

Hao Ma
Curriculum Vitae

Beijing International MBA (BiMBA)
National School of Development
Peking University

Beijing 100871, China
Tel: 86-10-6275-6573
hma@nsd.pku.edu.cn

EDUCATION

Ph. D. in Strategic Management
The University of Texas at Austin, USA, 1989-1994

Dissertation Title: Effects of Spheres of Influence and Firm Resources and Capabilities on the Intensity of Rivalry in Multiple Market Competition

Dissertation Committee: David B. Jemison (Chair), Reuben R. McDaniel, Jr.
Timothy W. Ruefli, Brian R. Golden, and Jay B. Barney (Texas A&M University)

Diploma of Graduate Study in Economics and Management
Yellow River University, China, 1987-1989

Bachelor of Engineering in Management
Beijing Institute of Technology, China, 1983-1987

ACADEMIC EMPLOYMENT

Peking University, Beijing, China

Professor of Management (Tenured upon hiring)	2004-Present
National School of Development (Successor of CCER)	2008-Present
China Center for Economic Research (CCER)	2004-2008
Director of Academic Committee, BiMBA	2007-Present
Director of EMBA Program, BiMBA	2004-2007
Adjunct Professor of Management, BiMBA	2002-2003
Visiting Scholar at Guanghua School of Management	2002 Spring

Nagoya University of Commerce and Business, Nagoya, Japan

Professor of Management	2010-2011
Graduate School	

University of Illinois at Springfield, Springfield, IL, USA

Professor of Management (Tenured at 2008)	2005-2010
Department of Management	
College of Business and Management	

Bryant College, Rhode Island, USA	
Associate Professor of Management (with tenure)	2000-2005
Assistant Professor of Management	1994-2000
Hong Kong University of Science and Technology, Hong Kong, China	
Visiting Scholar, Department of Management of Organization, School of Business	2001-2002
China Europe International Business School, Shanghai, China	
Visiting Scholar, MBA Program	2002 Spring
The University of Texas at Austin, Austin, Texas, USA	
Assistant Instructor, Department of Management	1992-1994
Teaching Assistant, Department of Management	1989-1991
Yellow River University, Zhengzhou, China	
Instructor, Department of Economic Management and Foreign Trade	1989 Spring

ACADEMIC HONORS AND AWARDS

Hexun Business and Financial Information Service Co.	
Hexun Award for Best Management Publications in China 2015	
Peking University	
Zhengda Teaching Award, 2009	
University of Illinois at Springfield	
Nominated for University Scholar Award, 2006, 2007	
Bryant College	
Merit Award, 1999, 2002, 2004	
Summer Research Stipend Awards, 1995, 1999, 2000, 2003	
Instructional Development Awards, 1997, 1998	
Hong Kong University of Science and Technology	
Dean's Citation for Teaching Excellence, School of Management, Fall 2001	
Eastern Academy of Management, USA	
Finalist of Outstanding Empirical Paper Award, 2001	
Winner of Outstanding Conceptual Paper Award, 2000	
Winner of Outstanding Conceptual Paper Award, 1999	

American Society for Competitiveness, USA

Winner of Best Theoretical Paper Award, 1999

Winner of Outstanding Paper Award, 1998

Academy of Management, USA

Invited Participant of the Doctoral Consortium,

Business Policy and Strategy Division, 1993

The University of Texas at Austin, USA

Nominated for the Fred Moore Teaching Award for Assistant Instructors,
College of Business Administration, 1993, 1994

Professional Development Awards, Graduate School, 1992, 1993

Yellow River University, China

The First Place Teaching Award (Branch Campus), 1989

Student with the Best Academic Achievement in the 1989 Class

Beijing Institute of Technology, China

Excellent Student's Award, 1987

RESEARCH INTERESTS

The study of global business competition and innovation drawing on the intersection of Strategic Management, International Business/Management, and Entrepreneurship fields, with a clear bent toward the social, political, and behavioral perspective.

Entry and Exit Strategies of Both Entrepreneurial Firms and Established Corporations

Multiple Market Competition in both the Product and Resource Factor Markets

Premiums and Liabilities of Foreignness in Global Competition

Strategy as Coping and Improvising

Mechanisms and Paths of Innovation

The Duality and Illusion of Leadership

TEACHING INTERESTS

Strategic Management Issues and Perspectives

Strategic Decision Making in Complex Organization

Innovation Management

International Management

Entrepreneurship

Competition and Cooperation

Leadership and Power

PUBLICATIONS IN CHINESE (See Page 15)

Since 2004, I have published 12 books and over 100 articles in Chinese journals and newspapers on a broad range of topics related to the practice and study of management. These Chinese publications are listed in detail at the end of this vitae starting from Page 15.

BOOKS IN ENGLISH

Ma, H. and Liao, J. (Under Contract, In Progress). *Competitive Actions: A Typological Approach*. London: Routledge.

Ma, H., Lin, S, and Liang, N. 2011. *Political Strategies of Private Chinese Firms*. London: Routledge.

Ma, H. 2004/2006. *Competitive Advantage: Anatomy and Constellation*. (2006, Revised Edition). Beijing: Peking University Press.

REFEREED JOURNAL PUBLICATIONS IN ENGLISH

Ma, H., Liu, Q. T. and Karri, R. 2016. (Forthcoming). Internal Corporate Venturing: Intrapreneur, Institution, Initiative. *Organizational Dynamics*, 45: XX-XX.

Ma, H., Lu, X. and Xie, X. 2014. Corporate Exit as a Deliberate Strategy for Incumbent Firms. *Organizational Dynamics*, 43: 266-273.

Liao, J., Kickul, J. R. and Ma, H. 2009. Organizational Dynamic Capability and Innovation: An Empirical Examination of Internet Firms. *Journal of Small Business Management*, 26: 119-139.

Zhang, J. and Ma, H. 2009. Determinants of Professionalization of Management in Private Chinese Firms. *Asia Pacific Journal of Management*, 47, 3-263-286.

Ma, H. and Karri, R. 2009. Impact of Firm Performance on Changes in Strategic Resource Allocation Decisions. *Journal of Business and Management*, 15, 2: 171-185.

Ma, H. and Tan, J. J. 2006. Key Components and Implications of Entrepreneurship: A 4-P Framework. *Journal of Business Venturing*, 21, 4: 704-725.

Ma, H. and Karri, R. 2005. Leaders Be Aware: Some Sure Ways to Lose Your Competitive Advantage. *Organizational Dynamics*, 34, 1:63-76.

Ma, H. 2004. Toward Global Competitive Advantage: Creation, Competition, Cooperation, and Co-option. *Management Decision*, 42, 7: 907-924.

- Ma, H., Karri, R. & Chittipeddi, K. 2004. The Paradox of Managerial Tyranny. *Business Horizons*, 47, 4: 33-40.
- Golden B. R. and Ma, H. 2003. Mutual Forbearance: The Role of Intra-Firm Integration and Rewards. *Academy of Management Review*, 28, 3: 479-493.
- Ma, H. 2003. To Win without Fighting: An Integrative Framework. *Management Decision*, 41, 1: 72-84.
- Ma, H. 2002. Competitive Advantage: What's Luck Got to Do with it? *Management Decision*, 40, 6: 525-536.
- Ma, H. 2001. Multimarket Competition among Multinational Corporations: Strategies and Implications. *Global Focus: An International Journal of Business, Economics, and Social Policy*, 13, 1:105-116.
- Ma, H. 2000. Toward an Advantage Based View of the Firm. *Advances in Competitiveness Research*, 8, 1: 34-59.
- Ma, H. 2000. Competitive Advantage and Firm Performance. *Competitiveness Review*, 10, 2: 15-32.
- Ma, H. 2000. Of Competitive Advantage: Kinetic and Positional. *Business Horizons*, 43, 1: 53-64.
- Ma, H. 1999. Anatomy of Competitive Advantage: A SELECT Framework. *Management Decision*, 37, 9: 709-718.
- Ma, H. 1999. Constellation of Competitive Advantage: Components and Dynamics. *Management Decision*, 37, 4: 348-355.
- Ma, H. 1999. Creation and Preemption for Competitive Advantage. *Management Decision*, 37, 3: 259-266.
- Ma, H. 1999. Determinants of Strategic Options in Multinational Market Competition. *Journal of International Management*, 5, 2: 93-113.
- Ma, H. 1998. Mutual Forbearance in International Business. *Journal of International Management*, 4, 2:129-147.

PUBLICATIONS IN REFEREED RESEARCH ANNUALS AND PROCEEDINGS

- Ma, Hao and Karri, R. 2006. Where is Competitive Advantage and Who Benefits from It? *Proceedings of the Western Academy of Management Annual Meetings*.

Ma, Hao. 2004. Global Competitive Advantage: Creation, Competition, Cooperation, and Co-option. *Proceedings of the Eastern Academy of Management Annual Meetings*.

Ma, Hao and Karri, R. 2004. Understanding Destruction of Competitive Advantage. *Proceedings of the Eastern Academy of Management Annual Meetings*.

Ma, H. 2002. On The Rising Of Competitive Advantage: Luck Vs. Proactiveness. *Proceedings of the Eastern Academy of Management Annual Meetings*.

Ma, H. 2002. On The Multiple Facets of Entrepreneurship: An Eclectic Account. *Proceedings of the Eastern Academy of Management Annual Meetings*.

Ma, H. 2001. The stability of multiproduct oligopoly: A dual market approach. *Proceedings of the Eastern Academy of Management Annual Meetings*. **Finalist of the Outstanding Empirical Paper Award.**

Ma, H. 2001. Multiple Point Competition and Strategy Research: Linkages and Prospect. *Proceedings of the Eastern Academy of Management Annual Meetings*.

Ma, H. 2000. Causes of Competitive Advantage: A Comprehensive Assessment. *Proceedings of the Eastern Academy of Management Annual Meetings*. **Winner of the Outstanding Conceptual Paper Award.**

Ma, H. 2000. Industry Positions and Resource Endowment: Effects on Firm Performance. *Proceedings of the Eastern Academy of Management Annual Meetings*.

Ma, H. 1999. Competitive Advantage as a Theoretical Construct: A Conceptual Assessment. *Global Competitiveness: Annual Research of American Society for Competitiveness*: 1-8.

Ma, H. 1999. Types of Competition, Competitive Advantage, and Theories of Strategy: A Multilevel Theoretical Synthesis. *Proceedings of the Eastern Academy of Management Annual meetings*: 99-102. **Winner of the Outstanding Conceptual Paper Award.**

Ma, H. 1998. To Win Without Fighting: Leaders and Challengers. *Annual Research Volume of the American Society for Competitiveness*: 278-286. **Winner of Outstanding Paper Award.**

Ma, H. 1998. Multiple Market Competition: An International Management Perspective. *Proceedings of the Eastern Academy of Management*: 161-164.

Ma, H. 1998. Of Competitive Advantage: Positional and Dynamic. *Proceedings of the Association of Management and International Association of Management (Business Division)*, 16, No.1: 51-57.

Ma, H. 1997. The Paradox of Sustainable Competitive Advantage. *Proceedings of the Association of Management and International Association of Management (Management Function and Application Division)*, 15, No. 2: 43-48.

Ma, H. 1997. Firm Advantage: Anatomy and Constellation. *Proceedings of the Association of Management and International Association of Management (Management Function and Application Division)*, 15, No. 2: 91-96.

Ma, H. 1997. Sun Zi and Modern Strategic Management. *World Management Forum (Special Issue), Proceedings of the International Federation of Scholarly Association of Management (IFSAM) Conference*, 267-268.

Chittipeddi, K. and Ma, H. 1997. A Performance Based Framework of Managerial Tyranny. *Proceedings of the Association of Management and International Association of Management (Leadership and Leaders Division)*, 15, No.1: 6-10.

REFEREED CONFERENCE PRESENTATIONS (Not Published in Proceedings)

Wang, M. and Ma, H. 2016. Partner Similarities and VC Syndication. *Paper Submitted to the Entrepreneurship Division of Academy of Management Annual Meetings*. Anaheim, CA.

Lin, S., Ma, H. and Liang, N. 2010. *Corporate Political Strategies by Private Chinese Business Firms: A Typological Approach*. Paper presented at 2010 Academy of Management Annual Meetings.

Liao, J., Kickul, J. R. and Ma, H. 2008. Organizational Dynamic Capability and Innovation: An Empirical Examination of Internet Firms. Paper presented at *Journal of Small Business Management 2008 Special Issue Conference*, Orlando, FL.

Ma, H. 2005. *Of Competitive Advantage: Locale and Appropriability*. Paper presented at the Academy of Management Annual Meetings (Business Policy and Strategy Division)

Ma, H. and Karri, R. 2004. *Changes in Strategic Decisions about Resource Allocation: The Effect of Firm Performance*. Paper presented at the 2004 Academy of Management Annual Meetings (Business Policy and Strategy Division).

Ma, H. and Tan, J. J. 2004. *Toward A Process-Based Model of Entrepreneurship: Key Components and Implications*. Paper accepted for presentation at the 2004 Academy of Management Annual Meetings (Entrepreneurship Division).

Ma, H. 1999. *Toward a Framework of Competitive Advantage*. Paper presented at the Tenth Annual Conference of the American Society for Competitiveness. **Winner of The Best Theoretical Paper Award**

Ma, H. 1999. *Competitive Rivalry in Multinational Markets: Strategic Options and Their Determinants*. Paper presented at the 1999 Academy of Management Annual Meetings (International Management Division).

Ma, H. 1998. *Competitive Advantage: What Cause It and What Destroy It*. Paper presented at the 1998 Academy of Management Annual Meetings (Business Policy and Strategy Division).

Ma, H. 1997. *Constellation of Advantages and Persistent Superior Performance*. Paper presented at the 1997 Academy of Management Annual Meetings (Business Policy and Strategy Division).

Ma, H. 1997. *Multiple Point Competition: A Strategic Management Perspective*. Paper Presented at the 1997 Academy of Management Annual Meetings (Business Policy and Strategy Division).

Powell, T. C. and Ma, H. 1996. *Organizational Resilience: Extraordinary Performance in Hostile Environments*. Paper presented at the 16th Strategic Management Society Conference at Phoenix, Arizona.

Golden, B. and Ma, H. 1995. *The Role of Intra-Firm Integration and Rewards in the Implementation of Multiple Point Competitive Strategies*. Paper presented at the 1995 Academy of Management Annual Meetings (Business Policy and Strategy Division).

Ma, H. 1994. *Multiple Market Contact and Local Market Rivalry Among Diversified Firms: A Corporate Strategy Perspective*. Paper Presented at the 1994 Academy of Management Annual Meetings (Business Policy and Strategy Division).

Ma, H. and Jemison, D. B. 1994. *Effects of Spheres of Influence and Differentials in Firm Resources and Capabilities on the Intensity of Rivalry in Multi-Market Competition*. Paper Presented at the 1994 Academy of Management Annual Meetings (Business Policy and Strategy Division).

Ma, H. 1993. *The Effect of Firm Performance on Changes in Strategic Decisions About Resource Allocation*. Paper Presented at the 1993 Academy of Management Annual Meetings (Business Policy & Strategy Division).

Ma, H. 1993. *The Curvilinear Relationship between Risk and Diversification Strategy: A Critical Review of Methods and Some New Evidence*. Paper Presented at the 1993 Academy of Management Annual Meetings (Business Policy & Strategy Division).

Ma, H. and Golden, B. R. 1992. *Product/Market Positions, Resource Endowments, and Firm Performance: A Theoretical Integration*. Paper Presented at the 1992 Academy of Management Annual Meetings (Business Policy & Strategy Division).

WORKS IN PROGRESS

Ma, H. Juxtaposing Imitation and Substitution Strategies. Manuscript under preparation for submission to *Academy of Management Review*.

Ma, H. Multiple Market Competition in the Resource Markets. Manuscript under preparation for submission to *Strategic Management Journal*.

Ma, H. Multimarket Competition among Chinese Firms. Manuscript under preparation for submission to *Journal of International Business Studies*.

Karri R. and Ma, H. International Entrepreneurship: Institutional Constraints, Social Issues, and Ethical Concerns. Manuscript under preparation for submission to *Journal of Business Venturing*.

TEACHING EXPERIENCE

Peking University

Strategic Management (Doctoral, CCER/NSD)
Global Policy and Strategy (BiMBA: MBA and EMBA)
Entrepreneurship: Growing the Firm (BiMBA:MBA)
Innovation Management (BiMBA: MBA)
Decision Making in Complex Organizations (BiMBA: MBA and EMBA Elective).
Microeconomic Foundations of Competitiveness (BiMBA: MBA Elective)
Fundamentals of Management (Guanghua School of Management: MBA)

University of Illinois at Springfield

Strategic Management (MBA Capstone)
Decision Making (MBA Elective)
Business Strategy and Leadership (Undergraduate Capstone)
Entrepreneurship (Undergraduate Elective)
International Management (Undergraduate Elective)

Bryant College

Strategic Management (MBA Capstone; Undergraduate Capstone).
Business Policy and Strategy (Capstone of Undergraduate Honors Program).
Decision Making: Theory, Technique, and Perspective (MBA Elective).
Strategic Management in Hypercompetition (MBA Elective).
Competition and Cooperation: A Strategy Perspective (MBA Elective).

Hong Kong University of Science and Technology

Strategic Management (MBA Core)
Entrepreneurship and Small Business Management (Upper Division Undergraduate)
Case Analysis and Case Competition (Select Group of Undergraduates)

China Europe International Business School

Entrepreneurship (MBA)

The University of Texas at Austin

Organizational Behavior and Administration (Undergraduate Core)
Strategic Management (Undergraduate Capstone)

Yellow River University

International Business (Undergraduate Core)
Marketing (Undergraduate Core)

EXECUTIVE TEACHING AND TRAINING SEMINARS

Academic Director of Strategic Leadership Development Program, COFCO (2001-2004)

Designed the program and curriculum, recruited instructors, and developed and delivered courses for COFCO's in-house leadership development program that prepares future corporate and business unit leaders for the firm. COFCO is a Fortune Global 500 listed Chinese Agri-food conglomerate.

Provided EDP Courses for the following firms and institutions:

Air China
Bayer China
BMW China
Caterpillar Asian Pacific Leadership Program
China Communications Construction Corporation
China Everbright Bank
China First Auto Works-Volkswagen
China Import and Export Bank
China Merchant Group
China Minsheng Bank
China Mobile Telecommunications, Inc.
China Oil and Food Corporation (COFCO)
CITIC Bank
Du Pont Pioneer
Elecotaq
Ericsson China
Hengshui Laobaiganer Distillery Co.
Hong Kong Post
HP China
Jiangsu Provincial Government (Small Business Bureau)
Jiangxi Provincial Government (Wealth Forum)
Jingpin Shopping Guide Magazine
Kimberly Clark China
KeyLogic
Korea Trade-Investment Promotion Agency
Novartis China
Novo Nordisk China
Oppo Mobile Telecommunications
Pfizer China
Rutgers University Center for Management Development
Sanofi China
Shenzhen Huayangnian Real Estate Development Co.
Siemens China
Swire Co
Tai Kang Life Insurance Co.

Tencent Co.
UCB China
Vanke Group (Largest real estate developed in the world)
Youku-Tudou
Zhujiang Real Estate Development Corporation

INSTITUTIONAL SERVICES

Peking University, CHINA

Served on CCER/NSD Peking University Committees:

Co-Organizer of the Faculty Assembly of NSD, 2016-
Member of Academic Committee of Applied Economic Sciences, 2014-
Elected Member of Committee on Scholarly Affairs, NSD, 2013-
Director of Academic Committee at Beijing International MBA Program, 2007-
Director of EMBA Program, 2004-2007
Doctoral Entrance Exam Committee (Management Area), 2004-
Doctoral Candidacy Exam Committee (Management Area), 2004-

University of Illinois at Springfield, USA

Served on University of Illinois at Springfield Committees:

University Committee on Sabbatical and Distinguished Visitors, 2008/10—2009/6
College of Business and Management Curriculum Committee, 2007/9—2009/6
Management Department Recruiting Committee, 2005-2010
Management Department Personnel Committee, 2005-2010

Bryant College, USA

Served on Bryant College Committees:

Service Awards Committee (2003-2004)
Quality of Student Life Committee (2002-2003)
College Committee on Diversity (2000-2001)
Library Committee (1997-2001 and Co-Chair, 1998-1999)
President's Council on Diversity (1990-2000)
Scholarly Standing Committee (1997-1998)
Graduate School Academic Grievance Committee (1996-1997)
Graduate Core Curriculum Committee under GFAC (1996-1997)
Study Abroad Credentialing Committee (1995-1996)
Ad Hoc Committee on International Management Program (1995-1996)
Strategic Management Area Faculty Recruiting Committee (1999-2001)

Regular and Active Participant of Campus Activities:

Served as a faculty mentor to 23 freshmen (1998-1999).
Developed a practical guide for first year college students.
Bryant First Year Success Program Faculty Facilitator, 1999-2000

Admission-Related Open Houses
New Student Orientation
Faculty Telephone Panelist Calling Admitted Students
Alumni Weekend
Reception of Foreign Visitors to the College
Bryant Sponsored Seminars and Training Activities
Contribution to Bryant Publications

PROFESSIONAL SERVICES

Editorial Board

Editorial Board, *Academy of Management Learning and Education*, 2008-2011
Editorial Board, *Group and Organization Management*, 2004-2011, Guest Editor, 2006
Editorial Advisory Board, *Management Decision*, 2004-2011
Editorial Advisory Board, *Peking University Business Review*, 2007-2011
Editorial Advisory Board, *Marketing and Management*, 2006-2009
Editorial Advisory Board, *China Business Review*, 2005-

Ad hoc Reviewer for Journals and Publishers

Academy of Management Review
Academy of Management Journal
Journal of Business Venturing
Journal of Business Research
Blackwell Publisher
Prentice Hall Publisher

Conference Reviewer, Track Chair, Session Chair, Discussant

Academy of Management Annual Meetings
Business Policy and Strategy Division: Reviewer, 1993 to 2005; Session Chair, 1999, 2000, 2001
Organization and Management Theory Division: Reviewer, 1993 to 2000

Eastern Academy of Management Annual Meetings

Reviewer, 1994-2001
Program Chair, Work in Progress (Faculty Mentor Program for Doctoral Students), 2001
Program Chair, Business Policy and Strategy Track, 1996

Southern Academy of Management Annual Meetings

Reviewer, 1997

American Society for Competitiveness Annual Meetings

Reviewer, 1998, 2000, 2001
Invited Discussant, 1998, 1999

Association of Management Annual Conference,

Invited Discussant 1997

External Tenure Reviewer

St. Joseph University, 2002 and 2003.

Invited to serve as an external reviewer regarding two faculty members' tenure and promotion applications at The Haub School of Business, St. Joseph University.

Guanghua School of Management, Peking University, 2011.

Cheung Kong School of Business, 2015.

PROFESSIONAL AFFILIATIONS

Academy of Management

Strategic Management Society

International Association for Chinese Management Research

REFERENCES

Dr. Thomas C. Powell

Professor of Strategy

Saïd Business School at Oxford University

Park End Street, Oxford, Oxfordshire

England, OX1 1HP

+44 (0) 1865 288897

thomas.powell@sbs.ox.ac.uk

Dr. Ming-Jer Chen

E. Thayer Bigelow Research Professor of Business Administration

Darden School of Management

University of Virginia

Charlottesville, VA 22906-6500

TEL 434-924-7260

Chen@darden.virginia.edu

Dr. David B. Jemison

Foster Parker Centennial Professor of Management and Finance

Graduate School of Business

The University of Texas at Austin

TEL 512-471-8757

David.Jemison@mcombs.utexas.edu

Dr. Ranjan Karri

Associate Professor of Management

University of Illinois at Springfield

Springfield, IL 62703
TEL 217-206-7917
RKARR2@UIS.EDU

March 2016

BOOKS IN CHINESE

Ma, H. 2016. (Forthcoming). *Decision Making in Complex Organizations: A Bounded Rationality and Power Political Perspective*. (In Chinese). Beijing: Peking University Press.

Ma, H. 2016. (Forthcoming). *The Illusions of Management*. Beijing: Magnus Opus (Huazhang) Press.

Ma, H. 2015. *Strategic Management: Business Model Innovation*. (In Chinese). Beijing: Peking University Press. **Selected one of the three winners of the Hexun.com Awards for Best Management Books of 2015.**

Ma, H. 2015. *Essentials of Strategic Management*. 2nd. Ed. (In Chinese). Beijing: Peking University Press.

Ma, H. 2014. *The Ideals of Management*. Beijing: Magnus Opus (Huazhang) Press.

Ma, H. 2012. *Biases of a Management Professor: The Folly of Smart People*. 2nd ed. (In Chinese). Beijing: Magnus Opus (Huazhang) Press.

Ma, H. 2011. *Something Out of Nothing: Further Musings on Decision Making*. (In Chinese). Beijing: China Democracy and Legal Press.

Ma, H. 2010. *Competitive Advantage: Anatomy and Constellation*. Revised Edition. (In Chinese). Beijing: Peking University.

Ma, H. 2008. *Essentials of Strategic Management*. (In Chinese). Beijing: Peking University Press. (Designated as an Exemplary Textbook by the Higher Education Commission of the Municipality of Beijing).

Ma, H. 2008. *Scholar Ye on Dragon Admiring*. (In Chinese). Beijing: Magnus Opus (Huazhang) Press.

Ma, H. 2007. *Biases of a Management Professor* (In Chinese). Beijing: Magnus Opus (Huazhang) Press.

Ma, H. 2006. *Musings on Management*. (In Chinese). Beijing: Peking University Press.

Ma, H. 2005. *Musings on Managerial Decision Making*. (In Chinese). Beijing: CITIC Publisher.

Ma, H. 2005. (Translator, from English to Chinese). *Wisdoms of Management Giants*. Beijing: CITIC Publisher.

Ma, H. 2004. *Competitive Advantage: Anatomy and Constellation*. (In Chinese). Beijing: CITIC Publisher.

PUBLICATIONS IN CHINESE JOURNALS

Most of the articles listed below have been included in my books published in Chinese, primarily for managerial practitioners, listed under the Books section of this vita: *Musings on Managerial Decision Making*, *Musings on Management*, *The Biases of a Management Professor*, *Scholar Ye on Dragon Admiring*, *Ideals of Management*, and *Illusions of Management*.

Peking University Business Review

Ma, H. 2015. Business Model and the Philosophy for Self-Feeding. *Peking University Business Review*, July: 36-41.

Ma, H. 2014. The Inner TENSION of Leadership. *Peking University Business Review*, February,

Ma, H. 2014. A Comprehensive Framework on Happiness in Business Enterprises. *Peking University Business Review*, February, 55-61.

Ma, H. 2013. Intrapreneurship: Impetuses and Hindrances. *Peking University Business Review*, 10, October, 74-83.

Technological Changes, Communication Mechanisms, and Organizational Innovation. *Peking University Business Review*, 6, June, 66-75.

Ma, H. 2013. On the Proponents of Innovation: Individuals and Institutions. *Peking University Business Review*, 4, April, 44-53.

Ma, H. 2012. PEAK: Professional Elites and Organizational Platforms. *Peking University Business Review*, July.

Ma, H. 2011. Value Chain and Value Sphere. *Peking University Business Review*, December.

Ma, H. 2010. The Caliber for Decision Making: Elite vs. the Mass. *Peking University Business Review*, August.

Ma, H. 2010. The Pitfall of Cross-Over: Industrialists, Traders, and Investors. *Peking University Business Review*, June.

Ma, H. 2008. Legitimacy: Professionalism and Ethics. *Peking University Business Review*, December

Ma, H. 2008. Dr. Hao Ma's Column: Rules as Rules. *Peking University Business Review*, December

Ma, H. 2008. Dr. Hao Ma's Column: University Administration: Tyrannical Boss and Odd Talents. *Peking University Business Review*, November.

- Ma, H. 2008. Dr. Hao Ma's Column: On Persuasion and Pursuit. *Peking University Business Review*, October.
- Ma, H. 2008. Dr. Hao Ma's Column: Business, People, and the Sense of Community. *Peking University Business Review*, September.
- Ma, H. 2008. Dr. Hao Ma's Column: Acquisition and Institutionalization of Power. *Peking University Business Review*, August.
- Ma, H. 2008. Dr. Hao Ma's Column: The Moral Compass of Professional Managers. *Peking University Business Review*, July.
- Ma, H. 2008. Dr. Hao Ma's Column: On Technological Innovation and Industry Standard. *Peking University Business Review*, June.
- Ma, H. 2008. Dr. Hao Ma's Column: Bravi! Perennial Losers of Caltech Basketball. *Peking University Business Review*, May.
- Ma, H. 2008. Dr. Hao Ma's Column: Isolated Event and Prevalent Phenomenon. *Peking University Business Review*, April.
- Ma, H. 2008. Dr. Hao Ma's Column: When and How Managers Think. *Peking University Business Review*, March
- Ma, H. 2008. Dr. Hao Ma's Column: Parochial Breakthrough and Mass Take-Off of Chinese Firms and Industries: Get Real with the Achievement and the Challenges. *Peking University Business Review*, February.
- Ma, H. 2008. Dr. Hao Ma's Column: Criticism and Self-Criticism. *Peking University Business Review*, January.
- Ma, H. 2007. Curing Symptoms is Better than Doing Nothing: The Myths of the Rational Approach and The Practicality of the Branch Method in Organizational Decision Making. *Peking University Business Review*, December.
- Ma, H. 2007. Organizational Slack: Blesses and Curses. *Peking University Business Review*, November.
- Ma, H. 2007. On the Merits and Duties of Subordinates in Organizations. *Peking University Business Review*, September.
- Ma, H. 2007. A Scholar with Monumental Works: A Tribute to Alfred D. Chandler. *Peking University Business Review*, July.
- Ma, H. 2007. Diversification Strategy: Antecedents, Modes, and Destination. *Peking University Business Review*, May.

Ma, H. 2007. A Clarification on Core Competence: Essentials and Misunderstandings. *Peking University Business Review*, March.

Ma, H. 2007. COOP: A Review of Cooperative Strategies of Chinese Firms, *Peking University Business Review*, February.

Ma, H. 2006. Multipoint Competition: Strategy and Implementation. *Peking University Business Review*, December.

Ma, H. 2006. On Managerial Tyranny: A Typology. *Peking University Business Review*, November.

Ma, H. 2006. Why Smart People Do Stupid Things in Organizations, Willingly? *Peking University Business Review*, August.

Ma, H. 2006. Innovation Strategy and Its Constraints. *Peking University Business Review*, May.

Ma, H. 2005. The Three Tenors: Singing All the Way to the Bank. *Peking University Business Review*, December.

Ma, H. 2005. The Self-Deluded Entrepreneurs, *Peking University Business Review*, September.

Ma, H. 2005. Antecedents and Consequences of Diversifications. *Peking University Business Review*, July.

Ma, H. 2005. Contemporary Strategic Management: A Literature Review and Critique. *Peking University Business Review*, June.

Ma, H. 2005. High industry profitability \neq Industry Attractiveness, *Peking University Business Review*, May.

Ma, H. 2005. On Intuitive Decision Making, *Peking University Business Review*, March-April.

Tsinghua Management Review

Ma, H. 2016. Happiness in Firms: Means or Ends? *Tsinghua Management Review*, 1-2.

Ma, H. 2015. The Ultimate Source of Innovation. *Tsinghua Management Review*, 12.

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