



and



Present the

Chinese Globalization Association's

Ninth Annual

China Goes Global Conference

china goes global™

中国 走向 全球化

www.chinagoesglobal.org

October 1-3, 2015

Georgia Tech
Atlanta, Georgia

china goes global

中国 走向 全球化

Table of Contents

Contents

Words of Welcome from the Conference Organizers	3
Letter from the Conference Hosts	4
SPONSOR PAGE.....	4
9 th China Goes Global Conference Guidelines	6
Best Paper Awards	7
Organizers' Bios	8
Keynote Speakers' Bios	10
Conference Location and Logistical Information.....	13
Getting from the Airport:	13
Arriving by Car (directions to the Scheller College of Business):.....	13
MARTA (Metropolitan Atlanta Rapid Transit Authority)	13
Area Map	15
Primary Venue Addresses.....	16
PROGRAM.....	17
Thursday, October 1st, 2015	17
Friday, October 2 nd , 2015	18
Saturday, October 3 rd , 2015.....	21
ABSTRACTS OF ACCEPTED PAPERS WITH TITLES.....	25
Acknowledgments	53
Participants List.....	54

WORDS OF WELCOME FROM THE CONFERENCE ORGANIZERS

September 16, 2015



Dear Guests,

Ever since the first conference in 2006, the China *Goes* Global Conference has benefited and thrived from the enthusiasm, motivation and dedication of the members of the Chinese Globalization Association, the numerous scholarly presentations, as well as the commitment of all supporters involved in the organizational process.

Thus, we are proud that, once again, we gather a diverse group of experts here in Atlanta to enable a dialogue about one of the most interesting global phenomena of our time.

The China *Goes* Global Conferences have roots in a 2005 Rollins College conference and a subsequent foundation grant from the Alexander Von Humboldt Stiftung for a trans-Atlantic joint research project on China's outward investment activity. What began as a cooperative initiative among Ilan Alon and Marc Fetscherin of Rollins College Florida, Julian Chang at Harvard University, John McIntyre from the Scheller College of Business at Georgia Tech Center for International Business Education and Research, and Professor Christoph Lattemann from Jacobs University Bremen has grown into an internationally recognized endeavor that examines one of the world's most pressing issues of our time. The rise of China as a global economic power and the increasing awareness of its impact on international trading regimes have engendered a new dialogue about intercontinental business matters.

We founded the Chinese Globalization Association in 2012 to support and encourage academic research on the phenomenon of the contemporary globalization of China, not only as an exchange of knowledge between academic and business institutions but also to advance public awareness of the issues. Each year, more than 100 scholars attend the China *Goes* Global conference, discussing over 60 presentations. Their contributions not only add to the growth of knowledge about China's modern political and economic development, global crises and changes in business and people interaction but also ensure a realistic perspective on the changes we face in the world market.

This year's conference hosted by Georgia Tech will again enhance our knowledge about China's foreign direct investment, Chinese trade relations, China's government regulations, its sustainable partnerships, and many more topics germane to the subject of China's global presence. We are especially pleased to be working in conjunction with the Atlanta Chapter of the National Association of Chinese Americans for a special Friday evening program.

We are positive that this year's conference will deepen these insights and we are looking forward to inspiring discussions. We wish you a great conference, an enjoyable stay here in Atlanta, and look forward to meeting each one of you individually.

Thank you very much!

Board of the Chinese Globalization Association and Conference Organizing Committee

Ilan Alon
Julian Chang
Christoph Lattemann
John R. McIntyre
William Wang
Wenxian Zhang

**LETTER FROM THE
CONFERENCE HOSTS**



September 16, 2015

Dear China Goes Global 2015 Participants,

From near or far, it is a great pleasure to welcome you back to this annual conference, part of a collaborative research project called China Goes Global™, a multi-year research project among the members of the Chinese Globalization Association (<http://www.chinagoesglobal.org/cga/executive-board/>). It is hosted this year by the Georgia Institute of Technology and its national center of excellence, GT Center for International Business Education and Research. Past years have seen this conference held in Florida, at Cambridge, Massachusetts, in Bremen, Germany and in Shanghai, China. It has produced a substantial and cumulative body of knowledge and publications bearing on the transformation of the Chinese enterprise form and of Chinese outbound direct investment with implications for all partners and competitors.

On behalf of Dean Maryam Alavi, Scheller College of Business (<http://www.scheller.gatech.edu/>) home of the GT CIBER, of Dean Jackie Royster, Ivan Allen College (<http://www.iac.gatech.edu/>), partner of GT CIBER, and of Dr. Yves Berthelot, Professor of Mechanical Engineering, Vice Provost for International Initiatives (<http://www.oie.gatech.edu/>) and President of the Georgia Tech Lorraine Campus, chair of the GT CIBER Advisory Council, welcome to Georgia Tech and its Technology Square campus on the eastern side of campus. Our deep appreciative thanks for these academic leaders and their support of our ChinaGoesGlobal IX. We are particularly proud to be joining NACA on the occasion of the celebration of its thirty fifth anniversary in Atlanta as our marquee partner for the CGG event.

We continue to witness great and fast moving changes in China's modern political and economic development. The recent financial crisis of this past summer has again illustrated the pivotal role played by Chinese financial markets and new interdependencies have emerged further reinforcing the role of China, not only in the Asia-Pacific context but globally .ranging from commodities, to textiles, to services, to information technology to financial flows.

Georgia Tech has a long and distinguished history of presence in the new China with a visit by Deng Xiao Ping in 1979 to Atlanta and followed annually by some one thousand four hundred Chinese students and scholars on our campus as well as numerous joint graduate degree and research programs with Chinese partners (<http://www.shenzhen.gatech.edu/>), ranging from civil and environmental engineering to biomedicine, celebrating the tenth anniversary of its partnership with PKU, among others.

We are happy to host you and look forward to your participation.

John R McIntyre
Professor of Management and International Affairs
Director, GT CIBER
Scheller College of Business

SPONSOR PAGE

Marquee Sponsor



Supporters

We thank the following for their generous support of the 2015 China Goes Global Conference.



Ernest Scheller, Jr. College of Business

Ivan Allen College of Liberal Arts

Office of Vice Provost for International Initiatives



Organizers



Georgia Tech
Center for International Business Education and Research



9TH CHINA *GOES* GLOBAL 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 international practice in an academic setting, where people are learning together and from each other, for participants to address each other, presenters, and staff by their first or given names; this is not intended to be disrespectful or discourteous.
- All members of this community are entitled to respect. All individuals are expected in their communication to demonstrate respect for each person's worth, dignity and capacity to contribute.

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

BEST PAPER AWARDS

The *International Journal of Emerging Markets (IJoEM)*, published by Emerald is the official sponsor of the "China Goes Global" best paper awards for 2015. The journal brings together articles that examine the emerging markets, both theoretically and empirically. Highly rigorous research, case studies, and review articles, such as meta-analytic reviews, are also encouraged. The conference's submitted papers were narrowed down to a list of 10 finalists. The conference organizers and the Editor-in-Chief Ilan Alon further reviewed them and selected the best papers for an award.



NACA PAPER AWARDS

National Association of Chinese Americans (NACA) which is celebrating its 35th anniversary in Atlanta in its capacity as marquee sponsor of the 9th CGG is pleased to offer two award prizes for excellence in research, demonstrated in two papers selected by a panel of CIBER Center reviewers. Each prize awarded by NACA comports a \$500 award and a certificate. NACA is dedicated to the advancement of cordial relationships between the United States and China.



ORGANIZERS' BIOS



Dr. Ilan ALON Dr. Ilan Alon is Professor of Strategy and International Marketing at the University of Agder, Norway, and visiting scholar at Georgetown University, USA. Prior to this, he was also a visiting scholar at Harvard University. Alon's teaching and consulting work spans the globe covering America, Europe, Asia and the Middle East. He has taught in top business programs globally, including Shanghai JiaoTong University (China), EM Lyon (France), Ben Gurion University (Israel), Bilkent University (Turkey), and MIB (Italy), among others.

Alon research includes global franchising, political risk assessment and the globalization of Chinese enterprises. He authored numerous peer reviewed articles including ones appearing in Journal of International Marketing, Harvard Business Review and Corporate Governance: An International Review and books such as Global Marketing (McGraw-Hill, 2012), Global Franchising Operations Management: Cases in International and Emerging Markets Operations (FT Press, 2012), Franchising Globally: Innovation, Learning and Imitation (Palgrave, 2010), Service Franchising: A Global Perspective (Springer, 2005), Chinese International Investments (Palgrave, 2013), Chinese Entrepreneurs (Edward Elgar, 2009), China Rules (Palgrave, 2009), Globalization of Chinese Enterprises (Palgrave, 2008), among other books.

Alon has consulted both multinational businesses and government organizations relating to marketing and international business issues. Among his clients are USAID, World Bank, Darden, Disney, illy, and Orlando International Airport.

Email: ilan.alon@uia.no

Dr. Julian CHANG



Julian Chang (张伯虞) is now working with Laureate International Universities' China group based in Shanghai. Prior to that he was Associate Dean for Student Life at Schwarzman Scholars at Tsinghua University in Beijing, where he aided in the strategic oversight, development, management, administration, and implementation of the program, with a specific emphasis on, and responsibility for, programmatic elements and issues related to student life.

From 2001 to early 2014, he was the Executive Director of the Rajawali Foundation Institute for Asia at the Ash Center for Democratic Governance and Innovation, Harvard Kennedy School. From 1996 to 2001 he held various teaching and managerial positions at Stanford University focusing on Asia and China.

He first visited China in 1977 and returned to work there in the 1980s at Wuhan University. Chang is founding President of the Chinese Globalization Association, a non-profit organization (www.chinagoesglobal.org), which supports research on the range and variety of China's contemporary outbound investment activity, both state and private. He is a senior partner at the Cambridge China Group (www.cambridgechinagroup.com), a strategic consultancy in Cambridge, USA; a Practice Partner at Provision, LLC, (www.provisionllc.com) a global procurement services firm with offices based in Philadelphia, USA, and Dubai, UAE; and an associate of the Hong Kong-based X-RG group (www.xrg-china.com), as well as an independent director at Kulong Energy Beverage Company, Inc.

He has given lectures and seminars across China and is often quoted in the Chinese press. His current research interests include innovation in China, as well as leadership and globalization. His PhD dissertation was on political marketing in China and the Sino-Soviet relationship.

He co-edited China Rules: Globalization and Political Transformation; Economic Reform and Cross-Strait Relations: Taiwan and China in the WTO; and Presidential Politics in Taiwan: The Administration of Chen Shui-bian and is currently working on a multi-volume reference set on globalization and China's higher education.

Julian Chang. E-mail: julian.chang@chinagoesglobal.org

Dr. Christoph LATTEMANN is Professor for Business Administration and Information Management at the Jacobs University Bremen and Visiting Scholar at the Harvard University. His research focuses on International Business, Corporate Social Responsibility, Management Information Systems and Design Thinking.



He has taught courses in top MBA programs such as Copenhagen Business School, Hasso Plattner Institute for Software Engineering, Educatis University in Switzerland 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 more than 130 publications in journals, books and in conference proceedings. The latest articles are about corporate governance, corporate social responsibility, and information systems. He is member of various review boards and professional associations.

He is also a Design Thinking consultant, with experiences from many projects with multinational companies and many non-for-profit and non-governmental institutions.

Christoph Lattemann, Jacobs University Bremen, Germany. E-mail: c.lattemann@jacobs-university.de

Dr. John R. MCINTYRE has been Director of the Georgia Tech Center for International Business Education and Research (CIBER), a national center of excellence, since 1993 and a full professor of international business management and international relations with joint appointments in the College of Management and the Sam Nunn School of International Affairs of the Georgia Institute of Technology, Atlanta, Georgia. He received his graduate education at McGill, Strasbourg and Northeastern Universities, obtaining his Ph.D. at the University of Georgia. Published in over 80 journals, reviews, and book chapters. He is author and co-editor of ten books, including *Business and Management Education in China: Transition, Pedagogy and Training* and *Globalization of Chinese Enterprises, Multinational Enterprises and the Challenge of Sustainable Development*. Recipient of numerous competitive grants to further the internationalization of business education and research. Extensive corporate consulting experience; expert in the aluminum industry. Recipient of the Georgia Governor's International Education Award of 2009; the National Order of Merit of France; the Georgia Tech-wide 2015 Denning Faculty Globalization Award, among others.



John R. McIntyre, Scheller College of Business, Georgia Tech, Technology Square, 800 West Peachtree ST NW, Atlanta, GA 30308-1149 USA. E-mail: john.mcintyre@scheller.gatech.edu



Dr. William Hua Wang is an associate professor of Innovation Management and Managerial Economics at KEDGE Business School, France. His research interests center on the innovation management, foreign direct investment, industrial clusters, globalization strategy of Chinese companies, and the automotive industry in China. He has more than 100 publications in journals, book chapters and in conference proceedings, including *Asia Pacific Journal of Management*. He has taught courses in leading MBA and EMBA programs. He is the Director of China Euro-Mediterranean Center of Diversity (CEMCD)

research center, steering committee member of Gerpisa (international automobile industry research network), one of the 30 think tank members of 21st China Business Herald Automobile Center. Wang received a PhD from Université Pierre Mendès France, in France.

Dr. William Hua Wang, KEDGE Business School, Domaine de Luminy BP 921, 13288 Marseille Cedex 9, France. E-mail: william-hua.wang@kedgebs.com.



Prof. Wenxian ZHANG is a member of Arts and Sciences faculty since 1995. A Research Associate of the Rollins China Center, he is a recipient of the Cornell Distinguished Faculty Service Award, Arthur Vining Davis Fellow, and a Professor of Rollins College in Winter Park, Florida. He is also a recipient of the Patrick D. Smith Award for his academic work with Dr. Maurice O'Sullivan on *A Trip to Florida for Health and Sport* (FHS Press, 2010). In addition to many articles on information studies, historical research, and Chinese business management, his most recent book publications related to China include *The Biographical Dictionary of New Chinese Entrepreneurs and Business Leaders* (Edward Elgar, 2009), *A Guide to the Top 100 Companies in China* (World Scientific, 2010), *The Entrepreneurial and Business Elites of China: The Chinese Returnees Who Have Shaped Modern China* (Emerald, 2011), and *A Winter in Sunshine* (Shanghai University Press, 2012).

Prof. Wenxian Zhang, Rollins College Box 2768, 1000 Holt Avenue, Winter Park, Florida 32789, USA. Email: WZhang@Rollins.edu

KEYNOTE SPEAKERS' BIOS

KEYNOTER: Jagdish Seth



Professor Jagdish Sheth is a renowned scholar and internationally recognized thought leader. He has published more than 400 research papers and more than 40 books on various disciplines and topics. His insights on global competition, strategic thinking, geopolitics, and emerging markets are considered revolutionary. As a thought leader, Professor Sheth has made hundreds of presentations to business leaders, academic scholars, and public policy makers from around the world. He is frequently quoted and interviewed by *Fortune*, *Financial Times*, *The Economic Times*, *The New York Times*, and *The Wall Street Journal*. He is also a regular guest and frequent commenter for major news networks: BBC, CNBC India, and CNN. Professor Sheth's timely advice aids business leaders, and policymakers looking to develop long-term strategies for positioning for the future.

Professor Jagdish N. Sheth
Kellstadt Professor of Business and
Founder, India-China-America(ICA) Institute
Author of : *Chindia Rising*

KEYNOTER: John Garver



Dr. John Garver is Professor Emeritus at the Sam Nunn School of International Affairs, Georgia Institute of Technology, and an Associate of the China Research Center. Dr. Garver is the author of eleven books and over one-hundred articles dealing with China's foreign relations. His newest book on China's foreign relations will be published in December by Oxford University Press.

KEYNOTER: John Ling



林先生在美国查尔斯顿南方大学获取工商管理硕士文凭后，任美国美泰力克钢结构（亚太）公司营销总监及合伙人，将全球领先的美国钢结构产品及技术引入中国。1999年配合海尔集团在南卡罗来纳州建立中国企业在美国的第一家制造业企业，累计投资 6000 多万美金。他於 2000 年受聘任职美国南卡州商务部，帮助南卡企业在亚洲拓展业务，2005 年在上海建立南卡州政府中国代表处，工作重心是吸引中国领先企业前往美国投资。目前南卡州是中国企业制造业方面在美国投资项目最多的一个州，总共有 14 家企业，在当地有逾十亿美金投资，近 4000 名雇员。华尔街日报，华盛顿邮报，洛杉矶时报等都对南卡州吸引中国企业的成功作了详细报道，2010 年 5 月 24 日，全球著名“财富”杂志以封面文章形式以文字图片并用，介绍了多家中国在南卡投资企业的成功案例。

林先生同时担任美国各州驻华协会会长，该协会由美国 30 多个地方政府驻华代表机构发起成立，旨在推动中美双方省市之间建立更紧密的投资，贸易，旅游，教育文化等多方面的，长远的友好关系。

John Ling is a Chinese native and a naturalized US citizen. He received his MBA from Charleston Southern University in Charleston, South Carolina.

After graduating, Mr. Ling worked as managing director for a U.S./China joint venture, Metallic Building Systems (Asia) Inc. He worked with home appliances maker-Haier, to set up the first Chinese-owned green-field manufacturing operation in the US in 1999. He moved to Shanghai in 2005 to open South Carolina's first office in China, with main responsibilities to recruit Chinese investment to South Carolina and assist South Carolina companies looking for export opportunities there. China-affiliated and owned companies invest almost \$1 billion and employ close to 4000 individuals in South Carolina. He has received numerous interviews by LA Times, Washington Post, BBC Worldwide and Wall Street Journal. More recently, Fortune magazine had a cover-page story highlighting his work with different Chinese investment projects in South Carolina. In August 2015, Mr. Ling has been retained by the state of Georgia as its managing director for Investment in China

Mr. Ling also currently serves as president of Council of American States in China

KEYNOTER: Rosalie Tung



Dr. Rosalie L. Tung recently completed a five-year stint as vice-president, president and past president of the Academy Management (2000-2005). A Fellow of the Royal Society of Canada, the Academy of Management, and the Academy of International Business, she also won the 1998 Vancouver YWCA Woman of the Year award in Management, the Professions and Trades; in 1997 she won the American Society for Advanced Global Competitiveness Research Award.

Rosalie joined the Beedie School of Business in 1991 after serving on the faculties of a number of American universities, including a Wisconsin Distinguished Professorship with the University of Wisconsin System and the Wharton School at the University of Pennsylvania. She has been a visiting professor at universities around the world, including Harvard, and has served on the United Nations Task Force on Human Resource Management. Rosalie is also involved in management development and consulting activities around the world.

Rosalie has published widely on the subjects of international management and organizational theory and is the author or editor of 11 books.

NACA Panelist – Samuel Sun, ZTE USA

Mr. Sun joined Tier 1 Telecom company in 2000 where he held various positions of increasing scope and responsibility including leadership roles in wireless R&D and Testing, Marketing, Business Development and Sales.

Before moving to the USA, Mr. Sun held a leading position with ZTE's international business team as Global Wireless Product Marketing Director for Europe, APAC, CIS and CALA regions. He was also responsible for managing strategic wireless industry partnerships.

Samuel Sun joined its US business gear in the role of Vice President of Technical Sales & Marketing since 2007, where he was responsible for wireless and wire-line Product Marketing, Strategic Planning, Business Development, and Channel Sales. Following his many successful achievements in this role, he was now in the position of Executive Vice President where he leads a very experienced Sales and Marketing team, providing cutting edge wireless solutions for both devices and in-home terminals for AT&T, its affiliated companies and also steering open channel and market strategy.

Samuel Sun has a Master's Degree in Mechanical Engineering and bachelor in Chemical Engineering.

NACA Panelist – Ray Cheng, SoZo



With more than 30 years of global technology and serial entrepreneurial experience under his belt, Ray Cheng possesses a unique understanding of economic development, the Internet, international marketing and global issues. His expansive career crosses continents and disciplines with past assignments that include senior positions for technology giants such as Apple, Borland International, Compaq Computer Corporation and HP.

During the last 20 years, Ray founded and led more than a dozen technology ventures around the globe - Asia Connect in Malaysia, Consortio in Seattle, and

at several stops in between. Through these ventures, he pioneered and delivered large-scale Internet broadband initiatives and online communities, including Sheraton.NET, Architects' Exchange, Umbro.com and more.

Currently, Ray is leading a passionate team of professionals at SoZo with a laser focus on job creation, bridging the digital divide in the U.S., and building bridges between China and U.S. relations.

NACA Panelist – Ming He, Huawei Technologies

Ming He currently serves as President of Huawei Technologies USA. In this role, Ming leads the telecommunications infrastructure business to provide continuous customer-centric innovation to U.S. operators.

Since joining the company in 1997, Ming has helped Huawei build a successful business in the fixed network market including introducing Huawei's innovative products and solutions to world's leading operators. Prior to his current role, Ming was Vice President of Global Technical Solution Sales for the Network Product Line from 2008-11, where he was responsible for setting global market share goals, developing global growth strategies, and establishing global pricing control for network products and solutions. In just three years, Ming and his team doubled global sales of network products from \$6.2 billion to \$12 billion.

Ming has served in various leadership positions within Huawei in multiple regions including China, Asia, Africa and Europe.

Ming holds a Bachelor's degree in Automation Engineering from XiangTan University in China, and has also served as an assistant professor of computer science at his alma mater.

CONFERENCE LOCATION AND LOGISTICAL INFORMATION

When You Arrive

Getting from the Airport:

Atlanta's rapid train system (MARTA) provides a convenient way to get from the airport to Georgia Tech. The airport station is attached to the airport and right off baggage claim. One-way fares are \$2.50 and the trip to downtown is about 20 minutes.

www.itsmarta.com

Take the red or yellow line and exit at the North Avenue Station. The Hotel Indigo Atlanta Midtown is one block east of the train station near the Fox Theater. <5 minute walk.

Arriving by Car (directions to the Scheller College of Business):

From the Atlanta Airport or south Atlanta (Interstate 75/85 north)

Take Interstate 75/85 north to the 10th/14th Street exit (Exit 250). Continue straight for .1 mile on Williams Street and turn right onto 10th Street. Travel .1 mile and turn right onto Spring Street. Travel approximately .4 miles on Spring Street to Fifth Street. Proceed a half block farther and turn right at the next light into the parking deck. The building and rear elevators are accessible via BuzzCard to faculty, staff and students with classes in the building. All other visitors may enter through the front entrance on West Peachtree Street from 7:45 a.m. - 5 p.m. From the parking deck, cross Spring Street and proceed around the block to the front entrance.

*From northeast or northwest Atlanta (Interstate 75/85 south)**

Take Interstate 75/85 south to the Techwood Drive/14th Street/10th Street exit (Exit 84 for 85 south or Exit 250 for 75 south). Turn left on 14th Street. Travel .2 mile and turn right on Spring Street. Travel about .7 mile on Spring Street to Fifth Street. Proceed a half block farther and turn right at the next light into the parking deck. Most entrances and rear elevators are accessible via BuzzCard to faculty, staff and students with classes in the building. All other visitors may enter through the front entrance on West Peachtree Street from 7:45 a.m. - 5 p.m. From the parking deck, cross Spring Street and proceed around the block to the front entrance.

*If you are coming from north Atlanta, take Georgia 400 south to Interstate 75/85.

From east or west of Atlanta (Interstate 20)

Take Interstate 20 to Interstate 75/85 north to the 10th/14th Street exit (Exit 250). Continue straight for .1 mile on Williams Street and turn right onto 10th Street. Travel .1 mile and turn right onto Spring Street. Travel approximately .4 mile on Spring Street to Fifth Street. Proceed a half block farther and turn right at the next light into the parking deck. Most entrances and rear elevators are accessible via BuzzCard to faculty, staff and students with classes in the building. All other visitors may enter through the front entrance on West Peachtree Street from 7:45 a.m. - 5 p.m. From the parking deck, cross Spring Street and proceed around the block to the front entrance.

MARTA (Metropolitan Atlanta Rapid Transit Authority)

From Midtown MARTA Station: Take the Red or Gold train to the Midtown MARTA station and catch the free Tech Trolley at the Peachtree Place station exit. The trolley runs every six minutes from 7:30 a.m. until 7 p.m., Monday through Friday during fall and spring semesters.

Exit the trolley at the first stop on Fifth Street, before the trolley enters the main Georgia Tech campus. Scheller College of Business shares a building with the Barnes & Noble campus

bookstore. Most entrances and rear elevators are accessible via BuzzCard to faculty, staff and students with classes in the building. All other visitors may enter through the front entrance on West Peachtree Street from 7:45 a.m. - 5 p.m. From the parking deck, cross Spring Street and proceed around the block to the front entrance.

Walking directions from the North Avenue MARTA Station to Scheller College:

Head north on West Peachtree Street until you reach the West Peachtree entrance to the College, between Armstead and Fifth Streets.

Note:

MARTA trains are available from Hartsfield Atlanta International Airport and from multiple locations throughout the metro Atlanta area.

www.itsmarta.com

Shuttle Bus and Trolley Information

Tech TrollyGeorgia Tech operates the "Stinger" shuttle bus and trolley services to provide transportation on campus as well as between the campus and specific areas of midtown Atlanta, i.e., MARTA train stations. Route and schedule information for the "Stinger" shuttle bus and trolley services may be found at the Georgia Tech Parking and Transportation Services website.

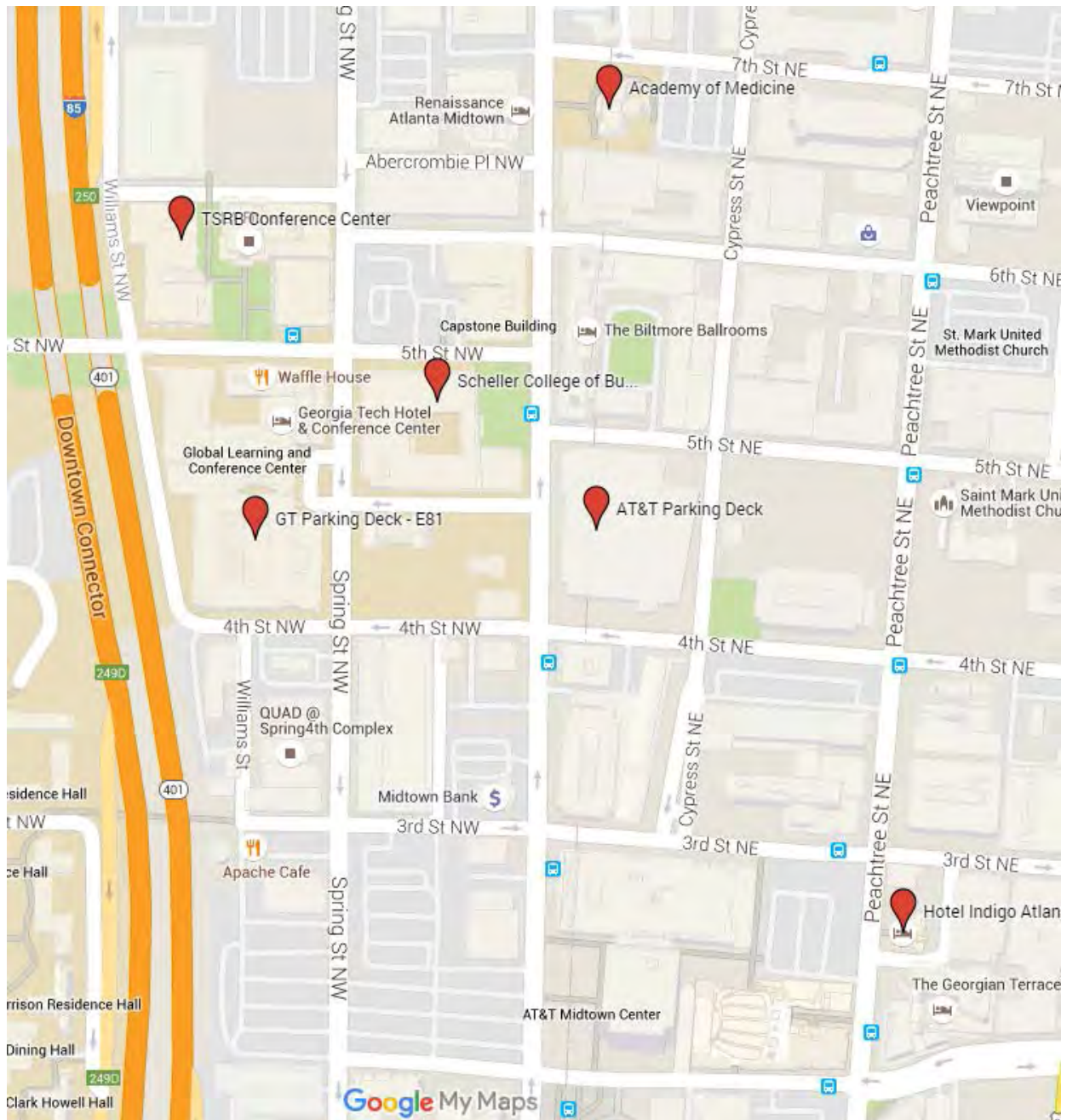
Walking from anywhere on Georgia Tech's campus

Using the campus map, walk to the 5th Street Bridge, which crosses to Tech Square. The 5th Street Bridge is located at the intersection of Ferst Street and Techwood Drive, near the baseball stadium. Walk over the bridge and cross Spring Street. The Georgia Tech Barnes and Noble Bookstore will be on the right. Keep walking on 5th Street to the front of the building on West Peachtree Street. Most entrances and rear elevators are accessible via BuzzCard to faculty, staff and students with classes in the building. All other visitors may enter through the front entrance on West Peachtree Street from 7:45 a.m. - 5 p.m.

Area Map



Custom Google Map: <http://bit.ly/1ieoXVw>



Registration:

Please check in with the CGG staff at our registration desk to pick up your name badge and conference materials when you arrive. The registration desk will be at the Academy of Medicine on 10/1, and in the TSRB Conference Center on 10/2.

Primary Venue Addresses

Venue	Google Streetview	QR Code
Hotel Indigo Midtown Atlanta: 683 Peachtree St NE Atlanta, GA 30308 Hotel Website: http://bit.ly/1fDEEB3	http://bit.ly/1W0mHAe	
Historic Academy of Medicine: (Thursday, October 1st) 875 W Peachtree St. NW Georgia Institute of Technology Atlanta, GA 30308 Venue Website: http://b.gatech.edu/1OUDlrrn	http://bit.ly/1LwcN1E	
TSRB Conference Center (Friday, October 2nd) Technology Square Research Building 85 Fifth Street NW Georgia Institute of Technology Atlanta, GA 30308 Venue Website: http://b.gatech.edu/1OcBE0A	http://bit.ly/1isOzyQ	
Canton House (Friday, October 2nd) <i>not shown on map above</i> 4825 Buford Hwy NE Chamblee, GA 30341 Restaurant Website: http://bit.ly/1Jac1Wl	http://bit.ly/1QD39Pb	
Scheller College of Business (Saturday, October 3rd) 800 West Peachtree ST NW Georgia Institute of Technology Atlanta, GA 30308 College Website: http://b.gatech.edu/1LeKfo3	http://bit.ly/1LeHxIP	
AT&T Parking Deck (Closes at 8 pm, daily rate \$8) 759 West Peachtree ST NW Atlanta, GA 30308 Parkopedia Page: http://bit.ly/1Qfj19X	http://bit.ly/1Ja7L9f	
GT Hotel and Conference Center Parking Deck E81 (Open 24 Hours – automated, daily rate \$15) 770 Spring ST NW Atlanta, GA 30308 (Note, not all mapping apps will accept this address. If this happens, use 800 Spring Street NW, Atlanta, GA 30308 instead.) Directions: http://bit.ly/1Fd0Dy2	http://bit.ly/1NB7Z1d	

PROGRAM

Thursday, October 1st, 2015

- | | |
|----------------------------------|--|
| <u>2:30 PM to 4:30 PM</u> | China Goes Global Board Meeting (Board Members Only)
Location: Room 436, Scheller College of Business |
| <u>4:30 PM to 5:30 PM</u> | 2016 China Goes Global Conference Planning Meeting
(Event Committee Members)
Location: Room 436, Scheller College of Business |
| <u>5:30 PM to 6:10 PM</u> | Registration and Reception
Location: Historic Academy of Medicine |
| <u>6:10 PM to 6:30 PM</u> | Conference Greetings and Welcome – <i>Dean Jacqueline Royster, Ivan Allen College of Liberal Arts, Lei Fang, Georgia China Alliance, Jean-Marc Blanchard, Wong MNC Center</i>
Location: Historic Academy of Medicine |
| <u>6:30 PM to 8:00 PM</u> | Performance; Morningstar Dance Academy
(http://www.morningstardance.com/)
Location: Historic Academy of Medicine |

Friday, October 2nd, 2015

8:00 AM to 8:45 AM **Continental Breakfast and Late Registration**
Location: Technology Square Research Building Conference Center (TSRB)

8:45 AM to 9:10 AM **Official Conference Opening, John McIntyre and Julian Chang**

Welcome on Behalf of Scheller College of Business

Associate Dean Jonathan Clarke

Location: TSRB Auditorium

9:10 AM to 9:45 AM **Plenary Keynote, “Global Expansion Strategies of Chinese Enterprises”**

Professor Jagdish N. Sheth

Kellstadt Professor of Business and

Founder, India-China-America (ICA) Institute

Author of: Chindia Rising

Location: TSRB Auditorium

9:45 AM to 10:00 AM **COFFEE BREAK**

Location: TSRB Pre-Function Area

10:00 AM to 11:45 AM **Concurrent Sessions**

Session 1A – China and Europe

Location: TSRB Auditorium

Moderator: *Francis Ulgado, Georgia Institute of Technology, USA*

“Europe Goes Chinese? The Impact of Chinese Globetrotters on European Luxury Shops.”

Tiziano Vescovi, Ca'Foscari University of Venice, Italy

“Motivation and Human Resource Management of Chinese Multinational Companies in France”

Ni Gao, Kedge Business School, France

“Chinese Foreign Direct Investment to Germany”

Katiuscia Vaccarini, University of Macerata, Italy

Christoph Latteman, Jacobs University, Germany

Francesca Spigarelli, University of Macerata, Italy

Ernesto Tavoletti, University of Macerata, Italy

“European Green Tech FDI in China: the Role of Culture”

Katiuscia Vaccarini, University of Macerata, Italy

Francesca Spigarelli, University of Macerata, Italy

Ernesto Tavoletti, University of Macerata, Italy

Session 1B – Chinese Internationalization

Location: TSRB Banquet Hall

Moderator: *John Garver, Georgia Institute of Technology, USA*

“Anti-corruption Campaign or Political Purge? Xi Jinping’s Tiger Hunt”

Andrew Wedeman, Georgia State University, USA

“No Equality but More Equity: U.S.-China Relations since 2012”

Yawei Liu, Emory University, USA

“China’s Internationalization and Economic Reforms: a Virtuous Cycle?”

Penelope B. Prime, Georgia State University, USA

“Chinese Companies Adaptation in the US”

Leigh Anne Liu, Georgia State University, USA

11:45 AM to 1:00 PM **Box Lunch Keynote Speaker –**

Introduced by John McIntyre, Georgia Institute of Technology, USA

“Summing Up China’s Foreign Policies: Internal Drivers are Key”

John Garver, Georgia Institute of Technology, USA

Location: TSRB Banquet Hall

1:00 PM to 2:30 PM **Concurrent Sessions**

NACA Business Forum: Executive Roundtable on Technology, Innovation and Capital

Location: TSRB Auditorium

Part 1: The New “Made in China”

Moderator: *Larry Wu, Founding Partner of United China Fund*

Speakers:

Samuel Sun, Executive Vice President, Sales Account Team, ZTE USA

Raymond Cheng, CEO, SoZo

Ming He, CEO, Huawei Technologies USA

Session 2 – China and Africa

Location: TSRB Banquet Hall

Moderator: *Yuntao Bai, Xiamen University, People’s Republic of China*

“Understanding Chinese CSR in Africa in the Framework of CAGE”

Juan Zhang, Shanghai University of International Business and Economics, People’s Republic of China

William Xiaojun Wei, Grant MacEwan University, Canada

Qinghai Liu, Zhejiang Normal University, People’s Republic of China

“Chinese Investments in Nigeria: Opportunities and Challenges”

Ngozi Maduoma, Kennesaw State University, USA

“Why Chinese MNEs in Africa Prefer to Employ Chinese?”

Yuan Wei, University of International Business and Economics, People's Republic of China

Liu Shimin, University of International Business and Economics, People's Republic of China

“Understanding Africa’s China Policy: A Case Study of Mauritius’ Engagement with China”

Jielin Greta Zhang, University of Oxford, United Kingdom

2:30 PM to 2:45 PM **COFFEE BREAK**

2:45 PM to 4:00 PM **Concurrent Sessions**

NACA Business Forum: Executive Roundtable on Technology, Innovation and Capital

Location: TSRB Auditorium

Part 2: New Opportunities for Chinese & American Companies

Moderator: *Larry Wu, Founding Partner of United China Fund*

Speakers:

Samuel Sun, Executive Vice President, Sales Account Team, ZTE USA

Raymond Cheng, CEO, SoZo

Ming He, CEO, Huawei Technologies USA

4:00 PM to 4:15 PM **Commemorative Group Photograph – All Participants**

5:15 PM Bus pickup to NACA dinner venue – 1st Pickup Location: Hotel Indigo Midtown

5:30 PM Bus pickup to NACA dinner venue - 2nd Pickup Location: Scheller College of Business

6:30 PM to 9:00 PM Gala Dinner Hosted by NACA

Keynote Speaker – *John Ling, Georgia Department of Economic Development*

NACA Paper Awards - *Introduced by Ms. Lani Wang, Chair, National Association of Chinese Americans*

Saturday, October 3rd, 2015

9:00 AM to 10:30 AM GCA/CRC Panel

Session 3 A – China Business Perspectives

Sponsored by the Georgia China Alliance and the China Research Center

Location: Scheller Room 101

Moderator: *Penelope Prime, Georgia State University, USA*

“China’s Role in the Changing Global Supply Chain”

Scott Ellyson, East West Manufacturing, Inc., USA

“The Changing Landscape of IPR Protection in China”

Lei Fang, Troutman Sanders, USA

“Trends and Cycles in China’s Macroeconomy”

Kaiji Chen, Emory University, USA

Session 3 B - Doctoral Dissertation Projects in the University System of Georgia

Location: Scheller Room 103

Chair: *John R. McIntyre, Professor of Management and International Affairs, Scheller College of Business and Sam Nunn School of International Affairs, Georgia Tech, USA*

Merideth B. Hoagland, University Doctoral Fellow, Asian Studies Center, Applied Linguistics, Georgia State University, USA "Language Education in Western China: English for Global Communications"

Xiaojing Sun, Doctoral Candidate, School of Public Policy, Georgia Tech, USA "Solar Photovoltaic Innovation in China"

Yin Li, Doctoral Candidate, School of Public Policy, Georgia Tech, USA

"Innovation Pathways and the Emergence of a New Economy: Understanding Innovative Chinese Firms"

10:30 AM to 10:45 AM COFFEE BREAK

10:45 AM to 12:30 PM Concurrent Sessions

Session 4 A – Chinese Overseas Expansion

Location: Scheller Room 101

Moderator: *Francesca Spigarelli, University of Macerata, Italy*

“CEO Shocks and New Venture Performance: a Cross-Cultural, Longitudinal, and Multilevel Investigation”

Dong Liu, Georgia Institute of Technology, USA

“Entrepreneurs’ Political Ties and Firm Performance: the Contingent Effects of Institutional Environment and Innovation Strategy”

Shibin Sheng, University of Alabama at Birmingham, USA

Yuan Cheng, Tsinghua University Beijing, China

“Mixing Chinese and Western Leadership Styles: Swedish Firms in China”

Hans Jansson, Linneaus University, Sweden

Susanne Sandberg, Linneaus University, Sweden

“New Key Success Factors In the Management of Post-Acquisition Integration: Evidence from Chinese Firms’ Outward Acquisition of European Firms”

Ai Qi, Royal Holloway University of London, United Kingdom

Session 4 B – Chinese Foreign Direct Investment

Location: Scheller Room 102

Moderator: *Julian Chang, Laureate International Universities, China*

“The Foreign Direct Investment Migration Framework – A New Framework to Explain Chinese OFDI to Emerging Markets”

Sanne van de Lugt, Jacobs University, Germany

Christoph Latteman, Jacobs University, Germany

“The Impact of Foreign Direct Investment on Host Country Exports - The Case of China”

Monika Harach, Warsaw School of Economics, Poland

"Emerging-Market Acquirers’ Productivity Gains via Cross-border Mergers and Acquisitions: Evidence from Chinese Acquirers"

Wenxin Guo, University of North Georgia, USA

"Does Proximity Matter In Building Regional Innovation Capacity In China?"

Ying Zhou, Queensland University of Technology, Australia

Sukanlaya (Sukie) Sawang, Queensland University of Technology, Australia

Xiaohua Yang, University of San Francisco, USA

Session 4C – Chinese Firm Globalization

Location Scheller Room 103

Moderator: *Jean-Marc Blanchard, Wong MNC Center*

“Liberalization or Protectionism: Choosing a Pathway – The Case of Public Procurement Market Negotiations with China”

Stéphane Coudé, HEC Montréal, Canada

“Outward Investments From China and Russia: Macroeconomic and Institutional Perspective”

Andrei Panibratov, Saint Petersburg University, Russia

Liubov Ermolaeva, Saint Petersburg University, Russia

“Credit Constraints, Political Connections, and Private Enterprise Exports:
Empirical Evidence from China”

Lu, Yue, University International Business and Economics, China

Ka Zeng, University of Arkansas, USA

“Villager Mentality: Toward Conceptual Clarity and Implications for Chinese Companies’
Globalization”

Leigh Anne Liu, Georgia State University, USA

J. Betty Feng, Farmington State College, USA

Chunyan Jiang, Nanjing University, China

12:30 PM to 2:15 PM Box Lunch Keynote: Rosalie Tung

“China's "New Normal": Opportunities and Challenges.”

Location: LeCraw Auditorium Room 100

2:15 PM to 4:00 PM Concurrent Sessions

Session 5 A – Regulation and Chinese Enterprises

Location: Scheller Room 101

Moderator: *Wenxian Zhang, Rollins College, USA*

“China and Emerging Economies In Global Financial Governance: Legitimacy, Accountability and
Democracy”

Hao Wang, University of Virginia, USA

Li Yamin, VU University Amsterdam, Netherlands

“China’s Two Sovereign Wealth Funds in Pursuit of the 'China Dream': Can China’s Two Huge
Sovereign Wealth Funds Lead Chinese Outbound Foreign Direct Investment and Support the “Going
Global” Goals of China’s New Leadership?”

Ji Chen, University of Colorado Denver, USA

Stephen Thomas, University of Colorado Denver, USA

"US-China Financial Relations Since The 80s: Cooperation or Conflict?"

Laurent Estachy, Kedge Business School, France

“Variation in Bilateral Investment Treaty Provisions and Foreign Direct Investment Flows to China,
1997-2011”

Ka Zeng, University of Arkansas, USA

Session 5 B – China in the Asia-Pacific Region

Location: Scheller Room 102

Moderator: *Yuntao Bai, Xiamen University, People’s Republic of China*

“Asia Pacific Regionalism”

Elena Spitsova, Higher School of Economics, Russia

“Comparative Study on the Development Pattern of the BRICs Countries”

Qing Li – Tsinghua University, China

Liangxiong Huang – Guangdong Research Institute for International Strategies, China

Linfangzi Guo - Guangdong Research Institute for International Strategies, China

Shengwei Zhong - Guangdong Research Institute for International Strategies, China

"The Strategy of Cross-Border E-Commerce Development of Chinese Small and Medium-Sized Enterprises Under 'One Belt and One Road'"

Zhong Wu, Southeast University, China

Session 5 C – Chinese Overseas Market Penetration

Location: Scheller Room 103

Moderator: *Jean-Marc Blanchard, Wong MNC Center*

"The Determinants of Outward FDI by Chinese Firms: The Role of Chinese Returnees"

Tony Fang, Memorial University and University of Toronto, Canada

Zhao Chen, Fudan University, China

"Chinese Born Globals' and Non-Born Globals' Early Market Selections: Survey Evidence"

Xiaotan Zhang, University of Oulu, Finland

Tiiu Vissak, University of Tartu, Estonia

Tatyana Tsukanova, Saint Petersburg University, Russia

"Does Social Capital Work The Same Way In China and The West?"

Hongjuan Zhang, Tianjin University, China

Liang Wang, University of San Francisco, USA

Rong Han, Tianjin University of Finance and Economics, China

"An Analysis of Guidelines on Merger and Acquisition of Overseas Resources by Chinese Enterprises from the Perspective of Infrastructure"

Shen Minghao, Guangdong Univ. of Foreign Studies, China

Yang Lin, Guangdong Univ. of Foreign Studies, China

Xiao Yaofei, Guangdong Univ. of Foreign Studies, China

4:00 PM to 4:30 PM – Closing Ceremonies Location: LeCraw Auditorium Room 100 Scheller

ABSTRACTS OF ACCEPTED PAPERS WITH TITLES

Session 1A – China and Europe

VESCOVI, Tiziano, Charlotte Pellizzari. "Europe goes Chinese? The impact of Chinese globetrotters on European luxury shops"

As they travel more, the Chinese consumers are making a rapidly-growing share of their luxury purchases outside the Mainland. There are several reasons that exhort Chinese luxury consumers to have their expenditures outside their home country, being economical, cultural and social. With so many Chinese visiting elegant store on their travels, luxury brands must try to provide consistent positioning in the outlets around the world.

In order to analyze the impact of Chinese globetrotters on European luxury retailing, a research was made inside a Christian Dior shop in Venice, by mean of the observation of 346 consumer behaviors in a period of four months. The evidences from the observation of the Chinese consumer behaviors in the Dior's retail store in Venice underline some aspects should be analyzed and considered in facing the Chinese consumer going global. Despite the event limitations this research disclosed an additional aspect in the luxury goods buying behavior that is strictly connected with the globalization of the Chinese customer, influencing the sales strategy of western companies not only in China but also in their domestic markets.

GAO, Ni. "Motivation and Human Resource Management of Chinese multinational companies in France"

Over the last 30 years, China is the fastest-growing major economy in the world. In an Age of Globalization, Chinese corporation grow up in the environment of global competition and become much stronger before the time of Open Door Policy. With the large foreign exchange reserves and supply of Chinese government, Chinese outward foreign direct investment has increased substantially in the last few years even during the world financial crisis. Many Chinese multinational corporations choose Europe as their destination for investment, especially in France. This paper examines the major motivations for those companies who run their business in France and how they control their subsidiaries through International Human Resource Management.

The methodology in the study was through by empirical investigation of eighteen Chinese multinational corporations and their subsidiaries in France. Including eleven state-owned companies and seven privately held companies. The type industry of selected case companies represent in different areas of economics. Most of them are listed company in China or overseas.

This paper uses more recent data on actual China's outward foreign direct investment flows. The research found that Chinese multinational corporations through acquisitions in France to increase their comparative advantage and further enhance their market positions in Europe. The management and operational of subsidiaries largely depends on local manager, there is a high level of trust between headquarter and subsidiaries. Many subsidiaries have strategic decision-making autonomy and operational decision-making autonomy.

VACCARINI, Katiusia, Christoph Latteman. "Chinese Foreign Direct Investment to Germany"

Together with the UK, Germany is the biggest recipient of Chinese foreign direct investments (IMF 2014). These investments to Germany are directed toward market and asset-seeking investments. Chinese companies often acquire German machinery companies which are hidden champions in their fields with a strong focus on R&D. Recent M&A activities by Chinese firms are mainly driven by technology-seeking motives to jointly develop new technologies with their German partners (Schüler-Zhou and Schüller, 2013).

So far, Chinese OFDI to Germany makes only a small fraction of the overall FDI to Germany and OFDI from China (Lv, Spigarelli, 2015). However, statistics from the IMF (2014) show that OFDI from China will surpass FDI to China by 2020. Hence, in the future Chinese OFDI will play a major role for investment, not only in Germany but all over Europe (Lattemann, Alon, 2015).

These changing investment patterns will affect various fields, on processes, governance practices, working conditions in and performances of companies. Further, social effects are to be expected. To analyze the effects of Chinese OFDI, and patterns, drivers and implications of Chinese OFDI to Germany, this paper will first analyze the institutional framework, such as the EU-China Investment agreement, the Millennium Development Goals (UN 2010) the motives and practices of Chinese SOE, and political instruments and their changes over the past decade. In a second step, an analysis of Chinese OFDI to Germany will be conducted on an industry level, in respect to regional distribution, regional origin (in China), and entry mode to Germany.

VACCARINI, Katiusia, Francesca Spigarelli, Ernesto Tavoletti. "European Green Tech Fdi In China: The Role of Culture"

Purpose: the purpose of this paper is to investigate to what extent culture and language affect European foreign direct investments (FDI) in mainland-China. It provides an in-depth analysis on the perception of European and Chinese identity and the role played by language in fostering or hampering FDI, along with culture.

Design/methodology/approach: our research questions are contextualized and timely/spacely bound through a multiple case study panel of six European companies, which entered the Chinese green tech market through FDI. We used quantitative and qualitative approaches and a three-phase data collection process, based on a specific protocol.

Findings: findings suggest that European investors emphasize "intra-Europe" differences rather than a "European collective (id)entity". They have more awareness of the intra-China differences in the post-entry rather than the pre-entry period. The cultural factor goes along with the language dimension, which, in specific cases, is perceived as a higher hurdle than culture. However, by adopting a cognitive and social psychological viewpoint, language and culture are not stand-alone dimensions and intersect with each other. They both contribute to the concept of identity.

Research limitation/implications: the analytical generalisation out of our multiple case study is limited to a specific industry and to specific home and target economic areas.

Practical implications: our research offers an in-depth insight about the role and the perception of culture of European companies investing in China mainland. This study is not only addressed to academics and scholars, but also to managers who want to approach the market and to policy makers.

Wedeman, Andrew, “Anti-corruption Campaign or Political Purge?: Xi Jinping’s Tiger Hunt”

Since November 2012, roughly five dozen senior Chinese officials, known in China as “big tigers,” have been detained on corruption charges in an anti-corruption campaign whose scale, scope, and duration exceeds that of any such drive since the 1950s. Because most of those taken down appear to be political rivals of Chinese Communist Party General Secretary Xi Jinping and so far no official closely connected to Xi has been detained, some have branded the campaign a cover for what is actually a political purge. The campaign is, however, much larger than Xi’s “tiger hunt.” Several hundred thousand party members have been investigated and punished by the party’s Discipline Inspection Commission and approximately a hundred thousand individuals have been indicted on criminal charges by the Supreme People’s Procuratorate or are currently undergoing criminal investigation. Few of these “flies” appear to be part of some larger factional battle within the party and most appear to have been involved in corruption. In a strict definitional sense, the attack on rank and file corruption is a purge in that it seeks to “cleanse” the party-state ranks. In the context of Xi’s tiger hunt, however, the use of the term purge implies that the attack on corruption is politically motivated, that the charges leveled against those brought down are somehow contrived, and that their real offense is to have been on the losing side of a factional fight. Using a comparative case approach that draws on evidence from Stalin’s purging of Communist Party of the Soviet Union, this paper assesses whether Xi’s anti-corruption campaign fits the criteria for a political purge or whether it is better characterized as a “mixed” effort designed to both consolidate Xi’s power by attacking potential rivals and cleanse the party-state ranks.

Liu, Yawei. “No Equality but More Equity: U.S.-China Relations since 2012”

Xi Jinping came to power in November 2012. Since then the phrase of “a new model of major power relationship” has been on the lips of all Chinese diplomats and senior leader whenever they meet with their American counterparts. Americans are tight-lipped about this new definition of the relationship because 1) they do not see the U.S. as a status quo power and 2) they do not know how China wants Washington to behave in this new relationship and what China desires to accomplish in the global community. Although little progress has been made in terms of defining the new relationship on the paper, the dynamics of the relationship is changing drastically. The paper will identify the new changes in the bilateral relations and examine if these changes are paving the road for a better relationship or creating new problems for the two countries. It will also investigate whether these new changes are beneficial for or destabilizing the global community. The paper will argue that Washington has to concede that the rise of China has somewhat diluted the domination of the U.S. on world affairs and that China has to learn how to be a more responsible and sure-footed power. The U.S. and China are not yet equal powers but the equity of global leadership may have to be redistributed.

Prime, Penelope. “China’s Internationalization and Economic Reforms: A Virtuous Cycle?”

Two general views dominate how we understand China’s current stage of internationalization which focuses on Chinese companies’ outward investment. One view is that China’s central government has decided that Chinese companies can and should go out into the global economy and bring back resources, assets, technology and learning to help China develop, and perhaps dominate certain markets. A second view is that some of the internationalization that China is experiencing today is

seen as a way to push change within China's economy. Just as extensive domestic reforms were required to achieve WTO accession, today China's push to create internationally competitive companies and to establish the Yuan as an international currency are two examples of potentially powerful forces for change at home.

The purpose of this paper is to explore these two interpretations, with a focus on the second as this dynamic is less understood. The approach of the paper is to analyze from both Chinese and non-Chinese perspectives the dynamics of three aspects of internationalization on the progress and constraints of Chinese firms moving up the value chain: the lifting of controls on outward flows of capital from China, negotiations around the U.S.-China Bilateral Investment Treaty, and cases of Chinese companies utilizing international access to advance their businesses at home. All three of these aspects will shed light on the linkages between international markets and the potential upgrading of firms in China.

Liu, Leigh Anne. "Chinese Companies' Adaptation in the U.S."

This study examines how Chinese firms have fit into the regulatory, economic and social environment in the U.S. We find both successes and challenges based on company interviews and document-based research.

Session 2 – China and Africa

ZHANG, Juan, Qinghai Liu, William X. Wei. "Understanding Chinese CSR in Africa in the Framework of CAGE"

Chinese outward foreign direct investment (ODI) continually flows into Africa despite of the Western media's critical comments on Chinese Corporate Social Responsibility (CSR) fulfillment there. This paper tries to reveal Chinese companies' CSR fulfillment in Africa in the framework of CAGE using the questionnaire completed by 76 people from 27 African countries. The results show that administrative distance, geographic distance and economic distance are the significant determinants for Chinese companies' CSR engagement separately, and the negative coefficients of administrative distance and economic distance reflect that although the host country appreciates higher CSR standards, the weak governance mechanisms in Africa lead Chinese companies to disregard the CSR standards; the positive coefficient of geographic distance reflects the fact that Chinese companies endeavor to fulfill CSR in Africa because they want to create a sound operation environment as the spatial distance increases. The cultural distance is statistically insignificant. The good reputation of Chinese companies' CSR fulfillment contributes to further CSR engagement.

MADUOMA, Ngozi. "Chinese Investments in Nigeria: Opportunities and Challenges"

China relations with Nigeria began as far back as 1971 and since then, it spiraled to high levels. However, despite this rise, there have been recurrent concerns about certain business practices of Chinese investments in Nigeria, which mostly stemmed from differences in cultural practice. Therefore, the purpose of this study was to examine Chinese investments in Nigeria, highlighting the opportunities and challenges that should be resolved for a successful business relationship. A four-dimensional cultural analysis framework- CELM was used to analyze various aspects of the Nigerian society that investors ought to take note of, to ensure less friction with the local people and the

host country. Using this framework, the study analyzed the business practice of Chinese investors in Nigeria, alongside the Culture, Business Environment, Lifestyle and Mentality of the Nigerian people. The study found that even though China and Nigeria shared three cultural characteristics (power distance, collectivism and masculinity) based on Hofstede's cultural dimensions, the two countries had several other cultural differences that had impact on business practice. The limitations of this study included the fact that the study was focused on Chinese investments in Nigeria. So, cultural and environmental comparisons were drawn from only two countries (China and Nigeria), which limits the generalizability of the research. The study recommended that Chinese multinational corporations should invest more in Nigeria, gain knowledge and understanding of the Nigerian culture, recognize labor and trade unions, create a religious tolerant work environment, and be informed of the infrastructural lack in the environment.

WEI, Yuan, Shimin Liu. "Why Chinese MNEs in Africa Prefer to Employ Chinese?"

Chinese government establishes close diplomatic relations with African countries, creating many economic opportunities for Chinese MNEs. Employment practices in Chinese MNEs, however, have recently been criticized by locals, especially the extensive use of Chinese labor, the limited upskilling of local labor and illegal staff management. Based on the theory of corporate social responsibility, this article argues that localization is necessary but also beneficial for Chinese MNEs to repair and enhance their social legitimacy. Further, the paper analyses the firm-level factors which impact the localization of Chinese MNEs in Africa. The objective of this study is to provide a theoretical basis and some management suggestions for Chinese MNEs in Africa to improve their localization.

ZHANG, Jielin Greta. "Understanding Africa's China Policy: A Case Study of Mauritius' Engagement with China"

Many African countries have been increasingly engaging with China, politically, economically and socially over the past decade within the framework of the Forum for China-Africa Cooperation (FOCAC). Through this case study of Mauritius, this thesis asserts that Mauritius, as an African country, engages willingly with China, driven primarily by its national interests. This assertion contradicts most of existing literature that presents African states as subject to the demands of a dominant and exploitative China. This case study of Mauritius reveals that, on the one hand, Mauritians are seeking to learn from China's experience of development; on the other hand, that Mauritians are looking at various levels of economic interest in their engagement with China, from governmental and public to private.

Session 3 – China Business Perspectives Panel

"China Business Perspectives"

"China's role in the changing global supply chain" *Scott Ellyson, East West Manufacturing, Inc*

"The changing landscape of IPR protection in China," *Lei Fang, Troutman Sanders.*

Kaiji Chen, Emory University

Moderator: *Penelope B. Prime*, Professor of International Business, Georgia State University and Director, China Research Center

Session 4 A – Chinese Overseas Expansion

LIU, Dong. "Ceo Shocks and New Venture Performance: A Cross-Cultural, Longitudinal, and Multilevel Investigation"

Following social cognitive theory and using longitudinal, cross-cultural, and multilevel data, this research demonstrates that as the levels of the cultural shocks that foreign CEOs experienced in the host country rose, top management teams' (TMTs) intercultural support contributed more to new venture performance through the CEOs' intercultural self-efficacy. TMTs' entrepreneurial support was found to be more positively related to foreign CEOs' entrepreneurial self-efficacy and finally, new venture performance, when the CEOs encountered increased levels of entrepreneurial shocks. Broadly speaking, this research highlights the crucial roles that TMTs play in helping foreign CEOs and their new ventures succeed especially in cross-cultural, entrepreneurial settings. Implications are discussed.

SHENG, Shibin, Yuan Cheng. "Entrepreneurs' Political Ties and Firm Performance: The Contingent Effects of Institutional Environment and Innovation Strategy"

Purpose: Dynamic markets and technology in emerging economies create substantial opportunities for entrepreneurial activities but entrepreneurship in emerging economies has only received very limited research attention. This study uses institutional theory and entrepreneurship literature to examine how entrepreneurs' political ties determine firm performance, depending on different institutional environments and innovation strategies. We attempt to investigate the interplay among political ties, legal effectiveness, and government policy uncertainty, while also acknowledging the potential moderating role of self-innovation versus imitation.

Design/methodology/approach: To test our hypotheses, we gathered a secondary dataset from a national survey of 2888 entrepreneurial firms, designed and administrated in 2007 by China Central TV (CCTV), the largest state-run television channel in China. The original purpose of the survey was to investigate entrepreneurial activities and their impacts on individual wealth creation. We used hierarchical moderated regression analyses to test the hypotheses.

Findings: We find that entrepreneurs' political ties relate positively to firm performance. The effectiveness of the legal system negatively moderates the effect of political ties; the impact of political ties also depends on the firm's innovation strategy, such that a self-innovation strategy strengthens but an imitation strategy attenuates their positive impacts.

Research limitation/implications: With this study, we investigate the effect of entrepreneurs' political ties on firm performance and demonstrate that the effect is contingent on the surrounding institutional environments, as well the firm's innovation strategy. Thus our study enriches entrepreneurship literature in emerging economies.

AI, Qi, Hui Tan. "New Key Success Factors In The Management of Post-Acquisition Integration: Evidences From Chinese Firms' Outward Acquisition of European Firms"

Drawing from the empirical evidence from four Chinese firms' outward merger and acquisition (M&A) to European countries, this paper intends to explore neglected key success factors in the management of the post-acquisition integration process. We identify three new key factors: home country advantage, motivation-oriented complementary resources, and acquirers' attractiveness, and extend the scope of Haspeslagh and Jemison's (1991) process perspective by arguing that post-acquisition integration is not only affected by the process factors that occur during the post-acquisition phase, but is also influenced by pre-acquisition status factors. This paper contributes to

the EMNE and the international M&A literature.

JANSSON, Hans, Susanne Sandberg. "Mixing Chinese and Western leadership styles: Swedish firms in China"

The purpose is to contribute to research on global leadership, in particular to the trade-off between local responsiveness and global integration in emerging markets. We study to what extent managers in Swedish firms adapt to the local Chinese leadership style, while also mixing it with the overall Western leadership style of the investing firm. Based on a framework on global leadership theory, viewed from an institutional angle, a comparative leadership style theory is developed. A mixed methodology is used: a standardized questionnaire operationalizing differences between Western and Chinese leadership functions and a semi-structured interview guide. The case study conducted covers ten Swedish firms established in China and studies managers of both Western and Chinese origin in each firm. The findings show that there are no pure Western leadership style (WLS) or Chinese leadership style (CLS) in the firms studied. Rather, there is a mix between WLS that represents global integration and CLS that represents local responsiveness. Within this mix the Western managers perceive the firm to have adapted more than what the Chinese managers do. Still cultural challenges are faced and one way for Western firms to circumvent these is to hire Chinese middle managers adapted to a Western context, such 'bi-institutional' leaders constitute a bridge between the WLS and CLS. For Chinese managers aiming to work in Western firms in China, the situation tends to demand adaptation, as such a mixed leadership style could be a competitive advantage or even a prerequisite to attain such a position.

Session 4 B – Chinese Foreign Direct Investment

VAN DE LUGT, Sanne, Christoph Lattemann. "The Foreign Direct Investment Migration Framework – A New Framework To Explain Chinese OFDI To Emerging Markets"

The theoretical contribution of this paper is to present a new comprehensive framework which will improve our understanding of the complexity and subjectivity of the factors that influence the decision to invest abroad of firms in general. Moreover, the framework will contribute to better informed studies on the motives behind Chinese OFDI. It is our aim to break away from rather superficial studies on the motives behind Chinese OFDI based on macro data and better explain the investment choices of Chinese firms on a firm-level.

HARACH, Monika. "The Impact of Foreign Direct Investment on Host Country Exports-The Case of China"

This paper compares the traditional gravity model with a bidirectional approach when multilateral resistance is implemented to analyze the effect of inward foreign direct investment (FDI) on exports in the case of China. Results show that FDI increases exports only in the in the direction of exporter-importer, and the effect is higher when multilateral resistance is implemented and the effect is different across sections.

GUO, Wenxin. "Emerging-Market Acquirers' Productivity Gains via Cross-border Mergers and

Acquisitions: Evidence from Chinese Acquirers"

Scholars have pointed out that cross-border mergers and acquisitions (M&As) by emerging-market multinationals might represent a strategic move to learn from abroad and develop international competitiveness. However, it is not clear that emerging-market MNEs can achieve this strategy due to emerging-market acquirers' competitive disadvantage in advanced knowledge knowhow and the complexities involved with M&As in various international settings. Building on the perspectives of asset exploration, absorptive capacity, and knowledge transfer of the multinationals, I submit that emerging-market acquirers learn from foreign targets subsequent to cross-border M&A activities. They are able to assimilate this learning back home in order to upgrade their domestic productivity and compete more effectively at home. Based on data of 578 cross-border M&As by 266 Chinese acquirers over 2000-2011, I find that: (1) Cross-border M&A activities in the prior two to four years are positively related to the Chinese acquirer's domestic total factor productivity. (2) This home productivity increase stems from acquiring developed-nation targets as opposed to developing-nation targets. (3) Cross-border M&As are relatively superior vehicles to engage in learning as compared to international alliances. (4) Cross-border M&A activities lead to higher domestic productivity upgrades in subsequent years whereas domestic M&A activities can be disruptive for acquirer's subsequent domestic productivity upgrades. These findings suggest that Chinese acquirers are able to learn and enhance their capabilities via accelerated internationalization, that is, the Chinese governments' 'Go Global' policy has been generally successful.

ZHOU, Ying, Sukanlaya (Sukie) Sawang, Xiaohua Yang. "Does Proximity Matter In Building Regional Innovation Capacity In China?"

Purpose: Our study aims to examine the proximal indicators of China's regional innovation capacity. Drawing from innovation system literatures, our study proposes that regional innovation capacity can be determined by (a) innovation actors (higher education institutions, enterprises, and public research institutes); (b) innovation inputs (financial capital and human resource) and (c) domestic and international interactions.

Methods: The data collected from various official statistic yearbooks (with 30 administrative regions in Mainland China between 1991 and 2005) yields many interesting findings. Using a fixed effect model with panel data the findings led to important implications.

Findings: The significant impact of higher education institutions demonstrated higher education institutions are crucial innovation actors.

Practical implications: Since innovation inputs are important resources of regional innovation capacity, governments should continue encouraging increased investment in science and technology activities. The interaction effect between Foreign Direct Investment (FDI) and trade & between FDI and science and technology investment suggest governments should pay more attention to the indirect impact of proximal indicators in building regional innovation capacity in China.

Session 4C – Chinese Firm Globalization

COUDE, STEPHANE; "Liberalization or Protectionism: Choosing a Pathway – The Case of Public Procurement Market Negotiations with China" This paper addresses the notion of government

choices between liberalization and protectionism because both doctrines are coexisting today to better understand why and how governments choose such pathways and anticipate such decisions. The research is based on the case of China's negotiations with the Government Procurement Agreement of the WTO (GPA) members. The results provides explanations about governments' liberalization and protectionist choices and concludes on new suggested theoretical models. The suggested models can be employed to understand, make and anticipate countries choices during a negotiation. The models may be employed by countries negotiators to establish their own position and anticipate counter parties positions. It can also be employed by organizations' strategists in order to develop their strategy and adapt themselves to the environment and/or defend their interests by influencing deciders.

LIU, Leigh Anne, J. Betty Feng, Chunyan Jiang. "Villager Mentality: Toward Conceptual Clarity and Implications for Chinese Companies' Globalization"

We explore the conceptual clarity of villager mentality to explain some paradoxical Chinese managerial behaviors that are not explained by cultural value dimensions established in the west. Observable traits of villager mentality include consequentialism, superstition, shortsightedness, selfishness, and ungrounded risk taking. These indicators are not just behavioral but cognitive centered on villager mentality. We aim to define this well-known but rarely researched term in Chinese social life. We propose key conceptual elements and structure of villager mentality. We maintain that villager mentality is a significant cognitive barrier that prevents Chinese companies from effective globalization. We discuss = theoretical and practical implications of villager mentality for Chinese management theory in the context of developing global competence

PANIBRATOV, Andrei, Liubov Ermolaeva. "Outward investments from China and Russia: macroeconomic and institutional perspective"

Outward FDI from China and Russia are traditionally studies that are independent of each other: explained by both the more advanced position of China in the global marketplace and Russia's delay in this process. Most recently, Russia's investments have been increasingly more significant than those made in the prior two decades, which makes Russia and the Russian context for OFDI more appropriate for comparing both these two countries and their respective OFDI. In this paper, we ask to what extent can Chinese and Russian OFDI be treated similarly; what distinguishes these two economies from other emerging markets; and what are the major common features of OFDI originating from these two countries? Based on the investigation of the macroeconomic and institutional determinants of Russian and Chinese OFDI, we found that for China and Russia these factors play almost equally significant role, which also shapes the FDI exchange between these two countries. We also argue that Chinese firms have some advantage in operating in locations with more corruption and tend to use this factor to their benefit, transferring, therefore, capital to Russia. Meanwhile Russian firms escape from the unfavorable home-country environment of corruption and transfer capital to destinations safer than China.

Lu, Yue, Ka Zeng. "Credit Constraints, Political Connections, and Private Enterprise Exports: Empirical Evidence from China"

Private enterprises tend to face severe credit constraints under conditions of imperfect market. This paper draws on firm-level data on Chinese private enterprises to examine the export behavior

of politically-connected firms confronted with credit discrimination. Research findings suggest that political connections ease the credit constraints and therefore promote the exports of private enterprises. They further suggest that the progressive deepening of financial market reform has played some role in correcting the financial distortions caused by political connections, thereby reducing the heterogeneity in firm export behavior. In addition, compared to economic connections with foreign-invested firms, the political connections of private enterprises seem more effective in fostering exports by easing credit constraints. Consequently, instead of continuing to rely on foreign investment, efforts to improve the export financing capacity of private enterprises should put greater emphasis on domestic financial system reform.

Session 5 A – Chinese Overseas Market Penetration

WANG, Hao, Li Yamin. "CHINA AND EMERGING ECONOMIES IN GLOBAL FINANCIAL GOVERNANCE: LEGITIMACY, ACCOUNTABILITY AND DEMOCRACY"

Global financial governance refers to the way in which global financial affairs are managed. As there is no global government, global financial governance typically involves a range of actors including states, as well as regional and international organizations aimed at negotiating responses to problems that affect more than one state or region, far from only providing the public good of financial stability through global economy integration and global financial legislation. In geopolitical context, entering the 21st century, Emerging Economies state still has maintained a low profile in global financial governance, despite its growing economic power and the rhetoric of being a responsible great power, and there is little evidence that they will seek international leadership. Moreover, compared with the other emerging powers in the so-called BRIC group (Brazil, Russia, India, and China), China has under-participated in global governance in terms of contributing personnel, finance, and ideas to major multilateral institutions and programs. It is really an interesting question in international economics and politics area. The article first examines comparative data on Emerging Economies countries' participation in global financial governance and explains China's relatively low involvement in global financial governance. Secondly, this paper also analyses norms and legitimacy in global financial governance, thus outlines the Emerging Economies constraints on public policy of global financial market integration in the light of the foregoing analysis of legitimacy, accountability and democracy. In the end of the article, some global financial governance development strategy and possible policy solutions are discussed as well.

THOMAS, Stephen, Ji Chen. "China's Two Sovereign Wealth Funds in Pursuit of the 'China Dream': Can China's Two Huge Sovereign Wealth Funds Lead Chinese Outbound Foreign Direct Investment and Support the "Going Global" Goals of China's New Leadership?"

As part of Chinese "going global" outbound foreign direct investment (OFDI) efforts, China had by 2007 established two large non-commodity sovereign wealth funds (SWFs), capitalized from China's rapidly expanding government-owned foreign exchange reserves, at USD 3.8 trillion the largest in world history. China's "official" SWF, the China Investment Corporation (CIC), manages USD 652 billion in 2015, making it the world's largest pool of non-commodity-funded investible assets. China's second SWF, the State Administration of Foreign Exchange Investment Company (SAFEIC) SWF, with an estimated USD 568 billion in assets, is the world's second largest non-commodity SWF, and is run more covertly. Together these two Chinese SWFs manage the largest pool of publicly-

owned investible assets in the world, even including the oil exporting countries. China's huge investment pool presents both significant opportunities and challenges for China's OFDI efforts. In our paper we will examine the two funds in terms of their structures, recent changes in their senior management teams, their investment goals, their investment orientation and performance since inception, their corporate governance and their relations with their Chinese government shareholders, the Ministry of Finance and the People's Bank of China, respectively. We will examine CIC's and SAFEIC's compliance with the international standard for SWFs, Generally Accepted Principles and Practices (GAPP), the so-called Santiago Principles. A comparison of CIC and SAFEIC with their Singapore SWF model, Temasek Holdings, will also be presented. And finally we will examine how current CIC and SAFEIC activities and future prospects fit in with Chinese President Xi Jinping's "going global" goals of pursuing the "China Dream" through foreign investment and trade strategies as part of his "one belt, one road" ("the Silk Road Economic Belt" and the "21st Century Maritime Silk Road,") plan.

ESTACHY, Laurent. "US-China Financial Relations Since The 80s: Cooperation or Conflict?"

In March 2004, former Secretary of the Treasury Lawrence Summers described financial relations between the US and China as a "financial balance of terror", referring to the debtor-lender relationship into which the two countries are now tied. Whereas the resumption of diplomatic relations and the subsequent strategic rapprochement engineered by Nixon and Mao in 1972 were a response to the threat posed by the common foe that was the Soviet Union, the disintegration of the USSR in 1990 completely changed the worldwide geopolitical context. From that point onwards, China's remarkable economic growth was to gradually transform an erstwhile ally into a challenger to the US's hegemonic power. This was to add many conflictual facets to the relations between the United States and China. Since the middle of the first decade of this century, we have seen a genuine financial and monetary war, undeclared and unofficial, involving numerous open or veiled maneuvers -of which the main ones will be covered in this presentation- but always conforming to the "financial balance of terror" outlined by Lawrence Summers. The nub of this conflict? Global capital markets.

Zeng, Ka. "Variation in Bilateral Investment Treaty Provisions and Foreign Direct Investment Flows to China, 1997-2011"

This paper examines the differential effects of specific provisions included in China's bilateral investment treaties (BITs) in inducing foreign direct investment (FDI). Empirical analysis suggests that while the signing of a BIT does not necessarily boost FDI, the entry into force of a BIT does indeed exert a strong effect on investment flows. More importantly, we find substantial evidence that BITs with stronger investment protection provisions such as absolute and relative standards of treatment and dispute settlement procedures are more likely to induce greater FDI flows. These results suggest that the variation in the institutional design of bilateral investment treaties strongly influences FDI flows by shaping foreign investors' expectations of their asset security and the overall stability of the host country investment environment.

SPITSOVA, Elena. "AsiaPacific Regionalism"

The hot topic in Asia Pacific today is the economic regionalism initiatives. Asia Pacific countries are involved in regionalism and multilateralism. Open regionalism is the term that describes the Asian cooperation, trade liberalization and facilitation since 1989 when APEC was founded.

What will be the results of regionalism? For now the negotiations on Trans-Pacific Partnership and Regional Comprehensive Economic Partnership are still going. During APEC Summit in Beijing, China suggested to launch a study into FTAAP which is going to last for 2 years.

What're the prospects of moving forward the processes of Asian regionalism? Based on ideas of neofunctionalism - Haas Ernst "Beyond the Nation-state: Functionalism and International Organization", "The uniting of Europe: political, social and economic forces 1950-1957", "The Study of Regional Integration" and Leon Lindberg "The Political Dynamics of European Economic Integration" the author studied regional integration in Asia Pacific.

The findings: connectivity discourse is a very important because lack of connectivity is a great obstacle for trade among countries. Here should be mentioned APEC Connectivity Blueprint for 2015-2025. "The Vision of APEC Connectivity in 2025: Through the Blueprint, we commit to strengthen physical, institutional, and people-to-people connectivity by taking agreed actions and meeting agreed targets by 2025, with the objective of achieving a seamless and comprehensively connected and integrated Asia Pacific".

LI, Qing, Liangxiong Huang; Linfangzi GUO; Shengwei Zhong "COMPARATIVE STUDY ON THE DEVELOPMENT PATTERN OF THE BRICS COUNTRIES"

The BRICS countries are the representatives of the world's emerging economies. This article summarizes the BRICS countries' economic take-off history, compares their development situations, outlines their development patterns and measures their sustainability in development. The author finds that their own factor endowment and the background of globalization are indispensable for their economic take-off. Compared with other BRICS countries, China has made an outstanding performance in economic development such as becoming the largest economy and the fastest growing country among the five countries. The BRICS countries are constantly exploring a development mode which is suitable for their own development. Brazil, Russia and South Africa mainly adopt the "deep processing of resources model" while China and India choose the "export-oriented manufacturing model". From the current development of the five countries, we can see that the development pattern of China is the most sustainable one.

Session 5 C – Chinese Overseas Market Penetration

FANG, Tony, Zhao Chen, "The Determinants of Outward FDI by Chinese Firms: The Role of Chinese Returnees"

Using firm level panel data from 2008 to 2010 of all high-tech firms in Changzhou, a coastal city in Jiangsu Province, China, we estimate the determinants of the outflow of foreign direct investment (OFDI) of Chinese firms by including the major independent variables such as human capital acquisition and institutional factors while controlling various firm characteristics. Our results of the fixed-effects model have shown that effects of the Chinese returnees in the firm on OFDI seem to be more important than those of tax reduction policies. Furthermore, the effects of Chinese returnees

are heterogeneous among firms of different ownership types. The effect is strongest in private firms. These findings imply that talent attraction and management is important for facilitating the internationalization and OFDI of Chinese firms, which also help us better understand the effect of globalization through brain gain as opposed to brain drain.

VISSAK, Tiia, Tatyana Tsukanova, Xiaotian Zhang. "Chinese Born Globals' and Non-Born Globals' Early Market Selections: Survey Evidence"

Purpose – The paper aims to discover the main drivers of Chinese born globals' and non-born globals' foreign market selections in their early internationalization.

Design/methodology/approach – This paper is based on survey data from 712 firms. The authors conduct ANOVA and apply Levene's, Welch and Brown-Forsythe tests.

Findings – USA was the most popular first foreign market for both firm types. Many firms started internationalizing from more distant countries as foreign customers contacted them. This happened mostly in the 1990s and often resulted from local governments' substantial export promotion. Even lack of foreign market knowledge did not stop these firms from exporting to USA and other distant countries without entering Asia first.

Practical implications – Despite of the findings, managers of recently established Chinese firms should not necessarily start internationalizing from USA and other distant countries.

Originality/value – The results show that contrarily to studies on slow internationalizers, such firms did not enter Asian markets first; moreover, born globals entered distant markets without considerable knowledge.

ZHANG, Hongjuan, Liang Wang, Rong Han. "DOES SOCIAL CAPITAL WORK THE SAME WAY IN CHINA AND THE WEST?"

The mixed empirical results on the impact of social capital call for a better understanding of contingency factors such as culture. We conducted a meta-analysis to test whether and how social capital functions similarly or differently between China and the West. Both network centrality and structural holes are positively related to performance, but the impact of network centrality is stronger in China, and the impact of structural holes is only significant in the West. The findings suggest that network centrality is more effective in China, whereas structural holes play a more important role in the West.

MINGHAO, Shen, Yang Lin, Xiao Yaofei. "An Analysis of Guidelines on Merger and Acquisition of Overseas Resources by Chinese Enterprises from the Perspective of Infrastructure"

In recent years, as China adopts the "going global" strategy, many Chinese enterprises have merged and acquired a large number of resource and energy enterprises abroad. At the macro level, "North-South Equilibrium" model resulted in the pattern of "Made in China and Consumed in Europe and US"; at the micro level, the infrastructure development level and structure of factor endowments have made China a major manufacturing country. To be specific, hard infrastructure is conducive to the extensive margin and intensive margin of export for manufacturing sectors, while soft infrastructure can provide the intellectual property system compatible with existing technological level, so as to reduce risks. In the increasingly complex international situation, Chinese enterprises have conducted a large number of mergers and acquisitions in the field of resources and energy and

thus transformed disadvantages into internationalization advantages for multinational enterprises in order to ensure the manufacturing of upstream supply.

THERE'S THE ROLLINS THAT CAN BE CAPTURED IN RANKINGS

#1 Regional University
in the South

-U.S. News & World Report

#1 MBA in Florida
Crummer Graduate School of Business

-Forbes & Bloomberg BusinessWeek

50 most beautiful
college campuses

-The Best Colleges

THEN THERE'S THE ROLLINS THAT WILL
CHANGE STUDENTS' LIVES




ROLLINS
WINTER PARK | ORL

COLLEGE OF ARTS AND SCIENCES



JACOBS
UNIVERSITY

Prepare for your international studies with the
INTERNATIONAL FOUNDATION YEAR PROGRAM



Experience more than
100 cultures on one
campus!

CAMPUS LIFE
QUALIFICATION
ORIENTATION
DIVERSITY

A smooth transition into
university studies!

www.jacobs-university.de/foundation-year
foundationyear@jacobs-university.de

*»I had a fantastic stay at Jacobs.
Meeting people from over 100 countries
was an enlightening experience.
I have grown both personally and
academically in the last six months!«*

Owen McCann,
Engineering student from Lafayette College



International Programs

Unique Exchange
and Visiting Experiences

International Partner Institutions

USA

- Carnegie Mellon University
- Lafayette College
- New York University
- Rice University
- Rollins College
- Washington State University
- Wellesley College

Asia

- Interdisciplinary Center Herzliya, Israel
- Thammasat University, Thailand
- The Hebrew University of Jerusalem, Israel

Africa

- University of Johannesburg, South Africa

Europe

- Amsterdam University College, Netherlands
- Gdansk University of Technology, Poland
- IE University, Spain
- Kadir Has University, Turkey
- Sciences Po, France
- St. Petersburg State University, Russia
- Universidad de Murcia, Spain
- Universitatea Babeș-Bolyai Cluj-Napoca, Romania
- University College Utrecht, Netherlands
- University of Aberdeen, UK
- University of degli Studi di Cagliari, Italy
- University of Edinburgh, UK
- University of Groningen, Netherlands
- University of Oslo, Norway

Accreditation of Jacobs University

Founded in 1999, Jacobs University has already gained extensive acclaim for its research and teaching. The university has been included in Germany's Federal Excellence Initiative, which awards funding to exceptional research initiatives at German universities. In addition, the university has received a highly favorable evaluation by the German Council of Science and Humanities (Wissenschaftsrat).

1999: State approval by the Free Hanseatic City of Bremen

2001: Accreditation by the German Council of
Science and Humanities

2004: Accreditation of all undergraduate programs by the
German Accreditation Council

2008: Reaccreditation by the German Council
of Science and Humanities

2010: Renewal of the State recognition by the
Free Hanseatic City of Bremen



AEMBA
交大-马赛KEDGE商学院
Global MBA • Jiaotong KEDGE EMBA

Your Vision · Your Victory
视野 · 决定世界

1 of Leading MBAs in Asia Pacific
在职国际MBA亚太领先

2 Prestigious Schools
所百年名校

3 International Accreditations
大国际权威认证

Dual-Degree EMBA (Part-time) 国际双学位EMBA

- Dual-degree: prestigious personal branding
- Create high value for your strategic project
- Deepen your business insight in Great China
- Executive-level alumni club cross Europe-Asia
- 国际双学位EMBA，提升领导者国内与国际个人品牌
- 针对学员战略项目，通过实战学习创造全新企业价值
- 双语教学同声翻译，最新商业智慧及国际视野共提升
- 中法高端校友网络，通过跨界合作驶向商界“蓝海”

Global MBA (Part-time) 国际在职MBA

N°43 Worldwide, EMBA rankings, FT (2013) 《金融时报》2013年全球EMBA排名第43位

- 5 intl study trips - focus on emerging economies
- 9 majors - break the "glass ceiling" of career move
- 1000+ alumni - build China and Asia Expertise
- Leadership program - enhance critical soft skills
- 五大游学国度，感受多元文化绚烂之美
- 九大专业方向，迅速突破职业发展瓶颈
- 强化领导能力，从容迈向战略管理职能
- 全球实战师资，领悟前沿战略管理智慧



Antai College of Economics & Management
Shanghai Jiao Tong University

KEDGE
BUSINESS SCHOOL
法国马赛KEDGE商学院



Program 项目名称	SJTU-KEDGE Dual-Degree EMBA (Part-time) 国际在职双学位EMBA	Global MBA (Part-time) 国际在职MBA
Curriculum 课程设置	Four cutting-edge modules are delivered via an innovative learning approach. Modules are board meeting and strategic thesis project, management fundamentals, leadership and communication, cross-cultural and international vision. 以学员自己的《公司战略设计》为主线, 实现战略咨询、管理基础、领导力与沟通、跨文化与国际视野四大创新模块学习。	Finance, Global Management, Brand, Design & Innovation, Talent Leadership, Entrepreneurship, Maritime, Market Development, Supply Chain, Wine & Spirit. 投资与金融, 全球管理, 品牌、设计与创新, 人才领导力, 创业管理, 海事管理, 市场开发, 供应链管理, 红酒管理九大专业。
You Are 你是	Executive or senior managers with international exposure 企业家、国际化公司高级经理人	Middle managers with international exposure 国际化中高层经理人
Your Ambitions 你的期望	<ul style="list-style-type: none"> Build strong ability to influence people and organizations Acquire strategic visions to manage diversified and multi-cultural business Have full confidence to conquer the next summit 用战略的眼光去领导复杂的、多元化背景的公司 具备对团队与组织的强大影响力 从容自信地攀登下一个职业巅峰、实现梦想 	<ul style="list-style-type: none"> Improve functional competences Fully understand the complexity of company and social changes Break the glass ceiling of career development 对商业智慧的系统学习 充分理解公司各个职能部门的复杂性 全球化视野, 打破职业发展瓶颈
Application requirements 申请条件	Bachelor degree or above, 8+ years of working experience and 5 years of management experience Test and face-to-face interview 本科或本科以上学历, 八年以上工作经验, 五年以上管理经验。 专科学历, 十一年以上工作经验。 通过两校组织的笔试与面试	Bachelor degree or above, 5+ years of working experience, GMAT or BAT test, face-to-face interview English competency 本科或以上学历, 五年以上工作经验, 通过两校组织的面试及英语笔试
Opening Date 开学日期	Mid-November of each year 每年11月中旬	Mid-November of each year 每年11月中旬
Application Deadline 申请截止	Mid-October of each year 每年10月中旬	Mid-October of each year 每年10月中旬
Tuition Fees* 学习费用*	Application fee RMB 1,500. RMB 588,000 includes all tuition fees, textbooks, coffee breaks, schools' facilities; excludes international study trip's accommodations, air tickets and meals. 申请费1500元, 学费588,000元人民币, 已包含法国游学学费和住宿费。机票及签证除外	Application fee RMB 800. RMB 288,000 includes all tuition fees, textbooks, coffee breaks, schools' facilities; excludes international study trip's air tickets and meals. 申请费800元, 学费288,000元人民币, 包含上课、书本及茶歇费用; 已包含一次国际游学学费和住宿费。机票及签证除外
Let's meet and talk 联系我们	SJTU-KEDGE Business School AEMBA Programs 上海交通大学-法国马赛KEDGE商学院AEMBA项目组 @ Room 103, South Building, 535 Fahuazhen Road, Shanghai 上海交通大学安泰经济与管理学院法华镇路535号, 南楼103室 ☎ +86 - 21 - 5230 1653/5230 1598 @ globalmba@sjtu.edu.cn	



Wechat
官方微信



Mobile Web
手机网站

*This is a no-contractual document and subject to change.
项目学费及最新信息, 以网站公布为准

www.aemba.com.cn



Institute of Asia Pacific Studies (IAPS)

At MacEwan University School of Business

MacEwan University School of Business is a recognized leader in undergraduate international business education, known for student success, scholarship, innovation and excellence in teaching. The Institute of Asia Pacific Studies (IAPS), hosted by MacEwan University School of Business, was launched in 1998. Specializing in emerging Asian business, IAPS engages in research and educational and cultural exchanges between the Asia Pacific region and Canada and has recently launched its new international business journal: Asia Pacific and Globalization (APGR).

Innovation

At the IAPS, our mission is to promote opportunities. By enhancing economic, social and cultural relationships with Asia, we promote a life of learning and understanding, and increasing opportunities for economic and social development.

Activity

The IAPS actively engages in scholarly exchange and research. By hosting academics focused on Asia Pacific studies and promoting workshops and research opportunities for MacEwan faculty and students, we work towards our goal of a cooperative international future.

Prosperity

The IAPS focuses on the globalization of Asia Pacific multinational corporations and their effect on the business environment of firms in developed countries, particularly in Canada. Through this research, we hope to develop a collaborative effort for prosperity between industries in both regions and beyond.

Service

The IAPS serves the local community by offering consultations and collaborating with local businesses interested in doing business in Asia.

Dr. William X. Wei

Director, Institute of Asia Pacific Studies
MacEwan University School of Business

Rm 5-221H, 10700 – 104 Avenue
Edmonton, Alberta, Canada T5J 4S2
E: weix@macewan.ca

MacEwan.ca/IAPS



WONG CENTER

FOR THE STUDY OF MULTINATIONAL CORPORATIONS



*Generation, dissemination, pollination:
Enriching knowledge about multinational
corporations in and from East Asia*

MISSION: The Wong MNC Center aims to become a world-class center for the production of factual and conceptual knowledge concerning the politico-economy of multinational corporations (MNCs). As such, it enables academics, businesspeople, policymakers, and the general public to understand the politico-economy of MNCs in a richer way. As an apolitical, non-partisan research center, the Wong MNC Center does not advocate any particular ideological perspective or approach towards the study of MNCs. Its primary and unique mission will be to generate knowledge relating to the political economy of MNCs investing, operating, or domiciled in the East Asian region.

The Wong MNC Center does not support research relating to traditional MNC-related business disciplines such as, but not limited to, finance, market entry strategies, production, logistics, and sales and marketing. As an apolitical, non-partisan research center, the Wong MNC Center will not engage in policy advocacy, lobbying, or other similar political activities.



Mr. & Mrs. S.H. Wong Center for the Study of Multinational Corporations

E: executive_director@mnccenter.org

P: 001-650-268-8330 F: 001-415-651-9878

www.mnccenter.org

BRIDGING THE GAP

between Eastern and Western cultures.

SINCE 2005, The China 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.

© 2016 Rollins College

Winter Park, Orlando, FL | rollins.edu/chinacenter


ROLLINS
THE CHINA CENTER

International Journal of Emerging Markets

www.emeraldgroupublishing.com/ijoem.htm

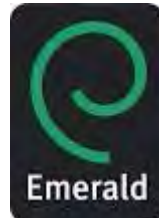
The *International Journal of Emerging Markets (IJoEM)* brings together articles that examine the emerging markets, both theoretically and empirically. Highly rigorous research, case studies, and review articles, such as meta-analytic reviews, are also encouraged. We especially welcome comparative studies of emerging markets or studies comparing the emerging markets with the developed markets. *IJoEM* offers contributors and readers an opportunity to explore issues related to the emerging markets from multi-functional (international business, management, marketing, finance, and accounting), multi-disciplinary (business, economics, area studies, and other social sciences), and multi-national geographic perspectives.

Constituting over two-thirds of the world's population and one-fifth of its GDP, the emerging markets are expected to continue to impact the world's new economic order, ushering in changes in economic thought, management philosophy, global operations, and financial flows. Given their importance to the global economy, the emerging markets are an important testing ground for existing models and concepts in international business, management, marketing, economics, and finance, pushing the boundaries of existing theories. They are also fertile ground for developing new models and theories with different contextual origins.

Coverage

The journal defines emerging markets broadly, meaning that the journal is interested in research including developing and transitioning countries in the global economy. It is a multidisciplinary journal and welcomes papers from the following disciplines:

- international business
- international management
- organizational behavior
- entrepreneurship
- policy and strategy
- marketing and communications
- economics and finance
- area studies



Indexed and Abstracted in

- Asian-Pacific Economic Literature
- Cabell's Directory of Publishing Opportunities in Management & Marketing
- Electronic Collections Online
- INSPEC
- International Bibliography of Social Sciences
- Scopus
- Zetoc (British Library)

Ranked by

- Australian Business Deans Council (ABDC) Journal Quality List
- Australian Research Council (ERA) Journal List
- Norwegian Social Science Data Services
- Qualis (Brazil)



全美華人協會



Our Mission

It is NACA's core mission to be the premiere nonprofit organization that makes positive influences in the following three areas:

- **Bridging Cultures**
Hosting various delegations between the U.S. and China, and taking on projects that promote business, economics, trade, culture, and education exchanges between China and Georgia.
- **Building Leaders**
Providing leadership opportunities and mentoring for college and high school students, and young professionals.
- **Benefiting Communities**
Co-hosting and supporting community activities, donating to other nonprofit organizations to support their causes, and partnering with and providing scholarship funding to local community colleges and schools.

An MBA for the 21st Century

One program. Two MBAs.

MBA - Global Business

Business has no boundaries.
Neither should you.

The MBA in Global Business specialization teaches you to think strategically and contribute globally to companies that work across borders and around the world.

MBA - Management of Technology

Technology affects every aspect of business today.

Stay ahead of the curve—and the competition—with the advantage an MBA in Management of Technology provides. This specialized program teaches you to forecast trends, embrace emerging technologies, and lead innovation and organizational change.

SCHELLER COLLEGE OF BUSINESS

Accelerated Format

- 17-month program
- Start August 2016
- Graduate December 2017

Cohort Class Model

- Approximately 50-60 students per MBA specialization
- Begin together, graduate together

Weekend Class Schedule

- Select weekend calendar
- Friday evening & Saturday classes
- No Sunday classes



www.TechEMBA.com

Georgia Tech  **Ivan Allen College
of Liberal Arts**

**PROUD CO-SPONSOR OF
CHINA GOES GLOBAL 2015**



China is a Prominent Area of Our Research and Teaching in

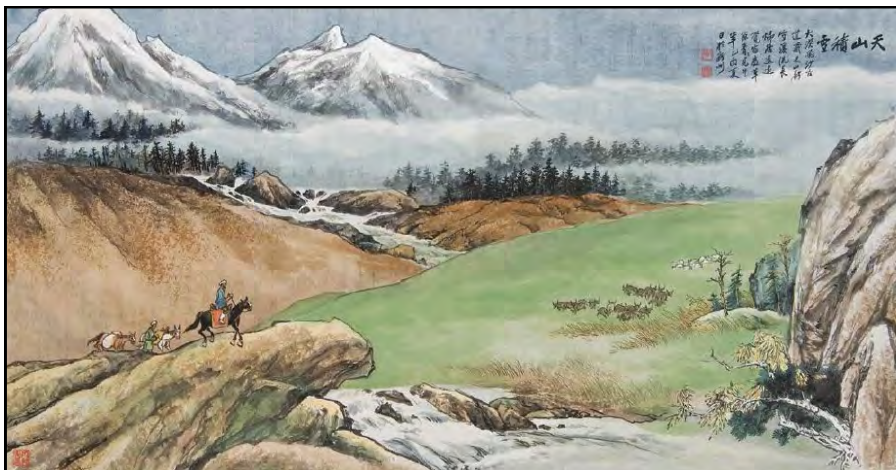
Comparative Culture and Literature
Comparative Politics
Elections
Economics and Banking
Environmental and Energy Policy
Film

Housing and Urban Studies
International Affairs
Intercultural Communications
Policy Analysis
Political Economy
Security

I-HSIUNG JU'S CHINESE PAINTINGS

朱一雄水墨畫

JULY 31 - OCTOBER 18, 2015



"I think of myself as an educator, not an established artist. My mother once told me that, if you are a taker, you eat very well; but if you are a giver, you sleep very well. I sleep very well — like a baby."

— I-Hsiung Ju

I-Hsiung Ju was born in 1923 in Jiangyin, Jiangsu, China. He is considered one of a few artists able to blend two worlds of style, technique, and idiom to produce a unique form of painting that is both modern and traditionally Oriental. Ju is famous for saying "a Chinese artist is not only a painter, but also a poet and a philosopher." He is an author of several painting textbooks and numerous papers on Chinese art. During his life, he did what he loved, creating and teaching painting. A poet and philosopher, his paintings are lessons in living a fulfilled life and appreciation of the majesty of nature. Ju is revered in Taiwan and the Philippines and his works hang in their national museums. I-Hsiung died on March 17, 2012.

The works of I-Hsiung Ju show the refinements and delicate strokes of Chinese calligraphy. The brush strokes demand complete mastery since the artist's ideas are portrayed immediately with a few strokes. Ju's brush has a fascinating disciplined freedom; one can see its sure and firm movements accomplishing silk thread-thin lines to luxuriant swaths of ink, creating infinite variation of shapes, and producing different shades and tints in a single stroke.

Ju completed two epic paintings, the 72 foot *Ten Thousand Li of the Yangtze* and the 45 foot *Misty Clouds of Huangshan*, both of which will be featured in this exhibition. Additional works of art include: calligraphy and flora and fauna.

Visitors will also have the opportunity to view sumi-e art demonstrations the opening weekend of July 31 – August 1 by Michael Kopald, Virginia Lloyd-Davies, Grace Ju Miller, Charlene Fuhrman-Schulz, Carole Yee, Brad Steinberg, and Jamaliah Morais.

THE G TE

MUSEUM HOURS
MONDAY - SATURDAY
10:00AM - 5:00PM

Millennium Gate Museum - 395 17th St NW Atlanta, GA 30363 - (404) 881-0900 - www.thegateatlanta.com



Georgia
Tech

Shenzhen

Starting in 2014, Georgia Tech's existing Master of Science (MS) in Electrical & Computer Engineering (ECE) degree program is offered three semesters a year in Shenzhen, China - a modern, high-tech metropolis adjacent to Hong Kong. The program has been approved by the Chinese Ministry of Education as well as the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) in the U.S.

Highlights of the program:

- Faculty teaching on the Georgia Tech (GT) - Shenzhen program are on rotational assignment from GT-Atlanta and include a number of IEEE Fellows and Chair Professors.
- Course contents, textbooks, instructional and assessment methods all follow standard practices at GT-Atlanta. GT-Shenzhen students will receive the same transcripts and MS ECE diploma as for GT-Atlanta.
- GT-Shenzhen tuition and fees is reduced by approximately 50% as compared to GT-Atlanta.
- Shenzhen has high standard of living but relatively low cost as compared to the US.

Degree-seeking students from other US universities who are US citizens or permanent residents are welcome to study abroad at GT-Shenzhen for one semester and transfer GT credits back to their home institution. Transient students enjoy the same low tuition and fees as GT-Shenzhen students. Transient students are accepted 3 semesters a year - fall, spring, or summer.

For detailed program information, please visit: www.shenzhen.gatech.edu

Inquiries: Dr. Zhu, +1 (404) 385-1341;

Skype ID: gtshenzhen (note time zone is Atlanta, GA, USA)

Email: gtshenzhen@ece.gatech.edu



GEORGIA TECH

ACKNOWLEDGMENTS

The conference organizers would like to thank the following for their invaluable assistance

Yin Li, School of Public Policy, Georgia Tech

Shannon Smith, Scheller College of Business, Georgia Tech

Francis Ulgado, Scheller College of Business, Georgia Tech

James Hoadley, Scheller College of Business, Georgia Tech

Philippe Grosbois, UPS, Headquarters

Office of the Dean, Scheller College of Business, Georgia Tech

Office of the Dean, Ivan Allen College, Georgia Tech

Office of the Vice Provost for International Initiatives, Georgia Tech

Liz Maryanski, Office of the Dean, Scheller College of Business, Georgia Tech

Michelle Graham, Scheller College of Business, Georgia Tech

We apologize in advance for any editing errors or typos

For more information

www.chinagoesglobal.org

PARTICIPANTS LIST

Family Name	Given Name	Institution	Country or Region
Ai	Qi	Huazhong University of Science and Technology	UK
Bai	Yuntao	Xiamen University	China
Bankoff	Joseph	Georgia Institute of Technology	USA
Blanchard	Jean-Marc	Wong MNC Center	USA
Chang	Julian	Tsinghua University	USA
Chen	Ji	UC Denver	USA
Chen	Sheng	King & Wood Mallesons	China
Chen	Kaiji	Emory University	USA
Coudé	Stéphane	HEC Montréal	Canada
Ermolaeva	Lyubov	St. Petersburg University	Russia
Estachy	Laurent Yves Marie	KEDGE Business School	FRANCE
Fang	Tony	Memorial University, Monash University, and University of Toronto	Canada
Gao	Ni	KEDGE Business School	France
Guo	Wenxin	University of North Georgia	USA
Harach	Monika	Rollins College	USA
Hoadley	James	Georgia Institute of Technology	USA
Huang	Lianxiong	Guangdong Inst. for International Strategies	China
Iwaloye	Ojo Olukayode	Macau University of Science and Technology	Macau, S.A.R, China
Latteman	Christoph	Jacobs University	Germany
Li	Qing	Guangdong Inst. for International Strategies	China
Li	Min	VU University Amsterdam	Netherlands
Liu	Leigh Anne	Georgia State University	USA
Liu	Dong	Georgia Institute of Technology	USA
Liu	Jin	Georgia Tech	USA
Liu	Yawei	The Carter Center	USA
Lo	Chu-Ping	National Taiwan University	Taiwan
Maduoma	Ngozi	Kennesaw State University	United States
McIntyre	John	Georgia Institute of Technology	USA
Mosby	Alisa	Kennesaw State University	United States
Prime	Penelope	Georgia State University	USA
Sandberg	Susanne	Linnaeus University	Sweden
Sheng	Shibin	University of Alabama at Birmingham	USA
Spigarelli	Francesca	University of Macerata	Italy
Spitsova	Elena	Higher School of Economics	Russia
Stéphane	Coudé	HEC Montréal	Canada
Thomas	Steve	University of Colorado Denver	USA
Tsukanova	Tatyana	Graduate School of Management, Saint-Petersburg State University	Russia

Vaccarini	Katiuscia	University of Macerata, Italy & Jacobs University Bremen, Germany	Germany
van der Lugt	Sanne	Jacobs University	Germany
Vescovi	Tiziano	Ca'Foscari University of Venice	ITALY
Wang	Liang	University of San Francisco	United States
Wang	William	Kedge Business School	France
Wei	Yuan	University of International Business and Economics	China
Wei	William	MacEwan University Business School	Canada
Wilkerson	John	Bellwether Research Institute	USA
Wu	Zhong	Southeast University	P.R. China
Xiao	Yaofei	Guangdong Inst. for International Strategies	China
Yang	Xiaohua	University of San Francisco	USA
Zeng	Ka	University of Arkansas Little Rock	USA
Zhang	Wenxian	Rollins College	USA
Zhang	Juan	University of Alberta	Canada
Zhang	Jielin	University of Oxford	UK