

Erasmus University Rotterdam, the Netherlands
CSC PhD 2021 Project Description

School/Department:	Rotterdam School of Management, Erasmus University
Project Title:	Knowledge Transfer for Sustainable Business in China
Abstract:	<p>Incoming foreign direct investment (FDI) from developed economies has majorly contributed to the economic expansion of emerging markets such as China. Recently, multinational companies (MNCs) originating from China have expanded their foreign investments to Europe. While research has shed light on the motives and modes of outward FDI by Chinese MNCs, we know little about the micro-processes of such endeavors. In particular, we lack granular insights into knowledge transfers taking place within MNCs from emerging markets such as China investing in developed markets in Europe. External influences (such as host country institutions) and internal factors (including (ownership) structure) are likely to affect knowledge transfers. Since intra-MNC knowledge transfers are considered a major source of their competitive advantage, a closer understanding of such transfers in the context of outward FDI by Chinese MNCs would be valuable. Therefore, the aim of this project is to unearth and detail the processes and consequences of the intra-MNC transfer of knowledge across markets, in particular, between (subsidiaries in) Europe and (headquarters and subsidiaries in) China.</p> <p>The project will focus on knowledge transfer around environmentally and socially sustainable business practices. This research is relevant, because sustainable development is widely considered a necessity in both Europe, with a strong tradition in environmentally and socially proactive business practices, and in China, with a more limited legacy but high contemporary prioritization of such practices. Furthermore, while the given view in the international business literature suggests that Chinese MNCs expand to Europe so as to acquire ‘missing’ capabilities, the rapid development of Chinese MNCs may challenge</p>

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	<p>this idea. For instance, Chinese MNCs acquired European firms to appropriate know-how in renewable energy technologies, but have now become technological leaders in this field. And subsidiary co-specialization may give rise to reciprocal knowledge exchanges. Therefore, knowledge may be transferred either way. We ignore, though, if transferred knowledge is applied wholesale by the recipient unit, selectively adopted, substantively adjusted, or merged with extant practices. The project's central research question is: How do knowledge transfer processes between European and Chinese units affect the socio-environmental business practices of Chinese MNCs?</p>
Requirements of candidate:	<p>Background: A solid background in management, international business, sociology, or economics (preferably in combination). Candidates with a background in environmental studies may also be considered.</p> <p>Master degree: Completed, preferably cum laude, preferably from a top school IELTS Grade: 7.5 or higher GMAT (if applicable): 700 or higher Other: Strong and demonstrable interest in pursuing a scientific career after completing the PhD degree.</p>
Supervisor information:	<p>Prof. Dr. Pursey Heugens Web: www.rsm.nl/pheugens Email: pheugens@rsm.nl</p> <p>Selected publications:</p> <p>Kroezen, J.J. & Heugens (2019). What is dead may never die: Institutional regeneration through logic reemergence in Dutch beer brewing. <i>Administrative Science Quarterly</i>, 64: 976-1019.</p> <p>Wang, R., Wijen, F., & Heugens, P.P.M.A.R. (2018). Government's green grip: Multifaceted state influence on corporate environmental actions in China. <i>Strategic Management Journal</i>, 39: 403-428.</p> <p>Drees, J.M. & Heugens, P.P.M.A.R. (2013). Synthesizing and extending resource dependence theory: A meta-analysis. <i>Journal of Management</i>,</p>

	<p>39 (6), 1666-1698.</p> <p>Essen, M. van, Oosterhout, J. van & Heugens, P.P.M.A.R. (2013). Competition and cooperation in corporate governance: The effects of labor institutions on blockholder effectiveness in 23 European countries. <i>Organization Science</i>, 24 (2), 530-551.</p> <p>Carney, M., Gedajlovic, E.R., Heugens, P.P.M.A.R., Essen, M. van & Oosterhout, J. van (2011). Business group affiliation, performance, context, and strategy: A meta-analysis. <i>Academy of Management Journal</i>, 54 (3), 437-460.</p> <p>Heugens, P.P.M.A.R. & Lander, M.W. (2009). Structure! Agency! (And Other Quarrels): Meta-Analyzing Institutional Theories of Organization. <i>Academy of Management Journal</i>, 52 (1), 61-85.</p> <p>Dr. Frank Wijen Web: www.rsm.nl/fwijen Email: fwijen@rsm.nl</p> <p>Selected publications:</p> <p>Wang, R., Wijen, F., & Heugens, P.P.M.A.R. (2018). Government's green grip: Multifaceted state influence on corporate environmental actions in China. <i>Strategic Management Journal</i>, 39: 403-428.</p> <p>Wang, R. & Wijen, F.H. (2015). Responding to complexity within a state logic: Environmental responsibility reporting in China; Best Paper Proceedings. In <i>Academy of Management. Annual Meeting Proceedings</i>. Vancouver, Canada.</p> <p>Wijen, F.H. (2014). Means versus ends in opaque institutional fields: Trading off compliance and achievement in sustainability standard adoption. <i>Academy of Management Review</i>, 39 (3), 302-323.</p> <p>Ansari, S.M., Wijen, F.H. & Gray, B. (2013). Constructing a climate change logic: An institutional perspective on the "Tragedy of the commons". <i>Organization Science</i>, 24 (4), 1014-1040.</p> <p>Wijen, F.H., Zoeteman, K., Pieters, J. & Seters, P. van (Eds.). (2012). A</p>
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Erasmus University Rotterdam, the Netherlands
CSC PhD 2021 Project Description

	<p><i>Handbook of Globalisation and Environmental Policy, Second Edition: National Government Interventions in a Global Arena.</i> Cheltenham: Edward Elgar.</p> <p>Wijen, Frank & Van Tulder, R. (2011). Integrating environmental and international strategies in a world of regulatory turbulence. <i>California Management Review</i>, 53 (4), 23-46.</p>
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Table -1

Admission office	IELTS: 7.0 (min. 6.0 for all subs.)	TOEFL: 100 (min. 20 for all subs.)	-
Admission office English-speaking countries and NL	Not required for Master student	Not required for Master student	-
RSM	IELTS: 7.5	TOEFL: 100 (internet) or 600 (paper)	GMAT-test or GRE-test: 85%
ESE	IELTS: 7.5 (min. 6.0 for all subs.)	TOEFL: 100 (min. 20 for all subs.)	GMAT: 680 or GRE-test: top 15%