



Call for Papers

Management and Organization Review
Special Issue on 'Building Sustainable Organizations in China'

Guest Editors:

Chris Marquis, Harvard Business School, US

Susan Jackson, Rutgers University, US

Yuan Li, Shanghai Jiao Tong University, China

Submission Deadline: October 31, 2012

While China's impressive economic expansion over the past thirty years has brought unprecedented wealth and prosperity, it has also created many social, political, and environmental challenges. For example, a huge income disparity has emerged between the rich and poor, there is uneven development of the coastal vs. interior regions, and significant environmental degradation. The recent business scandals in China (e.g., tainted infant milk powder, an increase in employee suicides) further highlight the urgency of devoting serious attention to the development of organizations in China that look beyond the financial bottom line. Being the predominant driver of China's market-oriented economy, business organizations bear a major responsibility for ensuring sustainable development in China.

Broadly speaking, we use the term 'organizational sustainability' to include issues associated with both environmental management and the concepts of corporate social responsibility (CSR) and business ethics. More specifically, organizational sustainability embraces the following elements: (a) balancing competing goals and expectations of diverse stakeholders, (b) the importance of positive non-financial outcomes, (c) achieving environmental responsibility, (d) voluntary behavior exceeding what the law requires (i.e., positive citizenship behavior), and (e) responsible/ethical conduct.

While sustainability typically refers to the conduct of organizations as acting entities, organizations do not speak or act per se. Individuals and teams speak or act on behalf of the organization. Thus, sustainability is by definition a multi-level phenomenon. We are interested in research on sustainability at the individual level, at the group level, and at the organizational level, as well as research that spans multiple levels of analysis.

Potential Research Topics

The purpose of this special issue of *MOR* is to shed light on issues and challenges regarding the sustainability of Chinese organizations. We seek manuscripts that report

empirical research and also welcome theory-building studies that introduce novel theoretical insights about phenomena that may or may not be unique to China. Both qualitative and quantitative research methods are welcome. Conceptual papers that provide deep insight into the Chinese context to explain contemporary management practices and organizational actions in the corporate social responsibility realm are also welcome.

We invite submissions that incorporate or address, but are not limited to, the following approaches:

- **The importance of sustainability in today's business world in China.** How compatible or conflicting are organizational sustainability objectives with other objectives of business organizations such as the financial bottom-line? How do companies with different ownership structures understand and respond to sustainability issues? What is the effect of the Chinese indigenous concept of sustainable business practice (天人合一 seeking harmony between environment and people) on the sustainability of businesses? Who are the pioneers in China's sustainability field? Are there benchmark cases to follow?
- **Green management in China.** How do organizations in China formulate environmental strategies to obtain competitive advantage? How do organizations in China balance short-term costs associated with environmental improvements with potential long-term gains? What role do key stakeholders such as the government play in helping firms meet environmental challenges? What innovative approaches have been developed by Chinese firms to address China's environmental challenges?
- **The development and impact of CSR in China.** How can CSR behaviors be aligned with the strategy of firms operating in China? How have global norms of CSR spread to Chinese companies? How have global CSR practices (e.g., CSR reporting, philanthropy, voluntarism) been adapted to fit the Chinese context? What stakeholders are most important to Chinese companies when they are formulating their CSR strategies?
- **Ethical decisions and sustainability in Chinese organizations.** How do Chinese organizations distinguish between ethically sound value creation and opportunistic exploitation? How do corporate ethical decisions affect organizational competitive advantage in both domestic and global markets? How is corporate governance linked with organizational ethics and sustainability? What role do entrepreneurial firms play in developing environmentally sustainable practices? What ethical dilemmas do Chinese managers and employees face? How do they perceive, judge, and act upon these dilemmas?
- **Sustainability in entrepreneurial firms.** What role do entrepreneurial firms play in developing environmentally sustainable practices? How do Chinese entrepreneurs distinguish between ethically sound and responsible value creation and opportunistic exploitation?
- **Multinational corporations (MNCs) and sustainability in China.** What is the role of MNCs in developing sustainable organizations in China? How do Chinese ethical and moral norms converge and diverge from those held by MNCs? How do Chinese managers cope with these conflicts?

Questions about the special issue should be directed to any of the guest editors: You are encouraged to submit your tentative topics to Chris Marquis (cmarquis@hbs.edu) for feedback in the early stage when conducting your studies or preparing your manuscripts. Papers for the special issue should be submitted electronically through *MOR's* ScholarOne Manuscripts site at <http://mc.manuscriptcentral.com/mor> and identified as submission to the 'Building Sustainable Organizations in China' special issue. All submissions should follow the '*MOR* Author Guidelines', which are available online at [http://onlinelibrary.wiley.com/journal/10.1111/\(ISSN\)1740-8784/homepage/ForAuthors.html](http://onlinelibrary.wiley.com/journal/10.1111/(ISSN)1740-8784/homepage/ForAuthors.html).

Special Issue Conference

After the first round of reviews, the authors of the most promising submissions will be invited to a Special Issue Conference on “Building Sustainable Organizations in China” to be hosted by Shanghai JiaoTong University and Harvard Business School and held in Shanghai in May of 2013 (date and venue to be announced).

Guest Editors

Chris Marquis is an Associate Professor in the Organizational Behavior unit at the Harvard Business School. He received his PhD in Sociology at the University of Michigan. His current research is focused on how business can have a positive impact on society. Questions that drive his inquiries include: How can companies grow in reach and profit, while staying true to a social mission and maintaining their quality of services or products? And, should social entrepreneurs focus their efforts on leading change of the broader system in which they operate, or should they focus on achieving impact within the existing system? He furthermore is investigating how environmental sustainability initiatives have developed in China, in particular what are the implications of transitioning to greener technology when government and business are structurally intertwined? He has published in *Academy of Management Journal*, *Academy of Management Review*, *Administrative Science Quarterly*, *American Sociological Review*, *Organization Science* and numerous other outlets. He is a member of the editorial boards of *Academy of Management Review*, *Administrative Science Quarterly*, *Organization Science* and *Strategic Organization*.

Susan E. Jackson is Distinguished Professor of Human Resource Management in the School of Management and Labor Relations at Rutgers University. She received her B.A. in psychology and sociology from the University of Minnesota and her Master's and PhD degrees in organizational and social psychology from the University of California at Berkeley. Her primary areas of expertise include workforce issues in environmentally sustainable organizations, work team diversity, and strategic human resource management systems. She has published more than 150 scholarly articles and chapters on these and related topics, and is the author or editor of several books, including, *Managing Human Resources*, 11th edition (with R. Schuler and S. Werner), *Managing Knowledge for Sustainable Competitive Advantage* (with M. Hitt and A. DeNisi), *Managing Human Resources in Cross-Border Alliances* (with R. Schuler and Y. Luo), and *Diversity in Work Teams*. She is currently working with Deniz Ones and Stefan Dilchert on a new book tentatively titled, *Managing Human Resources in Environmentally Sustainable Organizations*, for publication by Jossey-Bass/Wiley in 2012. In addition to her university activities, Professor Jackson has held numerous positions in professional societies.

Yuan Li is Executive Dean of the Antai College of Economics & Management at Shanghai Jiao Tong University. He is vice chairman of the IACMR Academic Consulting Committee, member of APJM Editorial Advisory Board, and member of Journal Enterprise Information Systems Editorial Advisory Board. Professor Li's research area covers technological innovation management, strategic management and entrepreneurship. He has published over 40 academic papers in international journals such as *JOM*, *JMS*, *ETP*, *IEEE TEM*, *MOR*, *APJM*, *JPIM*, etc.