





WILEY

© International Association for Chinese Management Research

SPONSORS OF MANAGEMENT AND ORGANIZATION REVIEW



International Association for Chinese Management Research Officers

Founding President

Anne S. Tsui

Arizona State University

Peking University

Past President

Chao C. Chen

Rutgers University
Nanjing University

President

Jiing-Lih Farh

Hong Kong University of Science and Technology

Senior Vice-President and President Elect

Neng Liang

China Europe International Business School Executive Secretary/Treasurer

Xiaomeng Zhang

American University

Vice-President and Program Chair for 2016

Conference

Ray Friedman

Vanderbilt University

Program Co-Chair and Chair of Local Arrangements Committee for 2016 Conference

Xiaobo Wu

Zhejiang University

Representatives at Large

Zhen Zhang

Xu Huang Hong Kong Polytechnic University

Lynda Jiwen Song

Tony Fang

Renmin University

Stockholm University

Arizona State University



Leadership of Hong Kong University of Science and Technology

President Provost Tony F. Chan Wei Shyy

Leadership of HKUST Business School

Acting Dean Senior Associate Dean Associate Deans Kalok Chan Jiatao Li Kai Lung Hui Emily Nason Sean O. Ferguson Yan Xu



Leadership of Peking University

President Party Secretary Executive Vice Presidents Enge Wang Shanlu Zhu Yang Ke Wei Liu Zhipan Wu

Leadership of Guanghua School of Management

Dean Vice Deans Hongbin Cai Liutang Gong Xue Liu Zhengfei Lu Liansheng Wu Jiali Zhang Zhixue Zhang



MANAGEMENT AND ORGANIZATION REVIEW

Volume 10 Issue 3	November 2014
Editors' Forum: John Child and Chinese Management Research	
Forum Introduction	
Joseph L. C. Cheng Country Context in Management Research: Learning from John C	hild 337
Forum Article	
JOHN CHILD and SVETLA MARINOVA The Role of Contextual Combinations in the Globalization of Chin	ese Firms 347
Forum Commentaries	
KLAUS E. MEYER What the Fox Says, How the Fox Works: Deep Contextualization a of New Research Agendas and Theoretical Insights	s a Source 373
JOHANN PETER MURMANN Reflections on Choosing the Appropriate Level of Abstraction in Sc Research	ocial Science 381
KWOK LEUNG Globalization of Chinese Firms: What Happens to Culture?	391
GORDON REDDING The Unexamined Differences in Dreams: Chinese Firms' Globaliza Interface Challenges	tion and 399
Response	
JOHN CHILD and SVETLA MARINOVA Reflections on the Commentaries	405
Regular Articles	
Marjorie Lyles, Dan Li, and Haifeng Yan Chinese Outward Foreign Direct Investment Performance: The Ro	le of Learning 411
YI LIU, YADONG LUO, PIANPIAN YANG, and VLADISLAV MAKSIMOV Typology and Effects of Co-opetition in Buyer—Supplier Relationsh Evidence from the Chinese Home Appliance Industry	ips: 439
Author Index	466
Title Index	467

 $\ \, {\mathbb C}$ 2014 The International Association for Chinese Management Research ISSN 1740-8776

EDITOR-IN-CHIEF

Arie Y. Lewin, Duke University, USA DEPUTY EDITORS-IN-CHIEF

Kwok Leung, Chinese University of Hong Kong, China

Klaus E. Meyer, CEIBS, China

DEPUTY EDITOR-IN-CHIEF FOR RESEARCH

Sheen S. Levine, University of Texas at Dallas and Columbia University in the city of New York, USA

FOUNDING EDITOR-IN-CHIEF

Anne S. Tsui, Arizona State University, USA, and Peking University, China

MANAGING EDITOR

Tina Minchella, Arizona State University, USA

SPECIAL PROJECTS COORDINATOR

Stefanie McAdoo, Duke University, USA

SENIOR EDITORS

OUTREACH

Mie Augier, US Navy Postgraduate School, USA
Organizations and strategic management;
interdisciplinary and cross cultural framework for
understanding decision making; organizational
economics; history and future of business schools and
management education

Chao C. Chen, Rutgers University, USA, and Nanjing University, China

Indigenous management theories, organizational justice; Chinese *guanxi* and social networking; business ethics; cross-cultural management

(George) Zhen Xiong Chen, Australian National University, Australia

Leadership; voice; organizational commitment; organizational behavior in the Chinese context and cross-cultural contexts

Bor-Shiuan Cheng, National Taiwan University, Taiwan Organizational behavior in the Chinese context; leadership; team processes; organizational culture

Chi-yue Chiu, Nanyang Technological University, Singapore Cultural processes; creativity; innovation; group processes

Ray Friedman, Vanderbilt University, USA Negotiation; dispute resolution; Chinese culture and management; diversity in organizations; labor relations

Yaping Gong, Hong Kong University of Science and Technology, China

Employee creativity; goal orientation; strategic and international human resource management

Greg Hundley, *Purdue University*, *USA*Strategic human resource management; compensation and reward; self-employment and international compensation; entrepreneurship

Thomas Hutzschenreuter, WHU – Otto Beisheim School of Management, Germany

Internationalization strategy; foreign direct investment; panel data analysis

Xiaohui Liu, Loughborough University, UK
International business; human mobility; international knowledge spillovers; innovation in emerging economies; internationalization strategies of firms from emerging economies; knowledge acquisition

Xiaowei Rose Luo, INSEAD, France Institutional theory; family business; corporate governance; corporate social responsibility; crosscultural variation in organizational practices

Ishtiaq Pasha Mahmood, National University Singapore, Singapore

Innovation; diversification; corporate strategy; international business

Silvia Massini, *University of Manchester*, *UK*Offshoring of innovation and knowledge intensive business services; economics and management of innovation; evolutionary and behavioral theories;

adoption and diffusion of innovation; knowledge creation and management

Johann Peter Murmann, University of New South Wales, Australia

Strategic management; innovation; evolutionary theories in management and economics; comparative firm and industry studies; business history

Bent Petersen, Copenhagen Business School, Denmark Internationalization of firms; global sourcing; value creation logics; real options and entry modes; strategic management

Carine Peeters, Vlerick Business School, Belgium International business; strategy; global sourcing; offshoring; outsourcing

Laura Poppo Kansas University, USA Knowledge management; institutional theory; cooperative strategy; transitional economies

Mooweon Rhee, Yonsei University, Korea Organizational learning; organizational status; corporate reputation; social networks; Asia-based theories of organizations

Bilian (Belaine) Sullivan, Hong Kong University of Science and Technology, China

Organizational learning and change; organizational and inter-organizational networks; international management; and decision-making

Till Talaulicar, *University of Erfurt, Germany*Board of directors; corporate ethics; corporate governance; corporate social responsibility; top management teams; upper echelons theory

Eric Tsang, University of Texas at Dallas, USA
Organizational learning, strategic alliance; corporate
governance; corporate social responsibility;
philosophical analysis of methodological issues

Alain Verbeke, University of Calgary, Canada and University of Brussels, Belgium

MNE theory; internalization theory; transaction cost economics; regional and global strategy; FDI; subsidiary management and entrepreneurship; MNE governance; bounded rationality; bounded reliability; stakeholder management; MNE corporate social responsibility; environmental strategy

Michael A. Witt, INSEAD, Singapore and Harvard University, USA

Asia; business systems; varieties of capitalism; international business

Jia Lin Xie, University of Toronto, Canada

Job stress and employee well-being; organizational
behavior in the Chinese context; cross-cultural
management

Zhi-Xue Zhang, *Peking University, China*Team process; negotiation and conflict management; leadership

Xueguang Zhou, Stanford University, USA Sociology of organization; social stratification; economic sociology; Chinese society

EDITORIAL ADVISORY BOARD

Paul Beamish, University of Western Ontario, Canada Peter Buckley, University of Leeds, UK John Child, University of Birmingham, UK Stewart Clegg, University of Technology, Sydney, Timothy M. Devinney, University of Leeds, UK

Giovanni Dosi, Sant'Anna School of Advanced Studies, Italy

Yves Doz, INSEAD, France

Jiing-Lih (Larry) Farh, Hong Kong University of Science and Technology, China

Mauro F. Guillen, University of Pennsylvania, USA Michael Hitt, Texas A&M University, USA Martin Kenney, University of California, Davis, USA Yadong Luo, University of Miami, USA Marjorie Lyles, Indiana University, USA

James March, Stanford University, USA Marshall W. Meyer, University of Pennsylvania, USA Michael Morris, Columbia University, USA Victor Nee, Cornell University, USA Seung Ho Park, CEIBS, China Gordon Redding, INSEAD, France Oded Shenkar, Ohio State University, USA Henk Volberda, Erasmus University, The Netherlands Mary Ann Von Glinow, Florida International University, USA Andrew Walder, Stanford University, USA Gordon Walker, Southern Methodist University, USA Malcolm Warner, University of Cambridge, UK Weiying Zhang, Peking University, China Shuming Zhao, Nanjing University, China

EDITORIAL REVIEW BOARD

Sam Aryee, King's College London, UK Neal M. Ashkanasy, University of Queensland, Australia

Ellie R. Banalieva, Northeastern University, USA William Barnett, Stanford University, USA Bat Batjargal, Harvard University, and University of Nottingham, Ningbo, China

Gabriel R. G. Benito, BI Norwegian Business School, Norway

Olivier Bertrand, SKEMA Business School, France Brian K. Boyd, City University of Hong Kong, China Daniel J. Brass, University of Kentucky, USA Jeanne M. Brett, Northwestern University, USA Lance Eliot Brouthers, Kennesaw State University,

Melody Manchi Chao, Hong Kong University of Science and Technology, China

WeiRu Chen, INSEAD, Singapore

Wenhong Chen, University of Texas, Austin, USA Roy Yong-Joo Chua, Harvard University, USA Aichia Chuang, National Taiwan University, Taiwan Chi-Nien Chung, National University of Singapore, Singapore

Lin Cui, Australian National University, Australia Ping Deng, Cleveland State University, USA Carolyn Egri, Simon Fraser University, Canada Grace Fan, University of British Columbia-Okanagan, Canada

Jeanne Ho-Ying Fu, City University of Hong Kong, China

Ping-Ping Fu, City University of Hong Kong, China Peter Gammeltoft, Copenhagen Business School,

Barry Gerhart, University of Wisconsin, USA Yundan Gong, Aston University, UK Qian (Cecilia) Gu, Georgia State University, USA Jungpil Hahn, National University of Singapore,

Xu Han, University of Pennsylvania, USA Niron Hashai, Hebrew University of Jerusalem, Israel Ying-yi Hong, Nanyang Technological University,

Robert E. Hoskisson, Rice University, USA Kwang-Kuo Hwang, National Taiwan University, Taiwan

Andrew Inkpen, Thunderbird, USA Liangding Victor Jia, Nanjing University, China Hong Jiang, University of Nebraska, USA Runtian Jing, University of Electronic Science and Technology of China, China

Sung-Choon Kang, Cornell University, USA Liena Kano, University of Calgary, Canada Lisa Keister, Duke University, USA Scott Kennedy, Indiana University, USA Minyoung Kim, University of Kansas, USA Sunghoon Kim, University of New South Wales, Australia

Maurizio Zollo, Bocconi University, Italy

Tae-Yeol Kim, CEIBS, China

Tohyun Kim, Sungkyunkwan University, Korea Young-Choon Kim, National University of Singapore, Singapore

Ingo Kleindienst, Aarhus University, Denmark Rajiv Kozhikode, Simon Fraser University, Canada Catherine K. Lam, City University of Hong Kong,

Marcus M. Larsen, Copenhagen Business School, Denmark

Bobai Li, Peking University, China Haiyang Li, Rice University, USA

Jing Li, Simon Fraser University, Canada Julie Li, City University of Hong Kong, China

Peter Ping Li, Copenhagen Business School, Denmark Shaomin Li, Old Dominion University, USA Shu-Ping Li, National University of Singapore,

Singapore Jian Liang, Shanghai Jiao Tong University, China

Neng Liang, CEIBS, China

Zhiang (John) Lin, University of Texas at Dallas, USA Jun Liu, Renmin University, China

Leigh Anne Liu, Georgia State University, USA Wu Liu, Hong Kong Polytechnic University, China Jane Lu, National University of Singapore, Singapore

Jiangyong Lu, Peking University, China Steven Lui, University of New South Wales, Australia

Dali Ma, Drexel University, USA

Li Ma, Duke University, USA

Mona Makhija, Ohio State University, USA Shige Makino, Chinese University of Hong Kong, China

Hemant Merchant, University of South Florida-St. Petersburg, USA

Michael J. Mol, Copenhagen Business School, Denmark

Guido Möllering, Jacobs University Bremen, Germany Janet Y. Murray, University of Missouri-St. Louis, USA Rajneesh Narula, University of Reading, UK Kok Yee Ng, Nanyang Technological University, Singapore

Quyen Nguyen, University of Reading, UK Na Ni, Hong Kong Polytechnic University, China

Peter D. Ørberg Jensen, Copenhagen Business School, Denmark

K. Skylar Powell, Western Washington University, USA

Shameen Prashantham, Nottingham University Business School, China

Cuili Qian, City University of Hong Kong, China David Ralston, University of Oklahoma, USA Valerie Rosenblatt, San Francisco State University, USA

Roger Schweizer, University of Gothenburg, Sweden Arjen Slangen, Eramus University Rotterdam, Netherlands

Lynda Jiwen Song, Renmin University, China Andrew Spicer, University of South Carolina, USA Yu-Shan Su, National Taiwan Normal University, Taiwan

Florian Taeube, EBS Business School, Germany Danchi Tan, National Chengchi University, Taiwan Justin Tan, York University, Canada

Yi Tang, Hong Kong Polytechnic University, China Sverre Tomassen, BI Norwegian Business School, Norway

Wei-Chi Tsai, National Chengchi University, Taiwan Herman Tse, Griffith University, Australia Hinrich Voss, University of Leeds, UK

Catherine Wang, University of London, UK Chengang Wang, Bradford University, UK Danqing Wang, INSEAD, France Hui Wang, Peking University, China Xiao-Hua (Frank) Wang, Renmin University, China Yingqi Wei, University of Leeds, UK Steven White, Tsinghua University, China Jie Wu, University of Macau, Macau Torsten Wulf, Phillips-University Marburg, Germany Dean Xu, University of Melbourne, Australia Juelin (Lynn) Yin, Xi'an Jiaotong-Liverpool University, China Michael Young, Hong Kong Baptist University, China Ann Yan Zhang, Peking University, China Cyndi Man Zhang, Singapore Management University, Jianjun Zhang, Peking University, China Xiaomeng Zhang, American University, USA Jane Zhao, University of Kansas, USA Wei Zhao, University of North Carolina at Charlotte, USA Lu Zheng, University of California, Irvine, USA

Weiting Zheng, Hong Kong Polytechnic University,

Jing Zhou, Rice University, USA Hongjin Zhu, McMaster University, Canada

Management and Organization Review

Best Reviewer Award

Every two years, MOR recognizes the reviewers who have performed the most number of reviews on a timely basis in the previous two-year period, with the highest quality and strong developmental comments. The recent winners are listed below. The winner receives a certificate of recognition and public recognition at the MOR Board meeting.

2014 Best Reviewer Award Winners

Chi-Nien Chung, National University of Singapore
Yaping Gong, Hong Kong University of Science
and Technology
Tae-Yeol Kim, CEIBS
Leigh Anne Liu, Georgia State University
Jia Lin Xie, University of Toronto

2012 Best Reviewer Award Winners

Roy Yong-Joo Chua, Harvard University Sunghoon Kim, University of New South Wales Andrew Spicer, University of South Carolina Linn Van Dyne, Michigan State University Dean Xu, University of Hong Kong

2010 Best Reviewer Award Winners

Sam Aryee, Aston University
Daniel J. Brass, University of Kentucky
Chao C. Chen, Rutgers University
Kwang-Kuo Hwang, National Taiwan University
William Wan, Texas Tech University

2008 Best Reviewer Award Winners

Neal Askanasy, University of Queensland Max Boisot, University of Birmingham Gregory Dess, University of Texas at Dallas Peter Ping Li, Copenhagen Business School Lois Tetrick, George Mason University

The Wiley-Blackwell Management and Organization Review

Young Scholar Award

MOR gives this award every two years, at the biennial conference of the International Association for Chinese Management Research, to recognize a young scholar's contributions to the fields of managerial and organizational research. The award goes to a young author who is the sole or first author of his/her article in Management and Organization Review. Eligible authors must have received their degrees no more than five years prior to their article's publication or was a Ph.D. student at the time of publication. The winner receives a 12 month complimentary membership to the IACMR, including a subscription to Management and Organizational Review (print and online); USD \$2000.00; a plaque; and public recognition at the Conference.

2014 Young Scholar Award Winner

Dali Ma

'A Relational View of Organizational Restructuring: The Case of Transitional China,' *MOR* 8:1 51–75.

2012 Young Scholar Award Winner

Chun Guo, Sacred Heart (with co-author Jane K. Miller)

'Guanxi Dynamics and Entrepreneurial Firm Creation and Development in China,' MOR 6:2 267–291.

2010 Young Scholar Award Winner

Robert E. White, Arizona State University (with co-authors Robert E. Hoskisson, Daphne W. Yiu, and Garry D. Bruton)

'Employment and Market Innovation in Chinese Business Group Affiliated Firms: The Role of Group Control Systems,' MOR 4:2 225–256.

2008 Young Scholar Award Winner

Wenhong Chen, Duke University

'Does the Colour of the Cat Matter?: The Red Hat Strategy in China's Private Enterprises,' MOR 3:1 55–80.

Peking University Press-Management and Organization Review

Best Paper in Chinese Theory of Management Award

The 'theory of Chinese management' approach (adapting imported theories for the Chinese context) and the 'Chinese theory of management' approach (developing original theories for the Chinese context) are both necessary and valuable. To promote original theorizing to account for management phenomena that are particularly salient or unique in China, Peking University Press (PUP) has set up the PUP-MOR Best Paper in Chinese Theory of Management Award. The award aims to recognize the best paper published in MOR that addresses new research questions, identifies new concepts, and/or develops new theories from the 'Chinese theory of management' perspective. The Awards Committee identified three finalists among the papers published in MOR for at least five years and judged to be exemplary of the spirit of this award. The three finalist papers can be found on the 2014 IACMR conference website on the 'Awards' page. The inaugural award was presented at the 2014 IACMR conference on June 19, 2014 in Beijing. Congratulations to all the finalists and winners.

2014 PUP-MOR Award Winner

Nee, V., & Yang, C., 2005. Market transition and the firm: Institutional change and income inequality in urban China. *Management and Organization Review*, 1(1): 23-56.



Fishing



By Eric W. K. Tsang, University of Texas at Dallas, USA