

Index

- 531 Policy, 164
 709 Crackdown, 139
- Achilles' Heel, 249
- actions
 collective, 263–264
 actions, state, 272
 actions, state-to-state, 272
 administrative guidance, 169–170
 advanced rail equipment, 160
 advantage
 comparative, 234
 low rights, 29
- aerospace and aviation equipment, 160
- Africa, 219
 leaders trained by China, 191
- African swine flu, 213, 216
- African Union, 201
- agency cost, 134
- agricultural machinery and equipment, 161
- AIDDATA, 220
 foreign aid database, 196
- Alibaba, 5, 136, 147–148
- Alstom, 165
- altruism, 198–199
 foreign aid, 197
- Amazon, 132
- American Chamber of Commerce, 236
- American Factory*, 236
- Ametek, 136
- anarchy, 55, 57
- Anbang Insurance Group, 116
- Ant Group, 144, 148
 Initial public offering, 44
- antimonopoly
 Chinese law, 147
 Chinese policy, 148
- Anti-Rightist Movement, 33, 257
- Apple, 236
- arbitrary detention, 211
- Argentina, 167
- Asia, East, 50, 57, 66, 90, 210
 Asia, South, 236
- Asian Pacific Islander American Public
 Affairs, 208
- Asia-Pacific region, 236
- attitude
 the family, 122
 freedom and autonomy, 121
 government regulation and people's
 responsibility, 121
 marriage, 122
 single mother, 122
 tolerance and respect for others, 121
- attitude, Chinese middle class, 42
- Australia, 210, 232
 tolerance of income inequality, 120
- Australian Strategic Policy Institute, 210
- Axios, 208
- Baker McKenzie, 236
- bandit, roaming, 55
- Bangladesh, 196
- bankruptcies
 in China, 153
- Bao Gong, 53–54
- bao-ba*. *See* GDP growth
- Barr, William, 272
- basic oxygen furnace, 167
- beggar-thy-neighbor, 157
- behavior
 risk-taking, 105
 saving, 105
- Beijing, 5, 73, 271
 bid for the Summer Games, 246
- Beijing consensus, 6, *See* China Model
- Belt and Road Forum Conference Center,
 195
- Belt and Road Initiative, 194, 201, 220
- Bennett, Amanda, 221
- Berlin Wall, 255
- Bi Fujian, 46
- biankong*. *See* border control
- Biden, Joe, 227
 China to eat our lunch, 230
 executive order, 237

324 INDEX

- biomedicine and high-performance medical devices, 160
- Bloomberg, 89
- Blue-Gold-Yellow, 193
- Bo Xilai, 82
- Bo Yibo, 35
- board of directors
 - China, Inc., 141
- BOF. *See* basic oxygen furnace
- Bombardier, 165
- border control, 150
- Boston, 167
- bourgeoisie, 40, 44
- BRF, 194, *See* Belt and Road Forum
- BRI, 194, *See* Belt and Road Initiative
- bribery, 23
 - Belt and Road Initiative, 195
 - Blue-Gold-Yellow, 193
 - by the CCP, 188
 - Confucius Institutes, 190
 - effects, 219
 - foreign aid, 196
 - foreign leaders, 191
 - influencers, 192
 - Thousand Talents, 193
- Broadcasting Board of Governors, 221
- Brookings Institution, 192
- business unit, 131

- Cai Xia, 46, 182
- call center, 112
- Cambodia, 236
- Cameroon, 201
- Canada, 232, 258
 - Meng Wanzhou's arrest, 213
- Cao, Changqing, 221
- capital flight, 116
- Capstone, 136
- card game, 261
- Carter Center, 220
- Carter, Jimmy, 220
- cash flow
 - China versus the U.S., 70
- CATL, 147, 162. *See* Contemporary Ampere Technology
- CBS, 238
- CCDI. *See* Central Commission for Discipline Inspection
- CCP. *See* Chinese Communist Party
- CCTV. *See* China Central Television

- Center for a New American Security, 196, 220
- Central Commission for Discipline Inspection, 23, 114
- central committee, CCP, 18
- Central Intelligence Agency, 187
- central planning, 157
- chairman and CEO
 - China, Inc., 141
- Chen Shouli, 43
- Chen, Zhiwu, 81, 88
- chessboard, entire country as, 129, 159
- Chicago, 167
- China
 - as a closed society, 249
 - biggest competitor, 227
 - climate change, 230
 - core interests, 259
 - critical camp, 239
 - economic freedom, 229
 - GDP, 37, 229
 - going global, 223
 - internal affairs, 259
 - like a firm, 140
 - like-minded camp, 239, 245
 - Mao's era, 244, 248
 - misconceptions, 227
 - most serious competitor, 256
 - openness under dictatorship, 223
 - other countries' attitude, 232
 - Political Freedom Score, 229
 - Press Freedom Score, 229
 - scenario analysis, 267
 - self-reliant, 244
 - status quo, 252
 - systemic rival, 256
 - tolerance of income inequality, 120
 - trading partners, 244
 - transition, 74
- China Central Television, 46, 142
- China Daily*
 - CCP advertising, 203
- China Democracy Party, 47
- China Global Television Network, 21
- China model, 6, 28, 274
- China National Radio, 21
- China Petroleum & Chemical Corp, 147
- China Photovoltaic Industry Alliance, 163
- China Radio International, 21
- China Watch
 - CCP advertising, 203

- China, Inc.
 Achilles Heel, 249
 artificial intelligence and big data, 149
 board of directors, 141
 business units, 141
 CEO, 141
 corporate strategy department, 141
 corporate strategy department, 141
 employees, 148
 flexibility, 150
 franchisees, 145
 joint ventures, 144
 military and civilians fusion, 260
 organizational structure, 145, 149
 subsidiaries, 143
 success factors, 249
- China-centric, 7
- China-United States Exchange Foundation, 192
- Chinese Communist Party
 against delink, 252
 attitude towards West, 179
 attitude-behavior pattern, 256
 Constitution, 16
 definition and explanation, 15
 economic sanctions, 263
 elections, 19
 extralegal measures, 23
 ideology, 16
 membership, 16
 post-Mao, 33
 practical goal, 238
 priorities, 259
 rule setter, enforcer, and player, 275
 trajectory, 259
 ultimate political goal, 238
- Chinese Development Bank, 163
- Chinese government
 whitepaper, 258
- Chinese Student Association, 208
- Chinese students in foreign countries, 241
- CIA, 187, *See* Central Intelligence Agency
- CITIC Securities, 42
- civilization, 103
- Civitas, 225
- claws, disguise its, 186
- Clinton, Bill
 China's WTO bid, 4
 middle class in China, 39
 visit to China, 247
 who lost China, 6
- CNR, 166
- coercive diplomacy, 210, 212, 265
- Cohen, Jerome, 49
- Colbert, Jean-Baptiste, 155
- Cold War, 256
- collectively owned enterprises, 143
- COMAC, 136, *See* Commercial Aircraft Corporation of China
- Commercial Aircraft Corporation of China, 136
- communist camp, 255
- Communist Manifesto*, 15
- community with a shared future for humanity, 177, 198
- comparative advantage, 245
- Comprehensive Economic Partnership, 173
- computer-aided design technology, 167
- Conference Board, 117
- confidence doctrine, 179
- Confucian dynamism, 104
- Confucius Institutes, 189
- Congress, CCP, 19
- Congress, U.S., 246
- Constitution, Chinese, 49
- constitutionalism, 187
- constraints
 informal, 102
- Constraints on Government Powers Score, 29
- Contemporary Amperex Technology, 147, 162
- content farms, 203
- cooperation
 between U.S. and China, 242
- coordination
 benefit of hierarchy, 134
- core interests, China
 economic and social development, 259
 national sovereignty, 259
 political system and social stability, 259
 state security, 259
 territorial integrity, 259
- Core Socialist Values, 178
- coronavirus outbreak, 260, *See* Covid-19
- Council of Foreign Relations, 227
- counterfeit goods, China, 116
- Country, China
 like a firm, 140
- Covid-19, 186, 216, 225, 231, 237
- cram school, 95, *See* Maotanchang Middle School

326 INDEX

- credible threat, 267
 criticizing China. *See* insulting China
 CRRC, 166
 CSR, 166
 Cui Tiankai, 252
 Cultural Revolution, 33
 culture
 Confucius, 106
 data source, 124
 definition, 98
 effect on productivity, 100, 105
 Hofstede's definition, 98, 102
 Mao plus Deng, 113, 116
 software of the mind, 104
 culture, China's legal, 50
 CUSEF, 192, *See* China-United States
 Exchange Foundation
 Czech Republic, 137
- Dalai Lama, 1, 214
 death penalty, 213
 decentralization, China's reform, 34
 decoupling, 219
 delink, 243, 252, 265
 ready to, 265
 Dell, 236
 Demers, John, 224
 democratic life meeting, CCP, 17, 35
 Democratic Party, 15
 democratization, 43
 China's prospect, 89
 Deng Xiaoping, 3, 33, 35
 black cat or white cat, 34
 getting rich is glorious, 110, 113
 hide one's ambition and disguise its
 claws, 36, 260
 Mao plus Deng, 116
 rise and fall, 112
 Southern Tour, 35
 taoguang yanghui, 36
 Denmark, 50
 Department of Justice, U.S., 203
 department of the firm, 131
 Di Dongsheng, 222
 Dickens, Charles, 248
 dictatorship versus democracy, 249
 dictatorships
 closed versus open, 249
 dogs, imperialist running, 3
 Duke University, 94
- DuPont Co., 115
 DWnews.com, 204
- earnings management, 68
Economics of Shortage, 152
 economics, organizational, 133
 economies of scale, 156, 245
 elections, 275
 elections, China, 34
 electrical equipment, 160
 emperor, 194
 employees of a firm, definition, 132
 energy-saving and new energy vehicles, 160
 enforcement
 private, 63
 public, 63
 engagement approach, 3
 England
 democratization, 43
 Enron, 69
 Equatorial Guinea, 196
 Ernst & Young, 114
 Ethiopia, 219
 EU, 231, *See* European Union
 EU-China Strategic Outlook, 235
 Eurasia Bridges, 201
 Europe, 210
 democratization, 43
 strategic partner, 256
 European Commission, 235
 European Council on Foreign Relations, 231
 European Union, 210, 235
 EV, 161, *See* electric vehicle
 EV battery industry, 161
 exit control. *See* border control
- Fagin's gang, 248
 Falun Gong, 229
 Fan Chou, 205
 Fang Fang
 Wuhan Diary, 208
 Fang Fang, Christine, 208
 FAO, 200, *See* Food and Agriculture
 Organization
 FDI, 197, *See* foreign direct investment
Financial Times, 197
 firm, the
 definition, 131
 naming, 135
 types of ownership, 141

- Food and Agriculture Organization, 200
 foreign aid, 196
 foreign direct investment, 197
 foreign leaders
 trained by China, 191
 Foreign Ministry, Chinese, 211
 foreign-owned firms, 144
 as franchisees of China, Inc., 145
 four cardinal principles, 129, 177
 four matters of confidence, 180, *See*
 confidence doctrine
 Foxconn, 236
Frankenstein, 152
 free market, 132
 free trade, 157, 243
 Freedom in the World 2020, 47
 Fujitsu, 167
 Fundamental Rights Score, 29
 Fuxing, 165
 Fuyao Glass, 236
- gang system of labor, 31
Gaokao
 China's college entrance examination,
 95
 GDP growth, 36
 GDP per capita, Chinese, 34
 GDP, Chinese, 34
 "man-made," 39
 GE. *See* General Electric
 Geely Holding Group, 136
 GEI. *See* Governance Environment Index
 General Electric, 136
 general secretary, CCP, 18
 as CEO of China, Inc., 141
 generalized morality, 264
 Geneva, 199
 Germany, 1, 26, 232, 254
 industrialization, 254
 military build-up, 254
 ghost towns, 38
 Giants, 112
 Gillespie, Karm, 213
 global strategy, CCP's, 186
 global vision, CCP's, 177
 globalization, 29
 competition, 97
 Globescan, 120
 Goddess of Justice, 53
 Gong, Sasha, 221
- governance
 definition, 54
 relation-based, 57
 rule-based, 56
 governance environment
 definition, 55
 Governance Environment Index, 79
 government intervention, 156
 government, county-level, 45
 Great Proletarian Cultural Revolution. *See*
 Cultural Revolution
 Greece
 tolerance of income inequality, 120
 Gu Kailai, 82
guanxi, 66, 271
 Gui Congyou, 258
 48-kilo boxer versus 86-kilo boxer, 259
 Guo Bing, 247
- Han Dynasty, 195
 Han Kuo-yu, 219
 Hanban, 189
 Hangzhou, 136
 Harvard University, 94
 Thousand Talents, 193
 Hawley, Josh, 275
 healthcare reform, Chinese, 31
 Hebei, 1, 138, 205
 Hefei, 34
 hegemon, 185
 Heritage Foundation, 48, 169
 Hexie, 165
 hide one's ambition and disguise its claws, 36
 hierarchy, 133
 CCP, 18
 Chinese government system, 45
 Maslow's, 107, 119
 socioeconomic, 40
 theory of the firm, 131
 high-end numerical control machinery and
 robotics, 160
 high-powered incentive
 benefit of market, 134
 high-speed rail industry, 164
 mandatory technology transfer, 165
 Hiring
 relation-based, 63
 Hitachi, 167
 Hitler, Adolf, 254
 Ho, Patrick, 198

328 INDEX

- Hofstede cultural dimensions, 78
 data analysis, 118
 individualism, 78, 103
 indulgence, 78, 103
 long-term orientation, 78, 103
 masculinity/femininity, 78, 103
 power distance, 78, 103
 uncertainty avoidance, 78, 103
- Hollywood, 272
- Honeywell, 136
- Hong Kong, 216, 231, 259, 272
 culture, 78
 pro-democracy movement, 216
 stock exchange, 144
- household registration, 148
- Houston Rockets, 215
- HP, 236
- HP (China), 136
- Hu Jintao, 129, 158
- Hu Xijin, 258
- Hu Yaobang, 5, 33
 death, 35
 humiliation, 35
 stepping down, 35
- hua*. *See pan-Chinese*
- Hua Chunying, 211
- Huang Wenxun, 179
- Huang, Yasheng, 82
- Huawei, 136, 144, 147, 258, 274
 5G, 211
 Meng Wanzhou's arrest, 213
 sanctions against, 153
- hukou*. *See* household registration
- human rights, 178
 universal, 216
- human rights lawyer, 47
- Hundred Flowers campaign, 257
- Hungary, 255
- hurt feelings of the Chinese people, 210
- hurt the feelings of the Chinese people, 210, 215
- Husi Food, 115
- hypocrisy, 178, 183, 212
- Hyundai, 213
- ideology
 CCP, 16
 democracy, 198
 liberal capitalism, 185
 totalitarian, 185
- IDG, 145
- Iltebir, Elnigar, 239
- imperialism, American, 3
- inchworm contraction, 31
- independence, financial
 role in democratization, 44
- independence, lack of, 44
- India, 236–237
- industrial policy
 pros and cons, 171
- industrial policy, Chinese
 nationalistic development view, 155
- industrial policy, U.S., 234
- information
 private, implicit, 59
 public, explicit, and third-party
 verifiable, 56
- information infrastructure, 56
- initial public offering, 44
- insiders' rebellion, 182
- institutional theory, 275
- institutions, political
 democracies versus China, 26
- insulting America, 215
- insulting China, 215–216
- Insulting the Chinese race. *See* insulting China
- insulting the U.S. *See* insulting America
- integrity, 263
- intellectual property rights, 115
- International Civil Aviation Organization, 200
- International Liaison, CCP, 20
- International Telecommunication Union, 200
- Inter-Parliamentary Alliance on China, 263
- investment
 direct, 72
 indirect or portfolio, 72
- investment restrictions, 211
- IPAC, 263, *See* Inter-Parliamentary Alliance on China
- iPhone, 237
- IPO, 44, 73, *See* initial public offering
 Ant Group, 144
- IPR. *See* intellectual property rights
- Iran, 144
- Italy, 26, 254
- Ivy League
 CCP membership, 17

- Japan, 26, 210, 254
 administrative guidance, 169
 industrialization, 254
 inmilitary build-up, 254
 Meiji era, 156
 Jiang Lingfeng, 162
 Jiang Zemin, 129, 238
 “keep silent and make money,” 81
 Johns Hopkins University, 192
 Johnson, Jo, 225
 joint ventures
 high-speed rail industry, 165
 jokes, political, 216
 judicial independence, 187
 Kaohsiung, 219
kaoyan
 observation and test by the CCP, 17
 Kaplan, Inc., 221
 Kawasaki, 165
 Kia, 213
 Kim Jong-un, 149, 244
 Kiyomiya Hire, 167
 KMT. *See* Nationalist Party
 Kornai, Jonas, 152
 Kovrig, Michael, 213
 Kuomintang. *See* Nationalist Party

 Landes, David, 93, 104
 Lantos, Tom, 271
 leadership of the CCP, 129
 leftists, 28, 90
 left-leaning, 28, *See* leftists
 legal tradition
 adversarial, 53
 inquisitorial, 53
 legitimacy, CCP, 181
 Lenin, Vladimir, 15, 186
 Li Changchun, 190
 Li Heping, 47
 Li Honglin, 33
 Li Ka-shing, 74, 271
 Li Keqiang, 39, 220
 Liaoning, 39
 liberties, political, 42
 Lieber, Charles, 193
 list of important industries, China's, 160
 List, Friedrich, 155
 Little Pink Reds, 203, 247
 Liu Lei, 195
 Liu Shaoqi, 111
 Liu Xiaobo, 178, 212
 Liu Yuandong, 179
 Liu Yunshan, 190
 lobbying, 275
 London, 248
 Los Angeles, 167
 Lotte Group, 213
 low human rights advantage, 225
 Lukin Coffee, 72

 Ma Yun. *See* Ma, Jack
 Ma, Jack, 144, 148
 Alibaba, 4
 remarks on regulations in China, 44
 Macau, 216, 259, 272
 Made In China 2025, 160, 234–235
 mafia, 23, 193
 enforcement, 57
 personal loyalty, 23
 mag-lev technologies, 165
 major country, 177
 Malaysia, 167, 196
 management research
 China, Inc., 274
 China's industrial policy, 276
 gaps, 273
 institutional theory, 275
 theory of the firm, 274
 Mao Zedong, 2, 22, 46, 186, 226
 a monk carrying an umbrella, 111
 CCP leads all, 24
 Cultural Revolution, 33
 economic deprivation, 29
 the end justifies the means, 111
 his comrades, 89
 I am hairless and lawless, 111
 lawlessness, 113
 Mao plus Deng, 116
 military thought, 112
 poverty, 109
 power grows out of the barrel of a gun, 258
 strategy, 111
 Mao Zedong Thought, 47, 129
 Mao's era, 113
 Maotanchang, 94
 examination day, 96
 Maotanchang Middle School, 94

330 INDEX

- maritime engineering equipment and high-tech
 - maritime vessel manufacturing, 160
- market failure, 158
 - correcting, 158
- market versus hierarchy, 133–134
- Marx, Karl, 186
- Marxism, 179
- Marxism-Leninism, 16, 129
- mass participation, 275
- Masses' Daily*, 143
- Massachusetts Institute of Technology. *See* MIT
- Maury High School, 93
- McDonald's, 73, 271
- McGregor, James, 221
- Mechanical Engineering Industry Association, 235
- mechanisms, monitoring
 - ex ante, 59
 - ex post, 60
 - interim, 60
- melamine
 - poisoning, 116
- Meng Wanzhou, 213, 216, 258
- Mercedes-Benz, 1
 - Dalai Lama quotation, 214
- MIC 2025. *See* Made In China 2025
- Microsoft, 236
- middle class, Chinese, 39
 - definition and measurement, 40
 - democratization, 39
 - dependency on the CCP, 44
- Military Committee
 - CCP, 25
 - Chinese government, 25
- Ministry of International Trade and Industry, 167
- Ministry of Railways, 165
- MIT, 82, 94
- MITI. *See* Ministry of International Trade and Industry
- Mitsubishi Electric, 167
- MNC, 269, *See* multinational corporations
- mobilization of entire country, 130, 273
- Modelski's model, 184
- modernization, economic
 - role of the middle class, 40
- monarch
 - role in democratization, 43
- Moore, Barrington, 40
- Morey, Daryl, 215
- Moscow, 228
- Moungui, Medi, 201
- multinational corporations, 269
- Nanking Massacre, 216
- National Association of Scholars, U.S., 190
- National Basketball Association
 - Hong Kong protests, 215
- National Governors Association, 208
- National Intelligence Law, Chinese, 137
- National Security Law, 265
- National Socialism, 156
- National System, 156
- National System of Innovation. *See* National System
- Nationalist Party, 22, 24, 32, 47, 137
- nation-state, 153
- Nazism. *See* National Socialism
- NBA. *See* National Basketball Association
- NEC, 167
- Netherlands, 232
- new cold war, 252
- new materials, 160
- new trade theory, 156
- New York Times*, 224
 - CCP advertising, 203
- New Zealand, 210
- Newsweek*, 207
- next generation information technology, 160
- Nobel Peace Prize, 212, 214
 - Dalai Lama, 5
 - Liu Xiaobo, 178
- non-economic measures, 211
- non-tariff trade barriers, 168
- Norfolk, Virginia, 93–94
- norms, social, 102
- North America, 210
- North Korea, 149, 212, 244, 248
- North, Douglass, 275
- Norway, 212
- Not Made in China, 216
- Not Made In China, 214
- Obama, Barack, 234
- OECD, 199, *See* Organization for Economic Cooperation and Development

- Oertel, Janka, 231
 official development assistance, 196
 officials produce numbers, and numbers
 produce officials, 39
Oliver Twist, 248
 one-party state. *See* party-state
 Operation Fox Hunt, 224
 suicide suggestion, 24
 opposition party, 246, 249
 Organization Department, CCP, 20
 Organization for Economic Cooperation and
 Development, 50, 199
 organizational hierarchy, CCP, 18
 Orwellian nonsense, 272
 OSI Group, 115
 Oslo, 212
 overseas friendship connection association,
 45
- Pacific region, 50
 Pakistan, 196
 pan-Chinese, 206, 222
 Parliament, British, 43, 246
 party branch, CCP, 18
 party committees, CCP, 18
 party-state, 23, 25, 28
 Pei, Minxin, 82, 90, 186
 Peking University, 81
 People's Bank of China, 80, 145
 People's Congress, 45
People's Daily, 213
 People's Liberation Army, 18, 24, 136, 225,
 260
 People's Representative, 45
 People's Liberation Army, 2
 personal loyalty, 20, 23
 petitioners, 229
 PetroChina, 147
 Pew Research Center, 227, 231
 pharmaceuticals, 237
 Philippines, 196
 photovoltaic panels, 163
 PLA, 2. *See* People's Liberation Army
 Platteau, Jean-Philippe, 264
 Poland, 255
 politburo, 18
 as board of directors of China, Inc., 141
 politburo standing committee, 18
 political legitimacy theory, 185
- polysilicon, 163
 Pompeo, Mike, 208
 popular boycotts, 211
 Prague, 137
 press freedom, 178
 press freedom, China's, 48, 178
 princelings, 89
 Princeton University, 94
 private ordering, 55
 privately owned firms, 143–144
 as joint ventures of China, Inc., 144
 Prizker, Penny, 234
 pro-democracy demonstration, 1989, 5
 productivity, 104
 comparison, 98
 proletarian dictatorship, 129
 promotion tournament, 37–38
 cook the books, 39
 propaganda
 buying news media, 204
 tactics, 202
 tricks, 202
 war, 202
 Propaganda Department, CCP, 20
 property rights
 complexity, 73
 violation, 110
 property rights protection
 lack of, 116
 protectionism, 160
 Protestant ethic, 101
 public ordering, 55, 264
 Publicity Department, CCP. *See* Propaganda
 Department, CCP
 purchasing power parity
 GDP, 37
- Qin Hui, 7
 Qu Dongyu, 201
- racism, 211, 216
 Randt, Clark, 39
 rare-earth minerals, 237
 RCEP. *See* Regional Comprehensive
 Economic Partnership
 reciprocity, 263
 Red Square, 228
 reform
 political, 89

332 INDEX

- relation-based governance
 - comparison with rule-based, 66
 - cost and benefit, 65
 - direct versus indirect investment, 270
 - double-edged sword, 270
 - strategies for MNCs, 270
 - working relationships, 270
 - written laws ineffective, 270
- relationship
 - bribery-corruption, 58
- Ren Zhengfei, 112, 136, 138
- Ren Zhiqiang, 44, 182
- Renmin University, 222
- Reporters Without Borders, 48
- Republican Party, 15
- residents
 - as employees of China, Inc., 148
- residents of a country
 - definition, 132
- Restraining Order on High Level Consumption, 139
- restrictions on official travel, 211
- return on assets, 70, *See* China versus the U.S., 70
- rightists, 28, 90
- right-leaning, 28, *See* rightists
- river, feeling the stones to cross the, 33
- ROA. *See* return on assets
- Rosenstein, Rod, 258
- Rosett, Claudia, 201
- Rubio, Marco, 153, 234
- Rudolf, Maritz, 201
- rule by law, 257
- rule of law, 132
- Rule of Law Index, 29, 49, 126
 - China, 49
- rule over law, 199
- rule through law, 183
- rule-based governance
 - comparison with relation-based, 66
 - cost and benefit, 65
- rules
 - formal, 271
- Russia
 - biggest threat, 227
 - court system, 228
 - economic freedom, 228
 - GDP, 228
 - hurricane, 230
 - infant democracy, 229
 - misconceptions, 227
 - Political Freedom Score, 228
 - Press Freedom Score, 228
 - Russian Communist Party, 228
 - Russian doll approach, 205
- Safran, 136
- Samsung, 236
- SAT
 - Chinese equivalent, 95
- Schellenberg, Robert, 213
- School of Advanced International Studies, Johns Hopkins University, 192
- School of International Relations
 - Renmin University, 222
- sea, jumping into the, 88
- Secretary-General, U.N., 201
- sectors not allowed for foreign firms, 180
- self-criticism
 - Hu Yaobang, 35
- semiconductor alliance, Very Large Scale Integrated, 167
- semiconductors, 237
- separation of powers, 187
- Shangfang*. *See* petitioners
- Shanghai, 115
 - stock exchange, 144
- Shelley, Mary, 152
- Shen Jian
 - automatic voting machine, 45
- Shi Tao, 271
- Shi Yuzhu, 112
- Shijiazhuang, 1, 205
- Siemens, 165
- silicon tetrachloride
 - recycling, 163
- silicon wafer substrates, 167
- Sino-European economic relationship, 231
- Snow, Edgar, 111
- socialist market economy with Chinese characteristics, 157
- SOE. *See* state-owned enterprises
- solar panel industry, 163
- solar power, 163
- Song Renqiong, 35
- Sony, 168
- South Africa, 214
- South Korea, 210, 232
 - Terminal High Altitude Area Defense, 212

- Soviet bloc, 255–256
 Soviet Union, 16, 255
 Spain, 232
 Spavor, Michael, 213
 Sri Lanka, 196
 state advances and private sector retreats, 130
 State Council Information Office, 25
 State Council, Chinese, 165
 State Department, U.S., 208
 State Development and Reform Commission, 141
 state-issued threats, 211
 state-owned enterprises, 141
 as business unit of China, Inc., 141
 stock market, Chinese, 137
 strategic planning
 China, Inc., 140
 strategic trade policy, 157
 subsidies
 domestic firms, 160
 solar panel industry, 164
 trade, 156
 succession, CCP, 19
 Suning Holding Group, 143
 superpower, 185
 survey, Chen's 2008, 41
 Suzuki, 236
 Sweden, 232
- Taiwan, 137, 207, 210, 216, 219, 222, 236, 259, 272
 culture, 78
 Tan Dynasty, 195
taoguang yanghui, 36, *See* \hide one's ambition and disguise its claws
 tax
 breaks for domestic firms, 163
 tell China's story well, 184, 220
 Tenth Forum on the Global Chinese Language Media, 205
 Terminal High Altitude Area Defense, 212
 Teshome, Mulatu, 219
 Texas Instruments, 168
 THAAD. *See* Terminal High Altitude Area Defense
 Thailand, 236
 theory of comparative advantage, 243
 Thought Liberation Movement, 33
 Thousand Talents, 163, 193
- TI, 168, *See* Texas Instruments
 Tiananmen
 1989 Crackdown, 35, 46, 129, 197
 1989 pro-democracy demonstration, 5
 1989 pro-democracy movement, 182
 Crackdown, 216
 ID and security check, 229
 policemen, 229
 Tiange Technology, 72
 Tibet, 216, 222, 259
 tiger, riding the
 CCP secession, 20
 TikTok, 203, 224, 274
 tit for tat, 266
 tit for tat, delink-ready strategy, 266–267
 Tomorrow Group, 116
 top management team
 China, Inc., 141
 Toshiba, 167
 tourism bans, 211
 trade sanctions, 211
 trade war, 157, 236–237, 259
 transaction cost, 29, 133
 transition, China's
 from relation-based to rule-based, 74
 transition, from relation-based to rule-based
 against, 75
 political obstacle, 89
 support, 76
 transmission technology
 high speed rail, 165
 transparency, 263
 tributary states, 195
 Trump, Donald, 220
 trust, public, 23
 Tung Chee-hwa, 192
 turtles
 China's stock market, 72
 Tiange Technology, 72
 two-camp arrangement, 246
- U.K., 185, 232
 U.S., 185, 232
 economic competition between the North and the South, 31
 GDP, 37
 Mercedes, 1
 U.S. Chamber of Commerce, 234
 U.S. citizenship
 Chinese middle class, 43

334 INDEX

- U.S. National Security Agency, 230
 U.S. National Security Council, 239
 U.S. sanctions, 144
 U.S.-China relations, 220, 222
 cost-benefit analysis, 267
 UFW, 205, 207–209, *See* United Front Work, CCP
 UFWFD, 21, 23, *See* United Front Work Department, CCP
 UN. *See* United Nations
 UNHRC, 239, *See* United Nations Human Rights Council
 unified ownership, 134
 United Front Work, 20, 205
 Russian Doll approach, 205
 US-China Peoples' Friendship Association, 207
 United Front Work Department, CCP, 20
 United Nationals Industrial Development Organization, 200
 United Nations, 184
 United Nations Human Rights Council, 239
 United Russia, 228
 universal model, 7
 University of Science and Technology of China, 34
 University of Virginia, 94
 US Agency for Global Media, 221
US-China Review, 207
 USSR, 255, *See* Soviet Union
 Uyghurs, 216, 219, 239
- value
 traditional family, 108
 VDMA, 235, *See* Mechanical Engineering Industry Association
 Vehicle Power Battery Industry Regulations, 161
 Venezuela, 50
 Vietnam, 236
 view of other countries, 8, *See* China-centric
 VLSI, 167, *See* semiconductor alliance, Very Large Scale Integrated
 VOA, 220, *See* Voice of America
 Voice of America, 220
- Wahaha, 112
Wall Street Journal, 136, 201
 CCP advertising, 203
- Wallace, Mike, 238
 Wang Ran, 247
 Wang Yi, 242, 252
 Wang Youcai, 47
Washington Post
 CCP advertising, 203
 Weber, Max, 101
 WeChat, 46, 183, 203, 207
 Wei Jingsheng, 246
 Wen Jiabao, 158
 WGI. *See* Worldwide Governance Indicators
 White House, 272
 window directing
 China's stock market, 137
 Withersworldwide, 120
 wolf warrior, 113, 259
 Wood, Peter, 190
 World Bank, 117
 World Fact Book, 187
 World Justice Project, 29, 49
 world leadership theory, 185
 World Trade Organization, 4
 China's admission, 29
 garden donated by China, 199
 World Value Survey, 117, 121
 World War II, 255
 WorldCom, 69
 Worldwide Governance Indicators, 50, 80, 85
 WTO, 4, 6, 199, *See* World Trade Organization
 Wu Xiaohui, 116
 Wu Yilong, 47
 Wuhan, 186, 260
 WVS. *See* World Value Survey
- Xi Jinping, 216
 as CEO of China, Inc., 141
 break CCP's wok, 139
 CCP leads all, 15
 ceremony at Tiananmen Square, 19
 mobilizing the entire country, 130
 personality, 259
 reading list, 238
 stopping Ant Group IPO, 44
 Xiangtang Village, 257
 forced demolition, 257
 Xiao Jianhua, 116
 Xie Wen, 148

- Xie Yani, 47
Xinhua News Agency, 186
Xinjiang, 214, 216, 222, 231, 239, 259
Xiongan, 138
 company town, 138
Xu Wenli, 47
- Yahoo China, 148
Yahoo!, 4, 271
 financial giant and moral pygmy, 271
Yale University, 81, 94
Yang, Jerry, 4, 271
Yanxi Lake, 194
Yu Jianrong, 82
Yuan Shanshan, 47
- zero-sum game
 between U.S. and China, 243
Zhang Jindong, 144
Zhang Shengyu, 179
Zhang, Weiyang, 81
Zhao Lijian, 252
Zhao Ziyang, 33, 182
Zhong Ji Wei. *See* Central Commission for
 Discipline Inspection
Zhongnanhai, 22
Zhou Daiqi, 138
Zhu Yufu, 47
Zhuo Xiaochuan, 80
Zong Qinghou, 112
ZTE, 136, 274