

**4<sup>TH</sup> COPENHAGEN CONFERENCE ON 'EMERGING MULTINATIONALS':  
OUTWARD INVESTMENT FROM EMERGING ECONOMIES**

**THURSDAY 9 OCTOBER**

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9:30-10:00 **Registration**, Copenhagen Business School, Porcelænshaven 26, 2000 Frederiksberg

10:00-10:15 **Welcome Address:** Peter Gammeltoft  
Room 408

10:15-11:45 **Plenary 1: Contemporary Issues of EMNCs**  
Chair: Peter Gammeltoft

Rosalie Tung: Challenges to OFDI from emerging markets: a human resource perspective

Alvaro Cuervo-Cazurra: EMNCs and research on networks

Peter Ping Li: International strategic entrepreneurship and EMNCs

11:45-12:00 **Coffee**

12:00-13:30 **Session 1A: Networks & Internationalization**      **Session 1B: Host Country Factors**  
Chair: Bersant Hobdari      Chair: Peter Ping Li  
Room 407      Room 408

Bent Petersen and Rene E. Seifert Jr:  
Strategic asset seeking by EMNEs: A matter of  
liabilities of foreignness – or outsidership?  
Discussant: Monica Semeniuk

Alicia Garcia Herrero and Sumedh Deorukhkar:  
What explains India's surge in outward direct  
investment?  
Discussant: Ilan Alon

Peter Hertenstein, Dylan Sutherland and John  
Anderson: The internationalization process  
model, business networks and home country  
effects: exploring the relationship between  
inward and outward FDI in China's auto  
components industry  
Discussant: Gianluigi Giorgioni

Alessia Amighini, C. Cozza and Roberta  
Rabellotti: Europe as a diversification strategy for  
Chinese and Indian Business Groups: Evidence  
from firm-level data.  
Discussant: Alvaro Cuervo-Cazurra

Mukundhan Kidambi Vijayaraghavan and M.K.  
Nandakumar: Imitation in FDI-Based entry: the  
case of emerging market firms entering  
international markets  
Discussant: Arijit Sikdar

Ben Simons and Brent Burmester: Chinese OFDI  
Sensitivity to Host Nation Human Rights  
Repression: a Comparative Analysis  
Discussant: Margarete Bowien

13:30-14:30 **Lunch**

14:30-16:30 **Session 2A: Innovation & Knowledge Flows**      **Session 2B: Macroeconomic Trends**  
Chair: Saul Estrin      Chair: Ilan Alon  
Room 407      Room 408

Peter Ping Li: Entrepreneurial leapfrogging in the  
context of international strategic  
entrepreneurship  
Discussant: Ming Hua Li

Gianluigi Giorgioni: OFDI from China: A  
deliberately macro re-evaluation  
Discussant: Ajeet N. Mathur

Xiaolan Fu, Jun Hou, and Xiaohui Liu:  
Unpacking the relationship between OFDI and  
innovation performance: the moderating effect of  
contextual factors  
Discussant: Vittoria Giada Scalera

Ronald Concer and Pedro Grunauer Kassab:  
The macroeconomic determinants of outward  
foreign direct investment: evidences from Brazil  
Discussant: Peter Hertenstein

Hui Tan and Qi Ai: Intra-Firm Knowledge  
Transfer in the Outward M&A of EMNCs:  
Evidence from Chinese Manufacturing Firms  
Discussant: Ionara Da Costa

16:30-17:00 **Coffee**

17:00-18:30 **Session 3A: Internationalization Process**

Chair: Monica Semeniuk  
Room 407

Arijit Sikdar: What Drives Internationalization of Emerging Country Multinationals (EMNCs): Towards a Conceptual Framework  
Discussant: Saul Estrin

Ajeet N. Mathur: Foreign investments as Nectar or Poison? Insights from Indian investments in Finland  
Discussant: Bent Petersen

Margarete Bowien and Luis Vives: Leverage or develop? How emerging market multinationals manage their business model in their internationalization processes  
Discussant: Qi Ai

**Session 3B: Chinese SOEs**

Chair: Alicia Garcia Herrero  
Room 408

Ilan Alon, Aleh Cherp, Guy C.K. Leung and Timothy J. Simpson: Outward Foreign Direct Investment by Chinese National Oil Companies  
Discussant: JT Li

Ming Hua Li, Lin Cui and Jiangyong Lu: Corporate Ownership Reform and Foreign Market Entry of Emerging Market Firms: An Institutional Competitive Advantage Perspective  
Discussant: Arianna Martinelli

Guangyan Liu and Manuel Hensmans: Why do Chinese EMNEs establish affiliates in Belgium?  
Discussant: Ni Gao

18:30-19:00 **Walk to the restaurant**

19:00-21:00 **Dinner**

Belis Bar, Smallegade 1, 2000 Frederiksberg

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## FRIDAY 10 OCTOBER

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9:00-9:30 **Arrival/Coffee**

9:30-10:30 **Plenary 2**

Chair: Bersant Hobdari  
Room 408

Rajneesh Narula: Underlying economic structure issues and the developing country MNE

Sanjay Peters: Global infrastructure as an asset class and long term sustainable investments

Michael Carney: Can institutional capabilities be transferred across borders?

10:30-10:45 **Coffee**

10:45-12:15 **Session 4A: Home Country Effects**

Chair: Michael Carney  
Room 407

Rajneesh Narula and Tiju Prasad Kodyat: How home country weaknesses can constrain further EMNE growth: extrapolating from the example of India  
Discussant: Elisia Giuliani

Saul Estrin, Bo Bernhard Nielsen and Sabina Nielsen: Emerging market multinational companies and internationalization: The role of contextual conditions  
Discussant: Mukundhan K. Vijayaraghavan

Lucia Piscitello and Vittoria Giada Scalera: A comparative analysis of Chinese and Indian MNEs' knowledge-intensive acquisitions in Europe: The impact of institutional distance and host-country experience on ownership choices  
Discussant: Jun Hou

**Session 4B: HRM Issues**

Chair: JT Li  
Room 408

Keyan Lai and Glenn Morgan: Exploring home country effects on international human resources management: A case study of social relationships in European subsidiaries of Chinese multinationals  
Discussant: Alicia Garcia Herrero

Monica Semeniuk: Factors Influencing Willingness to Work for Foreign Firms  
Discussant: Peter Ping Li

Ni Gao: Chinese direct investment in Europe-case in France (Motivation and Human Resource Management)  
Discussant: Francesca Spigarelli

12:15-13:15 **Lunch**

13:15-14:45 **Session 5A: Legitimacy & Institutions**

Chair: Alvaro Cuervo-Cazurra  
Room 407

Zhenzhen Xie and Jiatao Li: The “Compatriot community” effect in cross-border acquisitions: gaining legitimacy for majority control  
Discussant: Glenn Morgan

Davide Fiaschi, Elisa Giuliani and Federica Nieri: BRIC Companies Seeking Legitimacy through Corporate Social Responsibility  
Discussant: Brent Burmester

**Session 5B: Innovation & Knowledge Flows**

Chair: Rajneesh Narula  
Room 408

Elisa Giuliani, Arianna Martinelli and Roberta Rabelotti: Is Co-Invention an Opportunity for Technological Catch Up? A Study on the Collaboration between Firms from Emerging countries and EU inventors  
Discussant: Guangyan Liu

Ionara Da Costa: Multilatinas’s Mergers and Acquisitions: what and where the ocelots are hunting?  
Discussant: Ronald Concer

Ping Lv and Francesca Spigarelli: The impact of environmental and institutional factors on Chinese green investment in Europe: Home and host country effect  
Discussant: Alessia Amighini

14:45-15:00 **Coffee**

15:00-17:00 **Plenary 3: EMNCs in Practice**

Chair: Bent Petersen  
Room 408

Tata Consultancy Services Denmark - Mr. Mark Jørgensen, Director

Tech Mahindra Denmark - Mr. Michael Jonesen, Head of Sales

Huawei Technologies - Mr. Tang Wei, VP Delivery Management, Nordic & Central Eastern Europe

Envision Energy Denmark - Mr. Anders Rebsdorf, Director

Prof. Inge Ivarsson on Volvo/Geely - University of Gothenburg

Commentator: Mr. Han Xiaodong - Economic Counsellor, Chinese Embassy in Denmark

17:00-17:30 **Coffee**

17:30-18:15 **Roundtable: Summing Up and Looking Forward**

Room 408

TBA

19:00-21:00 **Dinner**

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