

Research Center for Multi-National Enterprises' Studies (RCMNEs)

1. Introduction

There is no doubt that, the multi-national Enterprises (MNEs) today have constituted a powerful force in the world economy that even a slight change in their international transactions and strategic arrangements could have a revolutionary impact on the world economy system. As a relatively new entrant, it is of particular significance for China to better understand the world, and the world to know more about China, which is the responsibility for us all and Chinese academia is well entitled to take the lead. That's the reason why the Research Center for Multi-National Enterprises' Studies (UIBE) came into being. Affiliated with the University of International Business and Economics, by virtue of the university's advances in research and openness, and founded on the base of free speech and open exchange, RCMNES (UIBE) aims at becoming a world's leading research center for MNE studies and commits to inspire all parts of the community and create the intellectual innovations that fuel the growth of both Chinese and the global economy.

2. Overview

Founded since 1987, and as a non-entity research institute, RCMNES (UIBE) provides a supportive framework for global teaching, outreach and research initiatives. By extensively absorbing students from all levels, including PHD, graduates, EMBA, IMBA, MBA, MPAcc into research and social practices, RCMNES (UIBE) makes efforts to inspire students to bear a global mind and cultivates a bunch of young talents. Meanwhile, RCMNES (UIBE) attracts numerous senior scholars and young faculties either at home or abroad. Among them, 13 people are full-time members, and both of the director and deputy director of RCMNES (UIBE), professor Libo Fan and professor Zijie Li respectively, have a strong record of academic publications and a rich experience of investigating in companies. By far, many of the nation's most forward thinking companies, relevant government bureaus, and other non-profit organizations turn to RCMNES (UIBE) for new ideas and solutions. Our research centers support teaching, research and development and provide a professional forum for exchange between faculty, students and the corporate community.

As a research center, RCMNES (UIBE) has made several contributions to the knowledge development on MNE studies, most of which focuses on the technology spillovers of MNEs, Chinese MNEs' 3L learning mechanism, the correlation between FDI and agglomeration, and the dynamic evolvement and technological learning mechanism of international joint venture,

etc. There are 11 papers published overseas in the SSCI journals, among which, 3 are A journals (SMJ、JIBS、Journal of Organizational Science). Besides that, there are over 70 papers published domestically in the CSSCI journals, among which, more than 10 papers are A or B-standard journals.

As an open platform, RCMNES (UIBE) has also proposed several important consulting reports to relevant government authorities. For instance, in 2010, “A report on the exports of China’s software (both in English and Chinese),” which is a project issued by China’s Ministry of Commerce, was done by RCMNES (UIBE), led by the director, professor Libo Fan. At the same year, “MNEs’ operating indexes of in China”, compiled by RCMNES (UIBE) with the cooperation of “China Entrepreneur Magazine”, was publicized. Recently, RCMNES (UIBE), whose academic reputation has been rising up steadily, has become one of the most influential platforms in China to study MNEs. Among a bunch of projects that RCMNES (UIBE) has accomplished, the most recent and essential ones are: (1) “The agglomerating effects driven by heterogeneity and multi-level embeddedness on firms’ competitive advantage”, funded by the National Science Foundation of China in 2010; (2) “A study of high-tech firms’ R&D decision-making process on the basis of the behavioral agent theory”, funded by the China’s Education Ministry in 2010; (3) “The performance effects of the dynamically-evolving power shifts within Sino-foreign joint ventures in the transitional economy”, supported by the Young scholar program of the National Science Foundation of China in 2009; (4) “The influence of foreign firms’ transformation in China after China’s entry into WTO and our countermeasures,” supported by the Major Program of the National Natural Science Foundation of China in 2006.

In addition, RCMNES (UIBE) manages several long-term and stable partnerships with top business schools, research institutes, and certain government bureaus around the world for academic exchanges and cooperation, including the University of California at Berkeley, the Fisher Business School of Ohio State University, London University, Taiwan University, the Chinese Academy of Social Sciences, Beijing University, and Foreign Trade Academy affiliated with China’s Ministry of Commerce, etc.

3. The Major research fields

The research center majorly focus on the established MNEs and MNEs from the emerging market, the fields cover as follow:

Competitive Strategy

This Interest Group focuses on questions concerning firms and their interactions within product and factor markets over time. For example, what are the dimensions and drivers of

business performance? How do businesses interact with one another and with their environment? What is the nature and effect of these interactions? What is competitive advantage? How can firms build and maintain a competitive advantage in a changing world? What role do resources and capabilities play in shaping firms and industries over time? How do groups and clusters of firms arise and what are their effects?

Corporate Strategy and Governance

This Interest Group focuses on questions concerning corporate strategy and governance. For example, which businesses should be included in a firm's portfolio? How should the resulting "family" be managed for coherence? How should the portfolio be restructured/diversified? How should the firm diversify – mergers and acquisitions versus organic growth? What are the roles of the corporate center and the board of directors in managing a firm's stakeholders and shareholders? How do they ensure a firm's ethical and socially responsive behavior? How does the market for corporate control function?

Global Strategy

This Interest Group focuses on international or global firms. It is explicitly concerned with the impact of evolving global, international, and regional cultural, social, economic, technological, environmental, and political forces on the development and content of organization forms and strategies. Other specific interests include comparative strategic and organizational studies, cross-border management of corporate or business strategy and operations, parent-subsidiary relationships, and foreign location entry strategies.

Strategy Process

The Interest Group focuses on the factors that govern the formation of strategies at the group, functional, business, corporate, and network levels of analysis. The area draws on diverse theories including intra-organizational evolution, bounded rationality, power/politics, organizational learning, socio-cognitive theory, organizational contingency theory, and others. Research streams encompass a broad range of phenomena, including strategic planning, strategic decision-making, strategy implementation, strategic change & renewal, consensus, politics and power in strategy-making, the role of organizational actors in strategy-making (e.g. CEO's, top management teams, boards of directors, middle-level and operational managers), and the development of comprehensive models of strategy formation.

Emerging research streams include: the micro-practices of strategy making, the development of strategic initiatives, idea generation and creativity in strategy, the role of chance events, capability development and the role of emotions in strategy. A major role of the strategy process research area is to act as an integrative mechanism in the wider strategic management domain for the dynamics of strategic elements over time.

Knowledge and Innovation

This Interest Group focuses on how managers can best leverage the knowledge base of their organizations in order to build competitive advantages for their firms. Some of the questions of interest to this group include: What is organizational knowledge? Where does it reside? How does organizational learning take place and how does it feed into knowledge? What is the link between learning and innovation? How is knowledge shared and transmitted within and among organizations? How can knowledge, learning, and innovation be managed better?

Entrepreneurship and Strategy

This Interest Group focuses on entrepreneurial behavior both in new ventures and established organizations. Its purpose is to help create useful knowledge on effective entrepreneurial strategies. Some of the important questions that it seeks to address include: How can we strengthen the theorizing on entrepreneurial activity? How does a focus on innovation and entrepreneurship differ from other theories on competitive advantage? What are the appropriate research methods for a scientific study of the entrepreneurial process? What is the role of strategy in a new venture firm and how does it differ from that in an established firm?

Strategic Human Capital

The Strategic Human Capital Interest Group promotes research addressing the role of human capital in firm performance. Scholarship that is interdisciplinary and/or considers human capital at multiple levels of analysis is especially welcomed. Examples of the types of questions included in this conceptual space are the following:

- How can firms purposefully create valuable firm-level human capital heterogeneity?
- What are the mechanisms that link human capital to firm-level outcomes?
- How do firms best manage the value appropriation challenges presented by “star” employees?
- To what extent can firms gain competitive advantage through “people?”
- Why and how do competitive interactions within labor markets (e.g., talent poaching) differ from competitive interactions in other strategic factor markets?
- How do management practices that enhance the strategic value of human capital diffuse?
- What factors explain differences in human capital productivity within industries?
- How does human capital emerge and interact with other forms of intellectual capital (e.g., social capital, organizational capital) to influence firm-level outcomes?

Stakeholder Strategy

The Stakeholder Strategy Interest Group promotes scholarship that embraces a multi-stakeholder perspective of firm strategy, its antecedents, its boundaries, roles, and values, and its diverse forms of impact and performance. We welcome work from a variety of

disciplines and national settings. If you are interested in this domain, regardless of your other interests, we welcome you to join with us as we attempt to answer questions such as the following:

- How do competitive, corporate, growth and innovation strategy decisions influence the effectiveness of stakeholder engagement and sustainability oriented strategies and practices?
- How do stakeholder engagement and sustainability oriented strategies and practices influence the effectiveness of competitive, corporate, growth and innovation strategies?
- How can firms attempting to satisfy a plurality of stakeholder interests compete and/or cooperate effectively with like-minded firms as well as with traditional competitors?
- Under what conditions might stakeholder-oriented firms outcompete traditional, shareholder oriented, ones?
- What are the strategic alternatives to coordinate the expectations and perceptions of a plurality of stakeholders to enhance their benefit while simultaneously creating firm value? How should top management teams think about developing, selecting and implementing them?
- What factors might explain the varying ability of management teams to fruitfully engage the firm's stakeholders to everyone's advantage and to change their firm's strategies, operations and culture to achieve economic, social and environmental sustainability?
- How do individuals and teams learn how to integrate principles of responsibility and of social, environmental and economic sustainability in their firms' operating and strategic processes?
- How do individuals and their shared values, emotions and cognitions influence firms' stakeholder orientation and engagement strategies, sustainability oriented change processes, and, ultimately, the firm's economic, social and environmental performance?

Cooperative Strategies

This new Interest Group focuses on issues related to cooperative strategies at the functional, business, corporate, group and network levels of analysis. We are interested in work that explores cooperative strategies within a sector of the economy (for example, among firms or among government agencies) and across sectors (for example, between firms and government agencies or between firms and non-profit organizations). Cooperative arrangements include inter-organizational alliances, joint ventures, federations, constellations, networks, vertical buyer-supplier relations, franchises, community service collaborations, public-private partnerships, corporate board interlocks, etc.) The purpose of this Interest Group is to help create useful knowledge on the antecedents and consequences of cooperative arrangements and effective cooperative strategies as well as on the processes that inhibit or facilitate the

emergence, evolution and termination of cooperative strategies.

Research streams encompass a broad range of phenomena, including relational mechanisms such as trust, knowledge sharing and conflict resolution; social interaction involving power relations, legitimization, and intervention; organizational perspectives such as relational capabilities, organizational routines, and cooperative governance structures; organizational outcomes such as social capital, learning, innovation, and financial performance; dynamics and evaluation with respect to processes such as formulating cooperative strategies, negotiating and transacting cooperative arrangements, implementing and managing cooperative strategies, and change and renewal of cooperative strategies.

If you are interested in this newly instituted domain, regardless of your other interests, you are welcome to join us as we attempt to answer questions, ones that are illustrative rather than exhaustive, such as the following:

- How do competitive, corporate, growth and innovation strategy decisions influence cooperative strategies?
- Under what conditions does reliance on cooperative strategies rather than organic growth or mergers and acquisitions increase the likelihood of success?
- What differences exist in the emergence, negotiation, management and termination of cooperative strategies involving dyads versus multi-party collaborations and networks?
- How do actors leverage relational, structural, and organizational attributes of networks to shape organizational behavior and outcomes of cooperative arrangements?
- What differences exist in the emergence, negotiation, management and termination of cooperative strategies involving organizations within one sector of an economy versus those involving organizations from differing sectors of an economy?
- What environmental factors shape decisions to rely on cooperative strategies?
- What environmental factors inhibit reliance on cooperative strategies?
- What roles do resources and capabilities play in decisions to rely on cooperative strategies?
- How do they contribute to the effective use of such strategies?
- Does the existence of industrial districts, clusters, or other agglomerations make it easier for organizations to engage in cooperative strategies?
- How should an organization with multiple manifestations of cooperative strategies organize their management?
- When and why is managing them as a portfolio effective?
- How should the portfolio be managed to ensure its coherence?
- What is the role of central governance in managing a portfolio of cooperative strategies?
- What is the role of social processes such as legitimation in the emergence and evolution of

organizational manifestations of cooperative strategies?

- How do firms establish the micro foundations of their cooperative governance arrangements (e.g., managerial incentives, cooperative routines, and functional capabilities)?
- What unique factors drive the emergence and implications of international cooperative strategies and cross-border cooperative arrangements such as alliance networks?
- How do cooperative strategies help develop industry standards, drive industry convergence, and shape the evolution of sectors of an economy?
- How do firms govern equity and non-equity cooperative arrangements?
- What is the role of the board of directors and other formal governance mechanisms or agreement provisions in managing cooperative strategies?

Strategic Best Practice

The Strategy Practice Interest Group unites both scholars interested in practice research and practitioners. The group views strategy as something that people do and not that organizations have. It focuses on the doing of strategy. It is interested in all the activities, methods and tools that are employed in the doing of strategy and how the ‘strategy work’ is linked to organizational outcomes and to the broader institutional and societal environment strategy practitioners operate in.

4. Organization and major Members

Director: Libo Fan

Professor of the Business School of University of International Business and Economics

Deputy director: Professor Zijie Li

Professor of the Business School of University of International Business and Economics

Core members (Alphabetical ordered) :

Donghong Li, Professor of School of Economic and Management, Tsinghua University

Kaiping Peng, Professor of School of Psychology, Tsinghua University

Zengxing Chen, Deputy Director of Beijing Municipal Bureau of Commerce

Weiping Huang, Professor of the School of Economics of Renmin University

Haijian Li, Professor of Institute of Industrial Economics of the Chinese Academy of Social Sciences

Guijun Lin, Professor of University of International Business and Economics

Oded Shenkar, Professor of Fisher Business School of Ohio State University

Changhong Pei, Professor of Institute of economics of finance and trade of the Chinese Academy of Social Sciences

Ronard Schemmn, Professor of Columbia Business School

Changqi Wu, Professor of Guanghua School of Management of Beijing University

Honglin Zhang, Professor of Department of Economics at Illinois State University

Xuan Zhou, professor, Professor of the Business School of University of International Business and Economics

Jianfeng, Wu, professor, Professor of the Business School of University of International Business and Economics

Xiaoyan, Zhou, Professor of the Business School of University of International Business and Economics

Yu Li, Associate professor, Professor of the Business School of University of International Business and Economics

Hao Wang, Associate professor, Professor of the Business School of University of International Business and Economics

Zhenning Yang, Associate professor, Professor of the Business School of University of International Business and Economics

5. Academic Cooperation & Activities

As an open academic center, RCMNES (UIBE), who has long strived to be a hub of information from different fields around the world, focuses its efforts on MNE studies, but never stopped on it and always goes beyond. Standing on the very front of the world economy and along with the time change, RCMNES (UIBE) continuously expands its vision, manages dozens of student or faculty exchange partnerships with top business schools around the world, supports language learning for students and coordinates the field study components among different economies to track and analyze the dynamics of MNEs. So far, more than 30 experts in and abroad have been consecutively invited to visit and exchange in RCMNES (UIBE). And a bunch of young scholars have also cultivated within RCMNES (UIBE), such as Zijie Li, Xuan Zhou, Jianfeng Wu, and Yu Li, etc.

As for going out, RCMNES (UIBE) has been consecutively sending out numerous professors and scholars to foreign universities for academic exchanges and cooperation, so as to enhance RCMNES (UIBE)'s international influence. For instance, in August of 2010, professor Zijie Li, Xuan Zhou and other 4 faculty visited to Dalian University of Technology and Hong Kong University of Science & Technology; in September of 2010, invited by Czech republic, professor Libo Fan attended "China Investment Forum" and delivered a keynote speech "The Chinese Enterprises Role and Strategic Choices Under the Globalization Context" at the conference.

As for introducing in, RCMNES (UIBE) attracts a lot of elites from various fields like politics,

business, and academics, and extensively absorbs numerous PHD and master students from a variety of top-level universities and colleges all over the world. Whenever a new issue or topic emerges, RCMNES (UIBE) can gather various experts, scholars, and other resources from all backgrounds together as a whole research team as soon as possible, so as to promptly provide feasible proposals or solutions for relevant parties' reference. So far, RCMNES (UIBE) has co-organized several research projects with a bunch of foreign research teams, for example: cooperating with the University of Adelaide in Australia to study on Chinese consumers' preference on grape wines; discussing with the Business School of London University and the Open University in UK on the issues of establishing MNEs' local R&D centers in China and the case studies of Sino-UK companies, etc.

Besides, RCMNES (UIBE) constantly hosts various lectures and seminars, regularly holding a serial of lectures on different themes and irregularly hosting or co-organizing international academic colloquiums with international partners. For instance, in June of 2010, the contemporarily famous psychologist and management scientists Geert Hofstede visited and exchanged ideas in RCMNES (UIBE); in October of 2010, ex-president of German SPD Kurt Beck visited RCMNES (UIBE), discussing the issues of the social market economy mode, labor relations, corporate social responsibility, and social welfare with RCMNES (UIBE)'s scholars and experts; in December of 2010, RCMNES (UIBE) invited professor Mingfang Li from California State University to discuss several problems in strategic management; two months after, professor Sali Li from the University of Wisconsin was also invited by RCMNES (UIBE) to give lectures and host seminars on strategic management; in June of 2011, RCMNES (UIBE) established a long-term cooperative relationship with professor Oded Shenkar from Fisher Business School of the Ohio State University; in December of 2011, associate Professor of National University of Singapore Zhaoli Song visited RCMNES (UIBE) to give lectures in job human resources; in October of 2013, RCMNES (UIBE) invited professor Marjorie A. Lyles from Indiana University to give lectures and host seminars on knowledge management of MNEs.