

**Strategic Management Society (SMS)  
Special Conference on China Strategies**

**Shanghai, China, May 28-30, 2007**

**Co-Chairs:**

**Haiyang Li** (Rice University)  
**Kouqing Li** (Shanghai National Accounting Institute)  
**Sam Park** (Samsung Economic Research Institute)  
**Mike Peng** (University of Texas at Dallas)

**Program Draft**

**Monday, May 28, 2007 (Day 1, Evening)**

- 17:00 – 18:00      **Reception at Renaissance Hotel** ( Pudong )
- 18:00 – 18:30      **Opening and Introduction**  
**Sam Park**, SERI/CEIBS  
**Michael Hitt**, President of SMS, Texas A&M U.
- 18:30 – 20:00      **Banquet at Renaissance Hotel** ( Pudong )  
Keynote Speech by **Weiyang Zhang**, Dean of Guanghua School of Management, Peking U.  
Introduced by **Michael Hitt**, President of SMS, Texas A&M U.

**Tuesday, May 29, 2007 (Day 2)**

All sessions on this day will be held at CEIBS (except the evening Banquet)

- 08:30 – 10:15      **Paper Session 1: Corporate Strategy of Chinese Firms**  
                                 **Chair: Zhiang Lin**, U. of Texas at Dallas  
                                 **Location: A3-115**
- How do M&As in China and America differ? The roles of network embeddedness and behavioral learning. **Zhiang Lin**, U. of Texas at Dallas, **Mike Peng**, U. of Texas at Dallas, **Haibin Yang**, City U. of Hong Kong, and **Li Sun**, U. of Texas at Dallas.
- Institutional Effects on Chinese firms diversification strategy: Comparison between A-Share and H-Share, **Nan Zhou**, U. of Pennsylvania
- Subsidiary Integration in post-M&A between and within MNEs. **Zhenyan Lu**, Peking U., **Jianfeng Wu**, Peking U., and **Guochen Du**, Nankai U.
- When does business group affiliation matter in China's emerging market? An empirical study of Chinese listed companies. **Jane W. Lu**, Singapore Management U. and **Xufei Ma**, National U. of Singapore.
- Why international M&A by Chinese firms fail? A resource-based view. **C.H. Tzeng**, **Hong Ji**, **Wen Liu**, and **Shenwei Zhang**, SERI
- 10:15 – 10:45      **Coffee Break**

10:45 – 12:15

**Paper Session 2: Entrepreneurship and Product Innovation**

**Chair:** Yuanyuan Wu, McGill U.

**Location:** A3-115

Balancing exploration and exploitation in product development: How does entrepreneurship Matter? **Yuanyuan Wu**, McGill U.

Developing entrepreneurship in emerging economies: Lessons from China and Taiwan. **C.H. Tzeng**, SERI

Institutional embeddedness, strategic choice, and survival of technology ventures in China's transition economy. **Haiyang Li**, Rice U., **Weiyang Zhang** and **Li-An Zhou**, Peking U.

The relationship of corporate entrepreneurial orientation, ambidextrous competence, and organizational performance. **Yuli Zhang**, Nankai U. and **Ganwen Li**, Hebei Party School.

The strategic fit of Chinese international entrepreneurial firms. **Yuan Lu**, Chinese U. of Hong Kong, **Lianxi Zhou** and **T.S. Chan**, Lingnan U.

12:30 – 14:00

**Working Lunch**

**Poster Session**

**Coordinators:** **Jianfeng Wu & Changhui Zhou**, Peking U.

**Location:** **A3-104 and A3-105**

A conceptual model of Chinese firm strategy, **Mingfang Li**, California State U. and **Yajun Wu**, Peking U.

A network approach to Chinese market entry, **Maria Ilheu**, U. of Lisbon.

A resource-based and institutional perspective on business process management in China. **Ming Hao Huang** and **Joong Ho Ahn**, Seoul National U.

An exploring study on the dimensions of perceived quality. **Jie Wang** and **Gong-min Bao**, Zhejiang U.

China's future: The path to becoming a global leader. **William Fischer** and **Rebecca Chung**, IMD.

Co-evolution of strategic choice and organizational adaptation: An empirical study in China. **Ancheng Pan**, Dalian U. of Technology.

Components of competitive strategies for large Chinese construction firms, **Charles Cheah**, Nanyang Technological U., **David Chew**, Nanyang Technological U., and **Jian Kang**, Independent Project Analysis Pte Ltd.

Creative-destruction based international competition strategies, **Xinguo Zhang** and **Min Chen**, Zhongnan U. of Finance and Law.

Dynamics between competence management and business configuration, **Yiju Lo**, National Taiwan U. and **Tungmin Hung**, SUN. Investment Consulting & National Cheng Kung U.

East meet West or East plus West? The emergence of “sea turtle” Chinese entrepreneurs and their role in innovation and technology transfer, **Victor Huang**, and **Frank Roche**, U. Collge Dublin.

Global strategy content and process: Later arrivals versus well-established rivals? **Yi Zhu**, **Richard Lynch**, and **Zhongqi Jin**, Middlesex U. Business School.

Internationalization models for Chinese private firms. **Ya Li**, Nankai U.

Internet banking diffusion strategy for China—A cross-national comparative study: China and South Korea, **Sue Kyung Kim** and **Michael Park**, U. of Tennessee at Martin.

Managing science and technology cooperation in China—A qualitative analysis of strategic issues enhancing mutual benefit. **Zheng Han** and **Christoph Streb**, International U. Bremen.

Organizational culture: Measurement choices. **Junru Yang** and **Xinguo Zhang**, Zhongnan U. of Finance and Law.

Supplier selection in Chinese versus U.S. firms, **Daewoo Park**, **Hema A. Krishnan**, **Lifang Wu**, and **Margaret Cunningham**, Xavier University

The competitive dynamics among local and international hotel chains in the Chinese market. **Zhaoping Liu**, Cornell U.

The competitiveness of Taiwan’s ICT industry: Implications for policies and practices. **K. Huang**, National Cheng-Chi U., **G. Harindranath** and **R. Dyerson**, U. of London.

The contingent effectiveness of guanxi for foreign direct investors in China: Context, causes, and consequences, **Frank Wijen** and **Ernst Verwaal**, RSM Erasmus U.

The gain and loss of first mover advantage in international business: Evidence from automobile joint ventures in China. **Kamel Mellahi**, U. of Sheffield and **Pei Sun** U. of Nottingham.

The impact of partner conflict and harmony on the success of international joint ventures. **Ying Shi** and **Carole Donada**, U. of Paris.

The internationalization process of Chinese firms: Key strategic considerations, **Michele Akoorie** and **Qiang Ding**, U. of Waikato.

The role of guanxi in new venture selection process in China. **Shih-Chi Chiu**, U. of Missouri and **Chien-Sheng Chan**, U. of Washington.

14:00 – 15:30

**Paper Session 3: Strategic Leadership and Corporate Governance**  
**Chair: Changqi Wu**, Peking U.  
**Location: A3-115**

CEO succession frequency and entrepreneurial orientation in Chinese firms: The moderating role of corporate governance. **Yan Zhang**, Rice U. and **Yuan Li**, Xi’an Jiaotong U.

Research on top management team heterogeneity, industry dynamic and firm performance: An empirical research on Chiense listed firms. **Ping Zhang**, and **Hailin Lan**, South China U. of Technology.

Strategic management of corporate social responsibility of multinational enterprises in China, **Maria Lam**, Malone College

The adoption of group subsidiary among multinational firms in China's emerging market: Economic efficiency versus institutional legitimacy, **Xufei Ma** and **Andrew Delios**, National U. of Singapore

15:30 – 16:00

**Coffee Break**

16:00 – 17:30

**Concurrent Workshops**

**Workshop 1  
Publishing Strategic Management  
Research**

Organizer: **Mike Peng**, U. of Texas at Dallas

Panelists: **Jiatao Li**, Hong Kong U. of Science & Technology; **Marjorie Lyles**, Indiana U.; **Lilach Nachum**, Baruch College/CUNY

This workshop focuses on the processes of how to publish strategic management research in leading journals. With a combined experience of 67 post-PhD years of conducting strategy research, the four panelists have published in all leading outlets in the field, such as *AMJ*, *AMR*, *ASQ*, *JIBS*, *JM*, *JMS*, *OS*, and *SMJ*.

We will discuss:

- How to craft high quality research from the outset
- How to improve writing and enhance editing
- How to anticipate reviewer concerns and address them BEFORE submission
- How to keep the spirit high (or avoid being depressed) when receiving rejections

**Workshop 2  
Strategic Leadership and  
Corporate Governance in  
Emerging Markets**

Organizers: **Yan Zhang**, Rice U. and **Wei Shen**, U. of Florida

Panelists: **Albert Cannella**, Arizona State U.; **Marta Geletkanyc**, Boston U. **Xinchun Li**, Sun Yat-Sen U.; **Neng Liang**, CEIBS.

Strategic leadership and corporate governance are important strategic issues for firms competing in emerging markets such as China and India. A lot of challenges have emerged in these areas, such as management professionalization, executive leadership development and succession, the role of state ownership, and the conflict between majority shareholders and minority shareholders, etc. The purpose of this panel is to provide a platform for scholars from both China and overseas to discuss these important issues and to develop research agendas in this emerging research area.

17:30 - 18:00

Transporting to **Hainabaichuan City Club** in Century Park

18:00 – 20:00

**Banquet at Hainabaichuan City Club** in Century Park  
Keynote Speech by **Maoyuan Hu**, Chairman of the Board, Shanghai Automotive Industry Corporation (Group)  
Introduced by **Kouqing Li**, SNAI

## Wednesday, May 30, 2007 (Day 3)

All sessions on this day will be held at CEIBS.

08:30 – 10:15      **Paper Session 4: FDI and International Joint Ventures**  
   **Chair: Yuan Li**, Xi'an Jiaotong U.  
   **Location: A3-115**

Evaluating the choice between joint ventures and divestitures in FDI: Evidence from host country executives, **Tony W. Tong**, State U. of New York, **Jeffrey Reuer**, U. of North Carolina, **Beverly Tyler**, North Carolina State U. and **Shujun Zhang**, Sun Yat-Sen U.

How local firms compete with global rivals: The case of Chinese automakers. **Tieying Yu**, Boston College, **Albert A. Cannella**, Arizona State U., and **Marta Geletkanycz**, Boston College.

Parent intention and control mechanism: An empirical study of international joint ventures in China. **Dong Chen**, Loyola Marymount U., **Seung Ho Park**, SERI & CEIBS, **William Newburry**, Rutgers Business School.

Strategies for German automobile manufacturers facing new competitors from China. **Heike Proff**, Zeppelin U.

The dynamic strategies of MNCs in the sequential foreign direct investment in China: An evolutionary perspective. **Yi Zhang** and **Zhixue Liu**, Huazhong U. of Science and Technology.

10:15 – 10:45      **Coffee Break**

10:45 – 12:15      **Paper Session 5: Privatization and Political Strategies**  
   **Chair: Zongyi Zhang**, Chongqing U.  
   **Location: A3-115**

Competitive advantage sustainability in turbulent contexts: Seeking for organizational embeddedness in time and space. **Dong Bian** and **Joan E. Ricart**, IESE

Environmental and organizational influences on political strategies of Chinese private firms: A conceptual framework, **Jun Li**, U. of New Hampshire

Institutional transitions in China and SMEs' partner selection strategies. **Hong Zhu** and **Michael A. Hitt**, Texas A&M U.

Managerial ties, relational resources, and firm performance. **Shujun Zhang**, Sun Yat-sen U., **Xinchun Li**, Sun Yat-sen U. and **Xiaohua Su**, Jinan U.  
The interaction effect of institutional embeddedness on agency cost: Evidence from China. **Guochen Du**, Nankai U., and **Zhenyan Lu**, Peking U.

12:30 – 13:30 **Working Lunch**

13:30 – 15:00 **Paper Session 6: Technology innovation**  
**Chair: Xudong Gao**, Tsinghua U.  
**Location: A3-115**

Knowledge management and innovation strategy: The challenge for latecomers. **Jiatao Li** and **Rajiv K. Kozhikode**, Hong Kong U. of Science and Technology

Local firms' proprietary technology development: Follow the right sequence or do the right R&D, **Xudong Gao**, Tsinghua U.

R&D alliances and firm performance: Implications from Taiwan's ICT firms. **Kuo-Feng Huang**, National Cheng-Chi U.

Reciprocal learning and the co-evolution of innovation capabilities: Foreign firms' strategic alliances in China. **Simon Collinson**, **Bridgette Sullivan-Taylor**, and **Jung-li Wang**, U. of Warwick.

The effect of ownership structure on innovation strategies and firm performance in China's transition economy. **Erming Xu** and **Han Zhang**, Renmin U.

15:00 – 15:30 **Coffee Break**

15:30 – 17:00 **Concurrent Forum and Workshop**

**Executive Forum: Challenges and Issues in Strategic Management in China**  
**(Location: A3-104)**

Organizer: **Sam Park**, SERI/CEIBS  
Panelists: **Ming Zeng**, Yahoo China CEO, and **Dominic Barton**, McKinsey China CEO

**Workshop 3: Learning, Knowledge, and Innovation**  
**(Location: A3-105)**

Organizer: **Marjorie Lyles**, Indiana U.  
Panelists: **Jin Chen**, Zhejiang U.; **Chung Ming Lau**, Chinese U. of Hong Kong; **Haiyang Li**, Rice U.; **Marjorie Lyles**, Indiana U.; **Changhui Zhou**, Peking U.

This workshop will address some important issues related to learning, knowledge management, and innovation in emerging markets such as:

- Corporate entrepreneurship and innovation
- Bricolage, external ties, and new venture performance
- Product innovation in international joint ventures
- Power imbalance and knowledge transfer in international joint ventures

**End of the Program**