

# Centre for Asian Business and Economics

## CABE RESEARCH SEMINAR SERIES

**PRESENTER** Professor Fang Lee Cooke (Monash University)

**TOPIC** Between State Coordination and Market Competition at the Global Stage?: Evolution and Change in the China Railway Rolling Stock Corporation's Internationalization Strategy

**DATE** Tuesday 23 August 2022

**TIME** 11.00am-12.00pm

**VENUE** Room 10.013, Level 10, The Spot Building, 198 Berkeley St, Carlton  
Zoom: <https://unimelb.zoom.us/j/87457003708?pwd=UnJjcTBNdktkVFRuSVpVTKg3RzBnQT09&from=addon> (ID: 874 5700 3708, PW: 750147)



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### ABSTRACT

This study explores the evolution of a Chinese state-owned railways enterprise in navigating between the spheres of state and market within at home and abroad. Based on extensive interviews with managers, it challenges the view that statism is always about coordination and markets about competition. Rather, it provides insights into how parent-owner and host country states may intervene to promote greater competition, interposing this with renewed efforts at market mediation and coordination, through exploring how this story unfolds at a micro level in delivering rail services around the world. Within the sphere of markets, a state-owned enterprise may simultaneously pursue strategies towards greater competitiveness on the basis of cost and technological capabilities, and coordination through the acquisition of a principal competitor and joint ventures, as well as through drawing on home country diplomatic leverage. In this dynamic process, managers play a moderating role, in accelerating or ameliorating pressures in a certain direction. Our in-depth qualitative study makes unique contribution to understanding the evolution of the Chinese state-owned railway industry in their internationalization process through a historical lens and the role of state policy in this evolution process.

### BIO

Fang Lee Cooke is Distinguished Professor at Monash Business School, Monash University, Australia. She is also a Fellow of the Academy of the Social Sciences in Australia. Previously, she was a full professor (since 2005) at Manchester Business School, University of Manchester, UK, and RMIT University (2010-2011). Fang's research interests are in the areas of strategic HRM, knowledge management and innovation, outsourcing, international HRM, diversity and inclusion management, employment relations, migrant studies, HRM in the healthcare sector, digitalization and implications for employment and HRM; climate change, energy transition and the future of work; sustainable development goals and the role of multinational firms. Fang Lee Cooke's recent research projects examine some of the tensions, challenges and implications associated with these topics for various key stakeholders such as the state, employers' associations, trade unions, workers, and labour non-government organizations. Fang is the recipient of the Dean's Award for PRME Research Excellence (2018) and the Dean's Award for Research Excellence (2011), Faculty of Business and Economics, Monash University, Australia. She was also a DAAD (German Academic Exchange Scheme) Visiting Professor, Georg-August-Universität Goettingen, Germany (2016).

