian Bao, University of Lethbridge, Canada

The Future of the Relationship: The United States, China and Intellectual Property (2B2)

David McHardy Reid*, Seattle University, USA, Chris Ajemian, Seattle University, USA

Internationalization of Chinese Branded Products: Developed-Country Perceptual Challenges and Strategic Implications (2B3)

Francis Ulgado*, Georgia Institute of Technology, USA; Moonkyu Lee, Yonsei University, South Korea

Panel C: Chinese ODI (2)

(Taubman Building, Ground Floor, Wiener Auditorium)

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

Strategies of Chinese Multinational Enterprises in Developed and Developing Countries: Observations and Preliminary Conceptualization (2C1)

Howard Xiaohua Lin* & Carlyle Farrell, Ryerson University, Canada

China Investment Corporation (2C2)

Verner Worm*, Copenhagen Business School, Denmark

Advantage Exploitation and Disadvantage Avoidance: An Empirical Analysis of Outward Internationalization Propensity of Chinese Private Firms (2C3)

Hongxin Zhao* & Yagang Wang, St. Louis University, USA

3:00 - 3:30 pm

Break (Taubman, 5th Floor, Nye Reception Area)

Conference Program

3:30 - 5:00 pm

Session 3

Panel A: Economies of Globalization

(Taubman Building, 5th Floor, Nye A)

Chair: Penelope Prime, Mercer University, USA

The Characteristics and Internationalization of Chinese Global Companies – An Analysis from the Cultural Perspective (3A1)

En-Chi Chang*, Manchester Business School, UK

The Rising Role of China within the Global Economy in the 21st Century (3A2)

John Saeed*, Swinburne University of Technology, Australia

Expanding the Circumference of China's Circular Economy through Internationalization (3A3)

Joseph Sarkis*, Clark University, USA; James Cordeiro, State University of New York at Brockport, USA; Hanmin Zhu, Wuhan University of Technology, People's Republic of China

Panel B: Industries Internationalization: High Tech (1)

(Taubman Building, 5th Floor, Nye B)

Chair: John McIntyre, Georgia Institute of Technology, USA (Organizing Committee Member)

Success Factors in Chinese Technology Companies' Overseas Acquisitions: Two Cases (3B1)

Nir Kshetri*, University of North Carolina at Greensboro, USA

Strategic Implications of Emerging Chinese High-Tech Companies (3B2)

Hong Liu*, Hang Liu, & Paul Jackson, Manchester Business School, UK

Chinese Firms' Technology-Seeking R&D, FDI Mode Choices: The Roles of the Natures of Knowledge and Chinese Government Financial Support (3B3)

Qunyong Xie*, University of Agder, Norway

Panel C: Chinese ODI (3)

(Taubman Building, Ground Floor, Wiener Auditorium)

Chair: Verner Worm, Copenhagen Business School, Denmark

CFIUS, Chinese MNCs and Globalization of FDI (3C1)

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

Chinese ODI and its Impact on Indian Telecommunication Industry (3C2)

Kawal Gill*, University of Delhi, India

China's New Sovereign Wealth Funds: Origins, Development, and Future Roles (3C3)

Stephen Thomas* & Ji Chen, University of Colorado at Denver, USA

5:00 - 5:15 pm

Break and Relocation to Littauer Building

5:15 - 6:45 pm

Group Photo (Littauer Building, John F. Kennedy Jr. Forum space)

Reception (Littauer Building, Malkin Penthouse)

6:45 - 7:00 pm

Relocation to Taubman Building

7:00 - 9:30 pm

Conference Dinner

(Taubman Building, 5th Floor, Nye ABC)

Keynote Speaker and Q&A

Tarun Khanna, Harvard University, USA

Best Paper Awards

Anne Tsui, Arizona State University, USA

Conference Program

Friday, October 10

8:00 - 8:30 am

Continental Breakfast

(Taubman Building, Ground Floor, Rotunda)

8:30 - 9:30 am

Keynote Speaker and Q&A

(Taubman Building, Ground Floor, Wiener Auditorium)

Denis Fred Simon, Pennsylvania State University, USA

9:45 - 11:15 am

Session 4

Panel A: Institutional Factors of Globalizing China (1)

(Taubman Building, 5th Floor, Nye A)

Chair: Phillip Stalley, DePaul University, USA

The Relevance of Corporate Governance Codes in China (4A1)

Christoph Lattemann*, Potsdam University, Germany

Institutions, Decentralization, and Organizational Structure: The Emergence of Corporate Pyramids in China (4A2)

Tianyu Zhang*, City University of Hong Kong, Hong Kong SAR; Joseph P.H. Fan & T.J. Wong, Chinese University of Hong Kong

Exchange Hazards, Trusts, and Contracts in China: The Contingent Role of Legal Enforceability (4A3) Kevin Zhou*, University of North Carolina at Charlotte, USA; Laura Poppo, University of Kansas, USA

Panel B: Industries Internationalization: High Tech (2)

(Taubman Building, 5th Floor, Nye B)

Chair: Fei-Ling Wang, Georgia Institute of Technology, USA

Internationalizing Chinese Entrepreneurs: The Role of Technology (4B1)

Ilan Alon*, Rollins College, USA; Miri Lerner, The Academic College of Tel-Aviv Jaffa, and Tel-Aviv University, Israel

Global Links and China's Uneven Technological Trajectory: The Case of China's Integrated Circuit Design Industry (4B2)

Douglas Fuller*, King's College London, UK

Primacy of Power: Regulatory Battles for Promoting National Standards in China (4B3)

Wei Liang*, Monterey Institute of International Studies, USA

Panel C: FDI and Globalization in China

(Taubman Building, Ground Floor, Wiener Auditorium)

Chair: Marc Sardy, Rollins College, USA

The Corporatization of the Chinese Oil and Petrochemical Industries: Evolution without Revolution (4C1)

Olivier Roche*, McGill University, Canada

FDI and China's Global Trade Competitiveness: Evidence from Measuring Sino-EU15 Intra-Industry Trade (4C2)

William Xiaojun Wei*, Grant MacEwan College, Canada

The Lucas Paradox in China (4C3)

Xiaolei Zha*, Jia He & Oliver M. Rui, The Chinese University of Hong Kong, Hong Kong SAR

11:15 - 11:30 am

Break

Conference Program

11:30 - 1:00 pm

Session 5

Panel A: Institutional Factors of Globalizing China (2)

(Taubman Building, 5th Floor, Nye A)

Chair: Christoph Lattermann, University of Potsdam, Germany (Organizing Committee Member)

The Effects of the Institutional Environment on the Internationalization of Chinese Firms (5A1)

Daniel Ding*, City University of Hong Kong, Hong Kong SAR; Gloria Ge, University of Auckland, New Zealand

A Review of the Literature on the Expansion of China's Firms to Latin America (5A2)

Gaston Fornes*, University of Bristol, UK, and ESIC Business & Marketing School, Spain; Alan Butt-Philip, University of Bath, UK

How Would an Appreciation of the RMB and Other East Asian Currencies Affect China's Exports? (5A3)

Willem Thorbecke*, Research Institute of Economy, Trade, and Industry, Japan; Gordon Smith, George Mason University, USA

Panel B: Local Influences of Internationalizing China

(Taubman Building, 5th Floor, Nye B)

Chair: Louise Curran, Toulouse Business School, France

Chinese Companies' Global Hunt for Natural Resources: How Chinese Government is Supporting Them (5B1)

Hongmei (May) Gao*, Kennesaw State University, USA

Asia Going Global – Top CEO Questions for the Globalization Journey (5B2)

Sarena Lin*, McKinsey & Company, USA

Going Global of Chinese Private Enterprises: Wenzhounese Model and its Impact on Home Development (5B3)

Huiyao (Henry) Wang, China Overseas Returned Scholars Association, People's Republic of China*; Bin Wu, University of Nottingham, UK

1:00 - 2:00 pm

Networking Lunch

2:00 - 3:30 pm

Session 6

Panel A: Institutional Factors of Globalizing China (3)

(Taubman Building, 5th Floor, Nye A)

Chair: David Reid, Seattle University, USA

Impact of Corporate Political Strategy on Expropriation Hazards: Evidence from the Chinese Private Sector (6A1)

Nan Jia*, University of Toronto, Canada

Environmentally-oriented International Isomorphic Pressure Relationships to Organizational Learning and Performance amongst Chinese Manufacturers (6A2)

James Cordeiro*, SUNY Brockport, USA; Joseph Sarkis, Clark University, USA; Qinghau Zhu, Dalian University of Technology, People's Republic of China; Kee-Hung Lai, Hong Kong Polytechnic University, Hong Kong SAR

Can Trade Green China? Participation in the Global Economy and the Environmental Performance of Chinese Firms (6A3)

Phillip Stalley*, DePaul University, USA

Conference Program

Panel B: Understanding Regional Influences

(Taubman Building, 5th Floor, Nye B)

Chair: Mary Conway Dato-On, Rollins College, USA

Chasing the Dragon. The Emerging EU-China Relationship and its Impact on Business (6B1)

Louise Curran*, Toulouse Business School, France

Comparison of PRC and Indian Responses to the Elimination of US Textile and Apparel Quotas: Economic and Cultural Perspectives (6B2)

Joseph Pelzman*, George Washington University, USA; Amir Shoham, The College of Management Studies and Sapir Academic College, Israel

China's New Approach to ODI in Africa: A Model for a Government Seeking Natural Resources (6B3)

Amir Shoham*, The College of Management Studies and Sapir Academic College, Israel; Mosi Rosenboim, Open University and Sapir College, Israel

3:30 - 3:45 pm

Break and Relocation to Ground Floor of Taubman Building

3:45 - 4:15 pm

Future Paths of China and Chinese Companies

(Taubman Building, Ground Floor, Wiener Auditorium)

Chair: Julian Chang, Harvard Kennedy School, USA
Organizing Committee

4:15 pm

Conference Ends

Program subject to change

*** presenter**

Abstracts

SESSION 1

Panel A: Chinese Competitiveness

The US Business Environment: What Kind of Welcome Mat will Chinese Companies Find? (1A1)

Penelope Prime, Mercer University, USA

The business environment in China for U.S. and other foreign firms has been fairly well documented, but the reverse has not. The purpose of this paper is to look at the U.S. business environment from the perspective of Chinese investment—both perceived and with respect to the nuts and bolts of doing business there. The framework is a standard country risk assessment. We can think of market access in technical and in political terms. One could argue that China has presented some technical difficulties for U.S. companies to access China's domestic market given the regulations even though politically U.S. investment has been generally accepted and sometimes the rules are bent by the hosts, especially local governments, to facilitate the investment. In technical terms in the U.S. foreign investment is quite straightforward with few restrictions, but politically it may be more problematic for Chinese companies than vice versa, at least at this point in time.

A Contextual View of Chinese Enterprise Internationalization (1A2)

Francis Schortgen, Mount Union College, USA

This study explores the contemporary discourse of Chinese enterprise internationalization and the extent to which arguments of the "China Threat" or "China Challenge" schools of thought have influenced analytical comparison, explanation and understanding of this expanding international political economy (IPE) dynamic. The combination of officially sanctioned support for a so-called "Go-Out" (*zou chu qu*) strategy and "Deep Reform" (*shenhua gaige*) commitment and extensive institutional and interactional changes of China's domestic political economy space has resulted in aggressive, diversified, and omni-directional outward internationalization of the Chinese economy. Drawing on a number of recent high-profile overseas expansion attempts of Chinese business entities, I discuss the perceptions of, and reactions to, the international ambitions of Chinese enterprises, advancing two inter-related propositions.

First, I contend that the contemporary China discourse remains significantly influenced by ideological distortion and the notions of hegemonic decline and counter-hegemonic challenge. Cold-War-era ideological framing may prove politically, economically, and/or geo-strategically expedient to advanced industrial economies that will have to contend with the growing international aspirations of China's emerging global businesses and their attendant impact on international economic affairs and competitiveness. At the same time, however, it also significantly downplays the fundamental changes and developments in China's domestic political economy space over the last 30 years of economic reform and transformation. Second, I posit that the analysis and arguments surrounding the unfolding internationalization of Chinese enterprises have merely served to reinforce widely-held misperceptions and myths governing our understanding of China's political economy – particularly concerning state power and control and general rationale and motivations for outward enterprise internationalization.

Racing with the Chinese Dragons (1A3)

Peter Williamson & Eden Yin, University of Cambridge, UK

This paper examines the question of how the internationalisation of Chinese enterprises will reshape global competition as Chinese companies bring new sources of competitive advantage to the global market as well as replicating the advantages enjoyed by incumbent multinationals. It draws together the market positioning and resource-based views of competitive advantage to address these questions through the lens of a quest for dynamic market fit. Despite obvious capability gaps, we argue that emerging Chinese multinationals enjoy distinctive competitive advantages based on their primarily capabilities in cost innovation and that these advantages are well attuned with the future demands of a changing global market. At the same time, we explain how the globalisation phenomenon itself is helping accelerate the rate at which Chinese companies can fill their existing capability gaps. This leads us to re-conceive the emerging global playing field as a "race to the future" in which both Chinese companies and established multinationals seek to adjust

their capabilities to fit a new set of requirements for future competitive success. An important implication is that Western multinationals who continue to think about emerging Chinese competition solely in terms of “catch-up” risk missing the necessity to augment own capabilities to stay globally competitive.

Panel B: Chinese Internationalization at the Firm Level

National and International Expansion of SMEs from China. The Case of Ningxia Hui Autonomous Region (1B1)

Guillermo Cardoza, Instituto de Empresa Business School, Spain

Gaston Fornes, University of Bristol, UK, and ESIC Business & Marketing School, Spain

The paper aims at studying the national and international expansion of SMEs in an emerging country. The data was collected from 160 SMEs operating in Ningxia, China, and then analysed using multivariate regressions; the models used the firms' export intensity at the regional, national, and international level as dependent variables. The Firm-Specific Advantages – Country-Specific Advantages (FSA-CSA) matrix (Rugman, 1981; Rugman and Verbeke, 1992) is the framework applied to study the process of national and international expansion of SMEs and derive valuable lessons for managers and policymakers. The matrix was linked to the work of Leonidou (2004), who found that the factors hampering/promoting the international development of SMEs can be divided into internal, related to the company, and external, related to the environment. Four models were run, two analysing the internal and external factors/barriers promoting/hindering firms' national and international expansion, and other two models studying the characteristics of Chinese international companies (state funding and ownership) as independent variables. The results show that 12 of the barriers defined by Leonidou are hindering the expansion of Ningxia's SMEs, that the ownership from the state does not play an important role in this expansion, and that the support from the state in the form of funds is helpful in the first stages of the expansion (regional level) and the funds from private sources are key to cross the country's boundaries.

China Business: Incremental Evolution from Isolation to Global Integration (1B2)

Mary Teagarden, Thunderbird School of Global Management, USA

Dong Hong Cai, Hainan University, People's Republic of China

During the past three decades there has been a dramatic change in China's role in the global economy including the incremental evolution of Chinese businesses from isolation to internationalization, and global integration for some. Driving this evolution are major shifts in corporate strategy, technology management, and human resource management practices, especially among a small set of globally competitive, leading edge firms including Haier, Huawei, Lenovo, and TCL. We examine this business evolution using a case-based, inductive approach through which we identify four evolutionary phases: 1) the learning phase, 2) the build-up phase, 3) the internationalization phase, and 4) the globalization phase punctuated by transition phenomenon. The cumulative benefit of earlier phase practices resulted in global competitiveness for these vanguard firms. No doubt other Chinese firms will emulate these practices as they endeavor to globalize. This manuscript describes the evolution of these practices and includes a discussion of challenges these vanguard Chinese companies are likely to encounter as they continue to aggressively pursue global expansion. In China's post-WTO global context, there is a new set of challenges that are being encountered and must be addressed by the vanguard. These include: a need to develop merger and acquisition prowess; increased innovativeness, sustainable development capabilities, knowledge-cluster development, and strategic human resource management solutions to hyperturbulent labor markets, with shortages for key knowledge workers or executives and managers with global mindsets and globalization skills.

From Hierarchy to Hybrid: The Evolving Nature of Business Group Governance in China (1B3)

Yue Wang, University of New South Wales, Australia

Akira Tanaka, Nagoya City University, Japan

Despite the rapid growth of business groups in China and their increasing ability to compete in the global market, little is known about their governance structure, especially the inter-firm relationship within the groups. Against China's changing institutional environment and compared to the established knowledge on business group governance in Japan, we provide a meticulous case analysis of the evolving nature of inter-firm relationship in one of China's major automobile groups, Tianjin Automotive Group (TAG). The inter-firm

relationship in the TAG before 1999 was characterized by top-down hierarchical administration due to the heavy influence of the old institutional arrangement between the state and the TAG. Over time, especially entering 2000, the weakened institutional ties between the state and the TAG forced the group to be more responsive to market changes and to systematically learn Japanese-style supplier management from a joint venture with Toyota Group. The paper shows a movement among emerging Chinese business groups from hierarchy to hybrid governance for their inter-firm relationships. The results contrast with the recent shift from hybrid governance modes toward the extremes of market-based contracting and top-down hierarchical administration in Japanese keiretsu. By combining existing theoretical perspectives of business group governance with a deep knowledge of the Chinese context, we contextualize our general knowledge and advance an institution-based view of business group governance with a number of theoretical and empirical contributions.

Panel C: Chinese ODI (1)

Internationalization of Chinese Companies: Do Official Statistics Tell the Whole Story? (1C1)

Margot Schueller, GIGA Institute of Asian Studies, Germany

Yun Schueler-Zhou, University of Hamburg, Germany

Official outward foreign direct investment (OFDI) data are commonly used in most of the research on the internationalization of Chinese companies. Studying those statistics more closely, however, leaves us with only a limited understanding of the growth, size, and pattern of China's OFDI in terms of geographical destination, sectoral distribution, and the ownership structure of Chinese overseas subsidiaries. This paper offers a critical perspective on official OFDI. Our findings reveal, first, that the growth of China's OFDI has not been as fast as expected. The development of cross-border mergers and acquisitions (M&A), in contrast, has been very impressive. Second, while official OFDI statistics reveal that Asia remains the most important investment region, our M&A data analysis shows that developed countries in the West have attracted most Chinese cross-border M&A investments. Third, in contrast to official OFDI statistics, which point to a more even distribution of investment in stock across sectors until 2006, our findings reveal a heavy concentration of M&A in mining and manufacturing. Finally, our cross-border M&A data reveal that Chinese companies predominantly seek high-level equity participation in acquired target companies abroad.

An Assessment of the Effects of Institutional Change on Chinese Outward Direct Investment Activity (1C2)

Hinrich Voss, Peter Buckley & Adam Cross, University of Leeds UK

Since the instigation of the 'Open-Door' policies in 1978, China has experienced three decades of gradual economic and institutional reforms. These reforms have been directed towards changing the country's domestic industrial and economic structure and increasing the integration of its economy and businesses into the global economy. As a result, China has evolved from a position of marginal relevance in terms of outward foreign direct investment (OFDI) to becoming an important source country, especially among developing countries. Taking an institutional theory perspective, this paper assesses the development of China's OFDI since 1978 and traces the effects of policy and regulatory change on the scope and quantity of OFDI. We find that institutional change has had an important determinant effect on OFDI trends, especially with regards to an increasingly prominent rules-based governance system.

"The Chinese Are Coming!!": China's Rise as an Economic Power: Strategies and Achievements (1C3)

Loong Mun Wong, University of Canberra, Australia

China's recent development path has been distinguished by a gradual movement towards greater marketization, liberalization and privatization of its economy and society. Massive capital inflows and extensive exporting has transformed China into a global economic superpower. This paper draws attention to the increasing critical role played by Chinese outward direct investment and its impact on the global economy. The paper discusses the extant literature on internationalization and the 'push and pull' factors behind Chinese outward ODI. The paper also seeks to provide a context for understanding Chinese ODI and examines the characteristics, geographic distribution and scope of Chinese ODI. The paper also challenges the notion of the powerless state and reminds us that the state far from withering away can play pivotal roles in the transformational paths of economies. This is certainly true for China and clearly has implications for neoliberal economic policy prescriptions and also poses a significant challenge to some of the received wisdom in international business theory on foreign direct investment.

POSTER PRESENTATIONS:

State of Accounting in China: Implications for Globalizing Chinese Enterprises (Poster 1)

Richard Chamblin & J. Mark Munoz, Millikin University, USA

Xiu Ying Zheng-Pratt, Caterpillar, Inc.

In recent years, numerous Chinese enterprises have experienced business growth as a result of being actively involved in manufacturing and exporting. A number of these enterprises have evolved into multinational companies and have made its business presence felt in different parts of the world. As a result of the accounting disparity that exists in China and in international locations, operational challenges exist. This article describes the current accounting landscape in China, identifies inherent differences in accounting practices between China and international locations such as the United States, and provides viable strategies for globalizing Chinese enterprises.

Globally Eminent Chinese Firms – Where Are They? (Poster 2)

Sudhanva Char, Life University, USA

The main objective of this paper is to look into multidimensional factors that underlie globalization of Chinese enterprises. We seek answers to intriguing questions: why is it that Chinese enterprises in general continue to serve as 'extended family' of established non-Chinese corporations? Why have they not exploited to a fuller extent the enormous cost advantage they already have, to expand and strengthen their market sway especially in consumer goods by direct and independent marketing? What issues, cultural, commercial, political, economic, or any other, if any, hobble innovation and the ensuing business-to-consumer direct transnational effort especially in the post Deng liberalization period? Is there a dearth of visionary and risk-taking Chinese entrepreneurs who would instead prefer the intrapreneurial model that enables them to flourish in the large domestic market? Chinese enterprises that are framing business strategies for future market accomplishments would invariably have to answer these questions wisely.

Public Goods in a Market Economy – The Case Study of China (Poster 3)

Yueyun (Bill) Chen, University of the West, USA

This paper discussed the dilemma of public goods provision under a market economy system. In a free market system, entrepreneurs have insufficient incentives to supply public goods so governments must play key roles in this respect. However, direct government involvement has some serious side effects. The paper explores how the efficiency of the public good provision can be improved, which is particularly by using some theories, principles and management methods that have been successfully used in the private goods markets. The case of China's public goods provision is utilized to illustrate the relevant issues.

Globalization and the Role of its HR strategy: Case Study of a Leading Chinese Telecom Corporation – Huawei (Poster 4)

Fang Lee Cooke, University of Manchester, UK

There are now an emerging, though very small, number of studies on HRM of Chinese MNCs. However, few studies have been conducted to examine the role of the HR strategy in supporting the global business strategy of Chinese MNCs. This is a significant research gap given the fact that few Chinese firms are seen to be truly internationally competitive and that HR capabilities in China are considered under developed and heavily influenced by the Chinese cultural traditions. This paper provides a case study of a leading Chinese MNC in the IT industry. It examines the major characteristics of its business strategy and HR strategy, as well as key challenges it has encountered in its internationalization process and people management. The paper highlights the importance of political and social capital for Chinese MNCs in developing their international market and brand reputation. It argues that having technical competence and human capital are insufficient for Chinese MNCs to overcome their image baggage and other entry barriers in host countries. It also raises a number of research implications for future studies.

Spillover Effects from Chinese Investments in Africa: Real Potential or “Business as Usual”?
(Poster 5)

John Dilyard, St. Francis College, USA

During the height of the Cold War, African nations were wooed by the principal antagonists – the United States, the USSR and China – with a variety of aid and assistance programs covering social, economic and military sectors, all in an effort to create allies. Little, if any, of this had any enduring beneficial effect. Now Africa finds itself in the center of a different kind of conflict as a location for investment. After averaging \$12.5 billion per year in FDI from 1995 through 2004, FDI ballooned to \$29.6 billion in 2005, and \$35.5 billion in 2006. Chinese interest in Africa is a significant reason behind this surge in investment; FDI from China to Africa increased practically seven-fold from 2003 (\$74.8 million) to 2006 (\$519.9 million). For China, investing in Africa provides a source for the resources needed to fuel its economic growth, and a potential outlet for the goods and services it produces. For Africa, this investment could mean significant spillover effects that will genuinely assist development efforts. Indeed, the ‘new policy’ China outlined for Africa in 2006 is centered on mutual cooperation, mutual benefit and mutual support of development goals. Africa, naturally, is hopeful that this will be the case and that Chinese investment can be a springboard for broader economic development; not the ‘business as usual’ that characterized Cold War activity.

This paper describes the pattern of the recent surge in investment in Africa from China, and examines the expectations – the intended spillover effects – Africans have for it. Rather than address whether or not those spillover effects actually have occurred, the paper outlines what those spillover effects should be, thus identifying what will differentiate real potential from ‘business as usual’.

Country Risk and China’s Outward Direct Investment (Poster 6)

Di Fan, Monash University, Australia

Miao Fan, National Australia Bank, Australia

Based on the literature of country risk and outward foreign direct investment (FDI) and an observation of the choice of geographical destination of Chinese outward direct investment (ODI), the authors propose that country risk is one of the most significant determinants of Chinese ODI. An analytical narrative of both the nature of country risk and the development of China’s offshore investment is given. In this perspective paper, the authors also argue that country risk is an influential power to foreign direct investment and that the level of country risk in host countries is significant in the evaluation of investment projects.

Chinese Entrepreneurship in Europe: From Operating the World’s Workshop to Operating Workshops Around the World – A Case Study of Entrepreneurs in Prato, Italy (Poster 7)

Anja Fladrich, Monash University, Australia

Since start of the new millennium the Chinese have become more visible in Europe, where they have increasingly become economically active. Yet, knowledge about Chinese enterprises in Europe remains limited. Against the background of the 21st century being dubbed as the ‘Chinese Century’ (Shenkar 2006) and the related conceptualization of *Chinese globalization* by Pieke (2004) as the move of Chinese people, ideas, capital and goods across the globe, this paper provides early insights into Chinese migrant entrepreneurship in Prato, Italy’s well known industrial centre near Florence. This paper emerges from the author’s doctoral research contrasting Chinese entrepreneurship in Italy and Germany. I analyse the nature of Chinese migrant entrepreneurship by drawing on Schumpeter’s conception (1950) of entrepreneurship, Holcombe’s (2003) concept of entrepreneurial opportunity and Kloosterman’s (1999) concept of mixed embeddedness. I argue that Prato’s Chinese enclave, the mobilization of a co-ethnic labor force, Chinese particular aspiration to become entrepreneurs and the political-institutional parameters of the host country have all contributed to Chinese entrepreneurial aptitude, which appears without precedent in Europe. This case study of Chinese entrepreneurship in Prato can be read as a particular example of the multiple dynamic social spaces embedded in regional systems that when taken together constitute Chinese globalization.

New Africa Policy: China's Quest for Oil and Influence (Poster 8)

Wei Liang, Monterey Institute of International Studies, USA

Remarkable economic growth in the past two decades has transformed China into a rising power in world politics. The management of image politics and the efforts to increase its soft power is central to Chinese diplomacy in the new century. This chapter examines China's foreign economic policy in Africa, a geographic region that China had largely ignored in the early years of its reform era (1980s and most of 1990s). In so doing, it seeks to address three questions. First, what drives China's trade and financial involvement in Africa? Second, what a role exactly has China played in Africa---- a business partner, a friend, a new imperialist, or a competitor with the West for both resources and influence? Third, can China's distinctive Africa strategy be sustained? Does it reveal China's newfound global clout or its inherent limits to the PRC's ambition as an emerging great power? This chapter aims to shed light on these questions by examining evidence available on China's trade, aid and investment activities. It suggests that China's expanding economic initiative in Africa is driven by domestic/global market needs and this policy goal has been further advanced by Beijing's public diplomacy and image-building efforts on the continent.

SESSION 2

Panel A: International Entrepreneurship

Entrepreneurship from Emerging Economies to Developed Economies: Evidence from Chinese Companies' Operations in Europe? (2A1)

Dong Bian, EM Lyon Business School, France

Hongling Jiang, Shanghai Jiao Tong University, People's Republic of China

Firms internationalize from fast-paced emerging economies to slow-paced developed economies face enormous challenges. Adapting their capabilities obtained in the emerging economies to the developed economies, maintaining the transformed and/or newly acquired capabilities' operations at full capacity to rapidly achieve competitiveness, integrating the capabilities of acquired firms and solving the value conflicts in the joint ventures are all the problems they have to face. We argue the necessity of developing the entrepreneurial absorption capabilities in developed economies to overcome the above difficulties. A series of propositions are accordingly proposed.

China's "National Team" Business Groups in Strategic-Asset-Seeking OFDI: Are They Important? (2A2)

Dylan Sutherland, University of Nottingham, UK

An interesting and important aspect of China's economic reforms is an ambitious raft of policies to develop internationally competitive trans-national business groups. Around 100 trial groups, selected by the State Council and known as the 'national team', are particularly important in this regard. This paper uses recent data on these important groups to try and better understand the expansion of China's OFDI, focusing on the question of whether their contribution to 'strategic-asset-seeking' OFDI is important. To this end we also explore aggregate trends in China's OFDI (sectors and destinations). To date, we argue, such strategic-asset-seeking OFDI has been rather limited. Instead, the expansion of OFDI from China still appears to be closely linked to her expansion as a trading nation with a natural resource deficit. Strategic-asset-seeking OFDI, when it does take place, however, is still to a large extent orchestrated through these state controlled trial business groups (as is other OFDI).

China's Diaspora and Returnees: Impact on China's Globalization Process (2A3)

Huiyao (Henry) Wang, China Overseas Returned Scholars Association, People's Republic of China David Zweig, Hong Kong University of Science and Technology, Hong Kong SAR

By the end of 2008, after 30 years of opening to the outside world, close to 1.5 million Chinese students and scholars will have studied overseas. In the past decade, many of them returned to China, and today they are playing a major role in helping in the new phase of China's opening—what the Chinese call the policy of "going out" (zou chu qu). Under this policy, Chinese enterprises are buying up other companies; they listing both private and large public firms on overseas stock markets; and increasing their foreign trade activity. These returnees, many of whom have graduate degrees from the very best North American and European

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universities, are playing a leading role in these activities. They are also now directing the China divisions of almost all the Forbes 500 companies who have set up shop in China. Many also run venture capital firms, which help with mergers and acquisitions and overseas listings. Some of these returnees had already listed their companies on overseas stock markets before returning, giving them a wealth of experience that increases their rate of success. This paper examines the major role and contributions made by these high-flying returnees on the Chinese economic and business front, highlighting their characteristics and impact on the China globalization process and going out strategy.

Panel B: Chinese Firms at the Crossroads

Global Mindedness and the Performance of Chinese Multinationals (2B1)

Joseph Johnson, University of Miami; USA

Eden Yin, University of Cambridge, UK

Yongjian Bao, University of Lethbridge, Canada

As China is becoming one of the leading economies in the world, more and more Chinese firms are pursuing internationalization strategies. However, most of them have not managed to succeed in the global markets. One possible reason for such unsatisfactory performance of Chinese firms is their lack of a proper global mindset. This study investigates the following three issues: first, how global minded Chinese firms are; second, what the critical drivers for their global mindedness are; third, what strategic orientation these Chinese firms adopt when they pursue internationalization strategies and how their global mindedness is related to their strategic choices. Results indicate that, first, as expected, the current level of global mindedness of most Chinese firms are fairly low. Second, experience with foreign culture, leadership vision and firm capacity are important determinants of a firm's global mindedness. Third, global minded Chinese firms tend to pursue aggressive and risky internationalization strategies and this may be the key reason why they have not been able to achieved success in the global markets.

The Future of the Relationship: The United States, China and Intellectual Property (2B2)

Chris Ajemian & David McHardy Reid, Seattle University, USA

During the Cold War, a crucial part of U.S. policy was to allow the transfer of intellectual property and technology to Japan to rebuild its post-war economy and strengthen it as its Asian ally in the fight against Communism. The results were both failure and success—failure on the U.S. side from creating Japanese competition that rapidly lay waste to whole domestic U.S. industrial sectors such as autos, steel and electronics, and success in creating a durable military-economic alliance that outlived the Soviet Union. In this paper we argue that a potential environmental catastrophe requires a comparable initiative is required for China. By ceding intellectual property rights (IPRs) to spur a flow of clean technologies (Cleantech) a positive strategic relationship may be built and a contribution made to the ecology of the planet.

Internationalization of Chinese Branded Products: Developed-Country Perceptual Challenges and Strategic Implications (2B3)

Francis Ugado, Georgia Institute of Technology, USA

Moonkyu Lee, Yonsei University, South Korea

As the rapid economic growth of China continues to be a significant dimension of the world economy and international business, Chinese multinational firms have emerged in recent years with increased efforts towards internationalization of their brands and products. Meanwhile product quality and safety issues have tempered these efforts in industries ranging from toys to automobiles. In addition, while manufacturing and labor efficiency and costs have been a source of their competitive advantage, one area of relative weakness has been their lack of a more positive perception and acceptance of brands and products from China, particularly in more developed markets such as the United States. The results of an empirical study provide evidence of such perceptual challenges and identify the key specific attributes important to U.S. consumers. Strategic implications and policy options are developed.

Panel C: Chinese ODI (2)

Strategies of Chinese Multinational Enterprises in Developed and Developing Countries: Observations and Preliminary Conceptualization (2C1)

Carlyle Farrell & Howard Xiaohua Lin, Ryerson University, Canada

This paper presents a conceptual framework for analyzing differences in the motives and strategic choices of Chinese multinational enterprises (CMNEs) entering developed versus developing countries. Our central argument is that the motives and behaviors of CMNEs in developed countries are more consistent with latecomer theorizing whereas the motives and behaviors of CMNEs in developing markets are more consistent with the classic eclectic paradigm. The major contribution of this paper is to consider host country development stage as a key contextual variable in the international expansion of CMNEs. The conceptual framework proposed suggests that CMNEs entering developed countries will be motivated by opportunities to explore locally embedded strategic assets such as advanced technologies, and will enter these foreign markets via acquisitions. These CMNEs are also hypothesized to adopt a polycentric approach to subsidiary management. CMNEs entering developing countries are hypothesized to seek opportunities to exploit their own internally endowed competitive advantages such as low cost manufacturing or resource extraction expertise. These CMNEs will enter foreign markets using a Greenfield strategy, and are expected to adopt an ethnocentric approach to subsidiary management. The model also suggests that CMNEs operating in developing countries will exhibit better financial performance when compared to their counterparts in developed countries.

China Investment Corporation (2C2)

Verner Worm, Copenhagen Business School, Denmark

The purpose of this paper is to trace the activities of China Investment Corporation (CIC) and based on the findings discuss possible implications for western capital markets of China's new investment strategy. Although Sovereign wealth Funds (SWFs) is not a new phenomenon as the first was established in Kuwait already in 1953, there is still not an official definition of the SWFs. According to Park (2007) generally SWFs are characterized by two key features: government ownership and control; and a key objective of seeking higher risk-adjusted on returns of investments. The majority of the SWFs is commodity funds meaning that they invest in production facilities while the minority is investing in services.

Advantage Exploitation and Disadvantage Avoidance: An Empirical Analysis of Outward Internationalization Propensity of Chinese Private Firms (2C3)

Hongxin Zhao & Yagang Wang, St. Louis University, USA

The objective of this study is to examine empirically the determinants of outward internationalization in Chinese private firms. Based on the firm advantage exploitation and industry disadvantage avoidance framework, we identified a new set of determinants and tested them in a bi-level explanatory model using a large sample of Chinese private firms. The results showed that firm-specific advantages (governance advantage, inherited advantage, bank loan access, a low level of organizational slack and inward internationalization) and industry-specific disadvantages (industry dynamism and a low level of industry concentration) significantly influenced the outward internationalization. The analytical results generally supported the hypotheses and also suggested a counter-intuitive finding regarding the organizational slack – internationalization relationship.

SESSION 3

Panel A: Economies of Globalization

The Characteristics and Internationalization of Chinese Global Companies – An Analysis from the Cultural Perspective (3A1)

En-Chi Chang, Manchester Business School, UK

The business enclave, or the regional business group (商幫; shangbang), has existed in China for thousands of years and shows a unique cultural phenomenon. Culture, especially guanxi, has been considered to exert influences on the Chinese business' operation and strategy but the influence of cultural phenomena such as the business enclave has not received enough attention in the business literature. This paper is exploratory and provides an *ad hoc* analysis to examine whether the management and internationalization of modern Chinese companies show the characteristics of traditional business enclaves. The aim is to open the discussion by bringing to light that regional differences exist not only among Chinese consumers, but also among Chinese companies. By learning the differences among different enclaves, academia and practitioners can better understand how these Chinese companies interact with the business environment inside and outside China. The result from this preliminary analysis shows that companies from the three pan-regions in China still shows the characteristics of traditional business enclaves from the same areas.

The Rising Role of China within the Global Economy in the 21st Century (3A2)

John Saeed, Swinburne University of Technology, Australia

There has been a sea change in the world economy with far-reaching consequences on all aspects of human civilization. This dramatic transformation is largely precipitated by the phenomenon of globalization. The transformation now taking place in the global economy is unprecedented. The increasing availability of global capital, coupled with advances in computing and communications technology, is serving to speed up the processes of globalization. Concurrently, the barriers to globalization are increasingly disappearing in most countries of the world (Cullen, 1999; Buller et al, 2000). As a consequence, the word "globalization" is in daily use throughout the world: "Mondialisation" in French, "Globalisierung" in German, or "Quan qui hua" in China.

Globalization has also been a major catalyst for exponential growth of the Chinese national economy. Since the initiation of economic reforms in 1979, China has become one of the world's fastest-growing economies. From 1979 to 2007 China's real gross domestic product (GDP) grew at an average annual rate of 9.8%. Real GDP grew 11.4% in 2007 being the fastest annual growth since 1994 (Morrison, 2008).

Equally, China has spawned unprecedented business opportunities for entrepreneurs and international firms. However, the success in conducting business in China by international entrepreneurs and firms is contingent upon their understanding of Chinese culture and hence Chinese business practices. This in turn calls for developing intercultural competence on their parts to be able to succeed strategically in China. Consequently, the purpose of this research article is to illuminate Chinese cultural dimensions and their pervasive impact upon business practices that are prevalent in China. Finally, an examination is made of the various dimensions of intercultural communication competence.

Expanding the Circumference of China's Circular Economy through Internationalization (3A3)

Joseph Sarkis, Clark University, USA

James Cordeiro, State University of New York at Brockport, USA

Hanmin Zhu, Wuhan University of Technology, People's Republic of China

We draw on varied sources ranging from the history of legislation on the Circular Economy (CE), government treaties, ecological modernization theory, and green supply chain management, logistics and industrial ecology to provide some initial considerations and recommendations, on how China's efforts domestically in terms of the Circular Economy may be extended internationally to the mutual advantage of Chinese industrial enterprises and their trading partners, foreign investors, and foreign countries. Our specific discussion focuses on international environmental treaties and regulatory regimes, ecological modernization, internationalization of eco-industrial parks, international recycling efforts, and international eco-industrial parks and green and closed-loop supply chains in the international context.

Panel B: Industries Internationalization: High Tech (1)

Success Factors in Chinese Technology Companies' Overseas Acquisitions: Two Cases (3B1)

Nir Kshetri, University of North Carolina at Greensboro, USA

Overseas acquisition is becoming an increasingly popular route for Chinese firms' outward internationalization. Nonetheless, with some exceptions, Chinese firms' outward oriented acquisitions have performed poorly. In this paper, we compare two Chinese technology firms' overseas acquisitions, which have different levels of success. The findings indicate that the level of success of the acquisition is likely to be higher for an acquired product at an earlier stage of PLC than at a later stage. The level of success can also be increased by expanding into markets that have a higher concentration of adopting units at a lower rank and those that are psychically and institutionally closer to the combined company; and by changing structures and practices of the combined company to make them closer or isomorphic to the new markets.

Strategic Implications of Emerging Chinese High-Tech Companies (3B2)

Hong Liu, Hang Liu & Paul Jackson, Manchester Business School, UK

Despite the rising influence and competitiveness of Chinese high-tech businesses, scant attention has been paid to this trend on part of Western academics and practitioners. To date, little has been understood of Chinese high-tech firms. This study serves as an initial step to understand the strategic behaviour of Chinese high-tech firms. A survey of 126 Chinese high-tech firms shows that Chinese companies with strategy-technology integration show better financial and operational performance. Market orientation is also associated with enhanced financial performance. However, a number of organisational internal and external factors influence the pursuit of these strategies leading to better performance and in particular, the Chinese government is a key player in China's high-tech industry. Research and managerial implications have been discussed.

Chinese Firms' Technology-Seeking R&D, FDI Mode Choices: The Roles of the Natures of Knowledge and Chinese Government Financial Support (3B3)

Qunyong Xie, University of Agder, Norway

The internationalization of R&D by Chinese firms is a recent phenomenon. China's overseas technology-seeking R&D has some noticeable features, such as latecomer perspective, reverse technology transfer and Chinese government support. After reviewing relevant literature on entry mode choices, we identified several research gaps, e.g., the oversimplified treatment of the nature of knowledge, and the lack of study on home country institutional factors etc. In order to examine the hypothesized impacts of the nature of knowledge (e.g., individual versus organizational, similar versus complementary) and Chinese government support on Chinese firms' entry mode choices for their overseas-technology seeking R&D operations, a theoretical model is developed. The model is based on the traditional four factors (e.g., product-, firm-, industry-, and country-specific factors) but with some revisions to incorporate the impacts of the noticeable features. Compared with previous literature, this research makes several contributions, for example, we propose the individual/ organizational dimension has direct influences on entry mode choices, while the similar/ complementary dimension has moderating effects. We also add "Chinese government support" as one of the "country specific factors" that may influence entry mode choices.

Panel C: Chinese ODI (3)

CFIUS, Chinese MNCs and Globalization of FDI (3C1)

Syed Tariq Anwar, West Texas A&M University, USA

Internationalization of Chinese multinational corporations (MNCs) is a major topic in international business (IB) and global trade. As a review contribution, this paper investigates the issues of outward foreign direct investment (OFDI) of Chinese MNCs and their interactions with the Committee on Foreign Direct Investment in the United States (CFIUS) that operates under the auspices of the U.S. Department of Treasury. As of 2008, the CFIUS is a major player regarding monitoring and approving investment proposals in the U.S. Since 2001, the CFIUS has investigated a multitude of high-profile acquisitions because of national security concerns and technology issues. By using literature from the areas of IB, globalization, geo-politics, international law, and global trade, this study investigates the changing role of the CFIUS and its implications for Chinese and other MNCs in the U.S. The study uses a longitudinal case-based research approach to analyze Chinese MNCs and their recent OFDI activities in the U.S. The study is timely because of Chinese MNCs' global expansion and foreign investment initiatives. As of this writing, no study has been conducted in IB that specifically deals with cross-disciplinary literature and investigates the area of CFIUS and its impact on Chinese MNCs.

Chinese ODI and its Impact on Indian Telecommunication Industry (3C2)

Kawal Gill, University of Delhi, India

China is not just a recipient for FDI but it is also a source of FDI. Although its Outward Direct Investment (ODI) is still small as compared to the huge inward flow, China Government's "Go Global" policy and financial support have become strong motivators for Chinese enterprises to build new businesses outside China. During the last few years, bilateral relations between India and China have deepened to include common positions in the international arena, notably at the UN Security Council, and the WTO strengthening economic cooperation as well.

The purpose of this paper is to analyse the technology benefits achieved by Indian telecom Industry due to the presence of Chinese FDI in the industry. The Indian Telecom industry is virtually deregulated and has attracted world's major telecom vendors; ZTE and Hwaei from China are among them. The paper explores trends in Chinese ODI and political and economic cooperation between China and India. It further presents an overview of Indian telecom industry and elaborates on the significant achievements due to availability of latest technology by Chinese Companies operating in India.

China's New Sovereign Wealth Funds: Origins, Development, and Future Roles (3C3)

Stephen Thomas & Ji Chen, University of Colorado at Denver, USA

China has established two of the world's newest and largest Sovereign Wealth Funds (SWF): the official China Investment Corporation (CIC), and the unofficial State Administration of Foreign Exchange (SAFE) Investment Company (SIC). Both provide alternative investment opportunities for China's exploding foreign exchange reserves, at 1.8 trillion USD in June 2008, the largest in world history. This paper will address how China has accumulated its huge and growing foreign exchange reserves, and what roles these reserves, until recently managed only by the State Administration of Foreign Exchange (SAFE), have played in the establishment and development of China's two new SWFs. We will look specifically at why China's foreign exchange reserves have developed, and how the new SWFs are a part of broader efforts to provide investment alternatives for China's ballooning foreign exchange surpluses, particularly in light of the inflow of "hot" foreign speculative funds. We will then point out some of the difficulties for China's financial officials SWFs as they try to pursue multiple and sometimes competing goals, set by Boards of Directors representing different bureaucratic and economic interests, all within the context of a general lack of transparency and a rapidly growing economy. Finally, we will present our conclusions about the future roles of the two SWFs as well as of the policies being developed to decentralize foreign exchange reserve holdings while at the same time not slowing the growth of China's foreign trade surpluses, nor its foreign direct investments, nor its overall economic growth. We will also examine the effects of World Trade Organization (WTO) requirements and of US-promoted Chinese currency appreciation on the future of China's foreign exchange reserves and its sovereign wealth funds.

SESSION 4

Panel A: Institutional Factors of Globalizing China (1)

The Relevance of Corporate Governance Codes in China (4A1)

Christoph Lattemann, Potsdam University, Germany

In the context of the internationalization of Chinese companies, corporate governance has becoming an important issue. The Chinese corporate governance system is characterized by strong insider power, highly concentrated ownership of the state, strong influences of traditions such as Guanxi, and a weak legal system. However, since 1994 the Chinese corporate governance system must cope with changes influenced by Western legal forms and concepts. Some researchers argue that as the Chinese legal environment evolves traditions will become less important or lose its legitimacy. Other researchers argue that traditions, such as Guanxi, are cultural imperatives in doing business in China. According to them, Confucian heritage will still determine Chinese way of life.

This contribution investigates the particular and contradictory nature of the ongoing construction of a system of corporate governance in China, and the resulting corporate governance in various types of Chinese firms.

Institutions, Decentralization, and Organizational Structure: The Emergence of Corporate Pyramids in China (4A2)

Tianyu Zhang, City University of Hong Kong, Hong Kong SAR

Joseph P.H. Fan & T.J. Wong, Chinese University of Hong Kong

This paper considers a new explanation of pyramidal organizational structure: it enables credible decentralization of decision rights from a controlling owner (corporate headquarters) to a local (divisional) manager. As intermediate layers of a corporation create an information cost between the owner and the manager, making it difficult for the owner to intervene in the manager's decisions *ex post*. Empirical results based on Chinese data generally support this conjecture. In addition, controlling owners build more extensive corporate pyramids when local firm managers are subject to greater market and legal discipline, suggesting that agency problems constrain the extent of corporate pyramids.

Exchange Hazards, Trusts, and Contracts in China: The Contingent Role of Legal Enforceability (4A3)

Kevin Zhou, University of North Carolina at Charlotte, USA

Laura Poppo, University of Kansas, USA

This article provides an empirical snapshot of the effects of institutional change on governance choices in the emerging economy of China. Our central argument is that legal enforceability greatly influences companies' reliance on trust or contracts to safeguard market transactions against exchange hazards. The findings show that as legal enforceability improves, companies shift from the use of trust toward explicit contracts in response to exchange hazards with high levels of asset specificity, environmental uncertainty, or behavioral uncertainty. However, when legal enforceability is low, greater levels of behavioral uncertainty are not associated with greater levels of trust. This result runs contrary to the conventional logic that trust is most important in settings in which monitoring and observability of the other party become difficult. Furthermore, as legal enforceability becomes stronger, the positive relationship between trust and contracts declines, showing that the level of complementarity depends on legal enforceability.

Panel B: Industries Internationalization: High Tech (2)

Internationalizing Chinese Entrepreneurs: The Role of Technology (4B1)

Ilan Alon, Rollins College, USA

Miri Lerner, The Academic College of Tel-Aviv Jaffa, and Tel-Aviv University, Israel

While much is known about American and European foreign operations in China, less is known about why and how Chinese firms go global. In particular, studies of the decision-making processes of nascent international entrepreneurs who begin their operations on the Chinese mainland are few. Although some case studies and descriptive studies are available on the internationalization of Chinese enterprises (particularly large ones), this study adds to the scant empirical literature on international entrepreneurship in China by testing the characteristics of the entrepreneur and his/her organization associated with Chinese SMEs and entrepreneurial firms' export expectations. Using resource based theory on a well-researched

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and an extensive database of Global Entrepreneurship Monitor (GEM), this study develops and tests a model of Chinese international entrepreneurship. According to our model, Chinese international entrepreneurship is positively affected by the levels of education and skill of the entrepreneur and the projected number of employees, and negatively affected by the fear of failure and lack of competition.

Global Links and China's Uneven Technological Trajectory: The Case of China's Integrated Circuit Design Industry (4B2)

Douglas Fuller, King's College London, UK

Traditionally, researchers analyze national systems of innovation (NSI) through an examination of the actors and institutions involved in science and technology activities. Using China's semiconductor design industry as a case, this article argues that countries have institutions beyond the national system that can affect science and technology activities. Due to co-ethnic transnational technology networks and the politics of finance, China's firms experience distinct patterns of performance not explained by the NSI framework. A particular type of foreign firm, the hybrid foreign-invested enterprise, combines foreign finance with commitment to China to drive China's technological development. Other firms, particularly those closely tied to the Chinese state, contribute less or even negatively to China's development. The ties to the state in the context of China actually undermine the incentive for innovation because the state provides patronage to favored firm at the same time that it lacks the ability to monitor performance of these firms.

Primacy of Power: Regulatory Battles for Promoting National Standards in China (4B3)

Wei Liang, Monterey Institute of International Studies, USA

This paper is to examine China's on-going next generation network buildout through the angle of the interplay of a dynamic market with vast demand, an increasing production capacity and the policy promotion by the Chinese government. The research question is that with the help of predatory governmental telecommunication policy embedded in China's unique state capitalism system and a lucrative domestic market, will China upgrade from today's production base (made in China) to tomorrow's gravity for innovation (designed by China)? What is the domestic mobilization process of China's telecommunication industrial policy? What is the impact on global competition? China's status as the biggest manufacturing base of telecom equipment, socialist bureaucratic politics, government regulatory preferences, the advantage of its vast domestic market and export weight together are elevating China's 'technology capacity' and eventually gaining China more leverage to compete within the global market through the application and development of its 'home grown' standards and technologies.

Panel C: FDI and Globalization in China

The Corporatization of the Chinese Oil and Petrochemical Industries: Evolution without Revolution (4C1)

Olivier Roche, McGill University, Canada

This article discusses corporate governance and its impact on the long-term performance of recently listed state-owned enterprises (SOEs) in China. In this article, the pre- and post-initial public offering (IPO) performance of three Chinese oil companies are benchmarked against oil companies in other emerging markets. In the case of China, short-term improvements in performance were made possible by aligning management incentives with operating efficiency. However, such improvements were not sustainable over a longer period because the capital allocation process has remained aligned with government objectives. The extant literature highlights the positive impact of privatization and notes that, in most cases, capital investments increase significantly post-IPO. However, most of the research based on quantitative methodologies considers the dollar amounts of capital investments without assessing the "quality" or potential return of an investment program made after the listing. In this paper, it is posited that a partial listing represents a corporate evolution that is unlikely to improve an organization's long-term efficiency. Such improvement can only be achieved through privatization, i.e., a radical change of ownership control (or a management / governance "revolution," in the case of China) that aligns capital expenditure decisions with long-term objectives to improve the organization's operating efficiency and growth performance.

FDI and China's Global Trade Competitiveness: Evidence from Measuring Sino-EU15 Intra-Industry Trade (4C2)

William Xiaojun Wei, Grant MacEwan College, Canada

Economic and trade relations between the EU15 and China have developed in steps with the former's sluggish growth and the latter's dramatic emergence in the global trading economy during the last two decades. Dynamism in bilateral trade, a chronic growth of the EU15 trade deficit, changes in intra-industry trade (IIT) and the rising important role of EU15 firms' FDI activities in China are the foremost features of Sino-EU15 economic and trade relations. The direct effect of EU15 FDI in promoting China's position in global competitiveness in international trade is evident. In this paper, we will analyze this issue through measuring Sino-EU15 Intra Industry Trade associated with EU15 FDI in China.

The Lucas Paradox in China (4C3)

Jia He, Oliver Rui & Xiaolei Zha, The Chinese University of Hong Kong, Hong Kong SAR

Standard neoclassical theory predicts that capital should flow from rich to poor countries. However, in a famous article written in 1990, Robert Lucas pointed out that capital flows from rich to poor countries were very modest, and nowhere near the levels predicted by theory. China now receives more foreign capital in the form of foreign direct investment (FDI) than any other country. The statistics indicate that inward FDI flows to provinces unequally in China. In this study, we examine whether the Lucas paradox of capital exists in China, using hand-collected data on FDI for more than 200 cities. To avoid the potential endogeneity issue, we adopt the dynamic panel data GMM framework. The empirical results show that in both provincial and city level samples, FDI flows into China favor rich regions over poor regions, as represented by total GDP and per capita GDP, while regional economic growth has no significant effect on FDI. These findings support the existence of the Lucas paradox in China, along with the conclusion that this phenomenon is not driven by government policy.

SESSION 5

Panel A: Institutional Factors of Globalizing China (2)

The Effects of the Institutional Environment on the Internationalization of Chinese Firms (5A1)

Gloria Ge, University of Auckland, New Zealand

Daniel Ding, City University of Hong Kong, Hong Kong SAR

This study seeks a theoretical explanation for the rapidly growing internationalization of Chinese firms from an institutional perspective. Based on a critical review of institutional theories and newly emerging theories on multinational corporations (MNCs) from emerging economies, it explores the institutional factors underlying the surge of Chinese outward foreign direct investment (FDI) at multiple levels, including the government, the industry and the corporate. We argue that institutions in the transitional Chinese economy provide great impetus for outward FDI and significantly condition the modes and patterns of the internationalization process of Chinese MNCs. The institutional restraints and barriers to China's outward FDI are also analyzed and directions for future studies are discussed.

A Review of the Literature on the Expansion of China's Firms to Latin America (5A2)

Gaston Fornes, University of Bristol, UK, and ESIC Business & Marketing School, Spain

Alan Butt-Philip, University of Bath, UK

This paper aims to review and analyse the literature on the expansion of Chinese firms to Latin America. In order to achieve this objective, it first reviews the literature on the internationalisation of Chinese MNCs, the theoretical frameworks discussed in the literature and the principal features of companies from China. Second, it describes the economic and political relations between the countries, specifically the threats and opportunities for Latin America and the trade and investment trends. The review shows that the majority of the current literature on Chinese MNCs has a focus on their expansion to developed countries, on the conceptual framework needed to understand this expansion, and on the competition for foreign investments from developed countries. As a result, the analysis makes evident that research gaps seem to exist in the following areas: (i) the relative value of Chinese companies' existing advantages, (ii) the sustainability of these advantages once the lead, probably given by OEMs or JVs, had been exhausted, (iii) research works

based on quantitative and comparative data, (iv) the motives for FDI, (v) the entry mode, configuration, control and strategy of Chinese companies investing in Latin America, and (vi) the potential opportunities presented to European companies operating in Latin America.

How Would an Appreciation of the RMB and Other East Asian Currencies Affect China's Exports? (5A3)

*Willem Thorbecke, Research Institute of Economy, Trade, and Industry, Japan
Gordon Smith, George Mason University, USA*

China's global current account surplus equaled 9 percent of Chinese GDP in 2006 and 12 percent of GDP in the first half of 2007. Many argue that an RMB appreciation would help to rebalance China's trade. Using a panel data set including China's exports to 33 countries we find that a 10 percent RMB appreciation would reduce ordinary exports by 12 percent and processed exports by less than 4 percent. A 10 percent appreciation of all other East Asian currencies would reduce processed exports by 6 percent. A 10 percent appreciation throughout the region would reduce processed exports by 10 percent. Since ordinary exports tend to be simple, labor-intensive goods while processed exports are sophisticated, capital-intensive goods, a generalized appreciation in East Asia would generate more expenditure-switching towards U.S. and European goods and contribute more to resolving global imbalances than an appreciation of the RMB or other Asian currencies alone.

Panel B: Local Influences of Internationalizing China

Chinese Companies' Global Hunt for Natural Resources: How Chinese Government is Supporting Them (5B1)

Hongmei (May) Gao, Kennesaw State University, USA

Chinese companies are going global to invest in the next generation of global business. While China enjoys being a top destination of foreign direct investment (FDI), Chinese overseas direct investment (ODI) has shown steady growth in recent years. A major drive for such growth is Chinese companies' appetite for natural resources, especially energy and raw materials from Africa, Latin America, North America and Oceania. One key element of such steady growth comes from Chinese government's strong support in international relations, policy, and financial loans. Based upon textual analysis of over 2,000 Chinese and English web pages, this paper showcases the location and strength of Chinese companies' global hunt for natural resources and Chinese government's support strategies for this movement. The three major areas of support include China's strive for harmonious international relations, positive policies supporting ODI, and favorite financial status provided for ODI.

Asia Going Global –Top CEO Questions for the Globalization Journey (5B2)

Sarena Lin, McKinsey & Company, USA

Increasing outbound FDI and M&A deal flow are evidence that Asia is clearly going global, but how do CEOs first decide whether globalization is the correct route for them? How should they prepare and run a global business? From the perspective of the key phases of the globalization lifecycle, the speaker will share insights from the work and research that McKinsey & Company has done on this rapidly growing movement: Asia Going Global.

A well planned globalization journey requires companies to decide whether and how globalization will create value, as well as developing a robust strategy that may encompass M&A capability building, stakeholder management, leadership development, and talent management. Integrating with existing businesses and creating a coherent cross-border management system further increases the complexity of a globalizing company, especially for many Chinese companies that thrive on management flexibility.

Going Global of Chinese Private Enterprises: Wenzhounese Model and its Impact on Home Development (5B3)

Bin Wu, University of Nottingham, UK

Huiyao (Henry) Wang, China Overseas Returned Scholars Association, People's Republic of China

Chinese enterprises going global have become emerging new global phenomena. Of 10 popular models adopted by Chinese enterprises, less is known about Wenzhounese model, a representative of private owned enterprises going global. This paper offers an insight to Wenzhounese entrepreneurs who are leading the new wave of Chinese migration and private investment to Europe. Nonetheless, they have contributed greatly to the development of the export-led economy back at home. To investigate the trend of international migration to Europe and impacts on their home development in Wenzhou, extensive fieldwork was conducted in Wenzhou and Veneto, Italy in 2006. Accordingly, this paper attempts to address the following questions: Why is international migration important for Chinese enterprises going global? How have Wenzhou's entrepreneurs developed their ethnic businesses in Italy? What contributions have they made to home development? The research findings and implications for Chinese enterprises going global are highlighted.

SESSION 6

Panel A: Institutional Factors of Globalizing China (3)

Impact of Corporate Political Strategy on Expropriation Hazards: Evidence from the Chinese Private Sector (6A1)

Nan Jia, University of Toronto, Canada

This paper examines how firms use corporate political strategy to mitigate the hazards of public and private expropriation that result from a weak market-supporting legal system and a lack of political constraints on government power. Using cross-sectional survey data from the Chinese private sector, I test whether adopting political strategy affects the performance outcome measures that are specifically related to expropriation hazards, such as the amount of illicit levies and deferred payment experienced by each single firm. I then examine how variation in these expropriations experienced by individual firms may be explained by a match of their political strategy and the institutional characteristics of the province in which they operate. My approach thus allows for more nuanced interpretation than was possible in prior studies linking political ties to government with overall firm performance. In the empirical analysis, I highlight that self-selection on unobservable characteristics can bias political strategy's performance implications, and I thus use an econometric technique to account for it. The findings provide strong evidence that political strategy helps to lower the level of expropriation and that self-selection, if not controlled, indeed generates a significant bias in conventional regressions.

Environmentally-oriented International Isomorphic Pressure Relationships to Organizational Learning and Performance amongst Chinese Manufacturers (6A2)

Qinghai Zhu, Dalian University of Technology, People's Republic of China

Joseph Sarkis, Clark University, USA

Kee-Hung Lai, Hong Kong Polytechnic University, Hong Kong SAR

James Cordeiro, SUNY Brockport, USA

We utilize cluster analysis to group a sample of 350 Chinese manufacturers surveyed in 2006 into three clusters: mature internationalization, emergent internationalization, and domestic depending on the level of internationalization drivers for environmental practices. Then, based on propositions developed by utilizing institutional theory in a globalization context, we provide evidence that higher levels of environmentally-oriented international isomorphic pressures are related to higher levels of organizational learning in terms of systems practice adoption (environmental and other systems). We also find significant differences in environmental, operational, and environmental performance across the three clusters. Academic and managerial insights of our findings are presented.

Can Trade Green China? Participation in the Global Economy and the Environmental Performance of Chinese Firms (6A3)

Phillip Stalley, DePaul University, USA

How does participation in the global economy influence the pollution management practices of firms in a developing country? Research on trade and the environment leads one to anticipate that integration into the international economy should enhance domestic firm environmental behavior. Integration facilitates access to cleaner technology, exposes domestic firms to global norms of corporate environmentalism, and compels developing country firms to meet trading partners' environmental standards or risk losing market access. This article tests these propositions by exploring the environmental compliance of internationally-oriented firms in China—a country whose rapid economic expansion and increasingly prominent role as a foreign investor have considerable implications for protection of the global environment. It finds that there is only modest market-induced enhancement of environmental performance among Chinese companies. In terms of their compliance with environmental law, Chinese firms with connections to the global economy are either no better than domestically-oriented companies or, in the case of firms that export heavily, are worse.

Panel B: Understanding Regional Influences

Chasing the Dragon. The Emerging EU-China Relationship and its Impact on Business (6B1)

Louise Curran, Toulouse Business School, France

In recent years the European Union (EU) has struggled to develop a coherent policy in the face of the rapid development of China as an economic and political actor. Emerging from virtually no-where in the early 90s, to become its largest trading partner, the EU has been taken by surprise by China's growing importance on its market. At the same time China's increasing willingness to use its economic weight to political ends challenges the EU's established interests. As is often the case, EU diplomacy has lagged business in developing a response to this emerging reality.

This paper will explore the nature of the challenge facing the EU through three key examples related to trade and development policy – textiles, shoes and Africa. The manner in which the EU has sought to respond to the challenges in these areas frequently lacks coherence. The paper argues that this incoherence, which has its roots in different national interests, needs to be addressed if an effective EU approach is to be developed. Finally the paper will draw some conclusions on the impact of the difficulties in the EU-China relationship on the business environment faced by Chinese industry.

Comparison of PRC and Indian Responses to the Elimination of US Textile and Apparel Quotas: Economic and Cultural Perspectives (6B2)

Joseph Pelzman, George Washington University, USA

Amir Shoham, The College of Management Studies and Sapir Academic College, Israel

The intent of this paper is to compare PRC and Indian responses to the elimination of textile and apparel (T&A) quotas by the US. On the demand side, the paper estimates whether or not PRC and Indian T&A items, formally under quota control, are substitutes or complements in the US market. On the supply side, the paper focuses on institutional differences between each country's T&A sectors, the different domestic government policies that have contributed to their growth and the unique cultural differences which will determine the future progress in each country's T&A sectors.

This paper's findings are as follows. On the demand side there is very little competition between PRC and Indian T&A items formerly under quota control. The primary reason is that the Indian T&A sector is still under the illusion that low cost producers will continue to dominate the market. The PRC in contrast has moved away from this model to a model where they embrace the complete value chain including developing their own design and marketing links. While both India and the PRC have strong State interventions the bias of the Indian policy makers has been to assure the employment interests of their farmers and small scale textile industry at the expense of efficiency. The PRC, on the other hand are far more interested in export led growth and thus have adopted policies that do not have to satisfy short term constituencies. The end result from these very different cultural perspectives is that India is no match for the PRC in this industry.

China's New Approach to ODI in Africa: A Model for a Government Seeking Natural Resources (6B3)

Amir Shoham, The College of Management Studies and Sapir Academic College, Israel

Mosi Rosenboim, Open University and Sapir College, Israel

In recent years, the international, economic relationship between China and Africa has changed. Chinese trade with Africa and foreign direct investment (FDI) in Africa had grown dramatically.

Chinese FDI in Africa has two unique characteristics: first, it is government funded, controlled and navigated. Second, the main, and almost only motivation, for China's outward FDI (ODI) in Africa is securing the future supply of natural resources for the growing Chinese economy.

These unique characteristics require a new approach to explain the development of China's international investment in Africa over time. In this paper, we present a theoretical model that helps to better understand current and future flows of investment from China to Africa. The paper also contains empirical research supporting the claim that China's FDI to Africa is negatively effected by political risk.

Conference Program

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IN THE FIELD: New Orleans





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THE CHINA CENTER AT ROLLINS COLLEGE

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 MacMillan, 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.

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Guest Editors:

Ilan Alon, Rollins China Center, Rollins College
John Child, Birmingham Business School
Shaomin Li, Old Dominion University
John McIntyre, CIBER, Georgia Institute of Technology

Submission Deadline: May 1, 2009

The twenty first century has been dubbed the "Chinese Century". As China becomes a dominant world economic actor, its enterprises increasingly look to distant shores in the Western Hemisphere, the European continent as well as the Crescent of Crisis. Its state-owned enterprises and nascent corporate forms are emerging onto the world stage. The academic literature has begun to explore this new internationalization phenomenon. Its size, corporate manifestations, impacts on Chinese growth, and the world economy and prospects are still not well understood.

A number of important issues need to be addressed in the process of the globalization of the Chinese firms. For example, what are the objectives of the Chinese firms that go abroad? How do they formulate and implement their strategy? How should their performance be evaluated? Going abroad imposes an array of challenges to the Chinese firms, which have not been well exposed to operating in foreign environments. Their learning experience needs to be documented and studied. From the perspective of organizational theory, we need to understand how the outbound Chinese firms design their organization, balance the headquarter-subsidiary relationship, and cope with foreign culture. Furthermore, we need to examine the interaction between the Chinese MNCs and the institutions ("game-rules") of the global marketplace. For example, what impact will the Chinese firms have on the institutions of the global marketplace? How do the global institutions affect the Chinese MNCs?

The topics envisioned for the special issue will be broad as long as they can be tied to the major themes of the globalization of Chinese firms. Appropriate topics for inclusion in the special issue could include but are not limited to:

- *Objectives, strategies, and performance of Chinese firms in globalization
- *Organizational design, structure, and outcome in globalization
- *Dissemination of knowledge on the emergence of globalizing Chinese firms
- *The impact of Chinese business and firms on global business and environments
- *The role of culture and culture change in Chinese firms in globalization
- *Headquarter-subsidiary relationships in Chinese firms
- *Chinese business groups/conglomerates in globalization
- *Chinese family-owned firms in globalization
- *Forms of engagement with foreign firms used by internationalizing Chinese firms (e.g. partnerships, acquisitions, OEM, ODM, OBM, etc.)

To date, much of the China research has been forming a foundation for understanding strategy and performance, particularly of foreign firms in China. However, there has not been very much work that examines the globalization of Chinese firms. The articles in the special issue will also make theoretical contributions in internationalization, entry mode, organizational design, cultural change, and institutional environment.

We believe that the proposed work will enhance our understanding of the globalization of Chinese firms, both empirically and theoretically and should be widely cited as scholars and practitioners seek to explain how and why Chinese firms go abroad, how they perform, and how they interact with the global environment of business.

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When submitting to the special issue, please follow standard *MOR* submission guidelines, which can be viewed at both <http://www.blackwellpublishing.com/mor> and <http://www.iacmr.org> and are published in the first issue of every volume of *MOR*.

Please submit your paper to the lead guest editor Ilan Alon (ialon@rollins.edu) and copy it to iacmr.mor@asu.edu. Identify your paper as a submission to the special issue on **The Globalization of Chinese Enterprises**. Papers will be double-blind peer reviewed. and acceptance decisions will be based on the standards described in the *MOR* mission statement.



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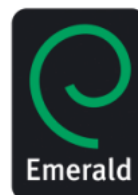
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Conference Program

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