

The 10th Annual *China goes Global* conference will be held in Macerata, Italy, the birthplace of Matteo Ricci. We call for papers, panel presentations, book authors, and PhD students researching China's globalization to submit their work on our website. A significant part of the world's economy, trade, and investment, China has become a center of influence to geopolitics, world institutions, and the global economic health. We seek research on the internationalization of China from a multi-disciplinary perspectives, including political economy, business, sociology, and environmental studies. The conference attracts multinational attendees mostly from the academy, but also from government, international institutions, and the business sectors.

We invite papers to join the following Panel:

Microfounding the internationalization strategies of Chinese Multinational Enterprises: the role of individual characteristics of managers

Track Chairs:

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Theme of the Track:

The extant International Business (IB) literature has mainly studied the internationalization strategies of Chinese Multinational Enterprises (MNEs) using as unit of analysis the firm or the industry (e.g. Deng, 2009; Rui and Yip, 2008). By contrast, microfoundations and behavioral strategy highlight the role of individual characteristics of managers and TMT, and their role in influencing the firm performance and strategic decisions (Felin and Foss, 2005; Foss and Pedersen, 2014). The present call for papers aims at advancing our knowledge on the effect that managers' characteristics and their individualities have on the internationalization strategies and outcome of Chinese MNEs. In particular, we invite contributions offering new insights on how the microfoundations of Chinese firms' strategies can help us to better understand their strategies and performances in foreign countries.

Understanding the role of individual characteristics may be particularly relevant in the case of China, which has been involved in tremendous institutional and economics transformations exposing Chinese firms and their managers to the world economy. Chinese *open doors policy* has also favored the creation of a large number of US- or Western-educated Chinese scientists and businessmen that have formed economic, cultural and social bridges to their home country (Saxenian, 2002). The creation of Chinese transnational high-skilled communities across the world may affect the global strategies of Chinese firms aiming at entering foreign countries for strategic asset- or market-seeking motivations. Cultural or linguistic barriers between China and the host country may be overcome leveraging personal characteristics of the investing managers, which might be able to rely on individual educational or work experience to act as boundary spanners reducing the perceived and/or objective distances. Considering that Chinese firms traditionally suffer from latecomer disadvantages, and cannot leverage solid international reputation, they have been increasingly engaged in strategic-asset-seeking foreign direct investments in order to catch up with their counterparts originating from more advanced countries (Luo and Tung, 2007). Within this context, the impact of individual characteristics of managers leading the internationalization of Chinese firms, such as international experience, or personal networks, can represent critical means to reduce risks and uncertainty faced in foreign, and often distant, countries and maximize the likelihood of success of the Chinese firm abroad (Contractor, 2013).

Papers are invited to provide answers to the research questions (illustrative but not exhaustive) that are listed below:

- How do individuals (CEO, Top Management Team...) affect the internationalization strategies (e.g. location choice, entry mode etc.) of Chinese MNEs? What types of individual characteristics (e.g. education, labor experience, tenure, psychological traits etc.) are more prominent in determining the internationalization strategies of Chinese MNEs?
- To what extent are cross-border innovation strategies of Chinese MNEs microfounded? Are the R&D and patenting activity (in terms of quantity, quality etc.) of Chinese MNEs affected by the characteristics of managers or inventors?
- What are the differences between the individual characteristics affecting the internationalization strategies of Chinese MNEs and the individual characteristics affecting the internationalization strategies of other emerging or advanced MNEs? Are there differences across industries or types of firms (e.g. State Owned Enterprises, Public Companies...)?
- Do the characteristics of the managers of target companies matter in driving the internationalization strategies of Chinese MNEs undertaking cross border M&As? What is the role the relatedness (or distance) between the individual characteristics of the managers of the target company and the individual characteristics of the managers of Chinese MNEs? Should we revise our concepts and measures of distances (e.g. geographical, cultural etc.) shifting from a firm/country level to an individual level to assess the internationalization strategies of Chinese MNEs?

References

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Please submit your paper through our [online submission system](#) no later than **March 15, 2016**. Papers should follow the [author style](#) and referencing guide provided on the conference website. By submitting a paper, all authors also agree to review up to 3 papers, and at least one author agrees to attend the conference.

Submissions must be done online: <http://www.chinagoesglobal.org/conference/paper-submission/>

Important Dates:

Deadline for submission: March 15, 2016

Paper acceptance/rejection: May 1, 2016 - Revised paper submission: June 1, 2016