

組
織
管
理
研
究

Management and Organization Review

EDITOR'S FORUM

Chinese Capitalism



© International Association for
Chinese Management Research





International Association for Chinese Management Research Officers

Founding President

Anne S. Tsui

*Arizona State University
Peking University*

Past President

Shuming Zhao

Nanjing University

Co-Presidents

Jia Lin Xie

University of Toronto

Jing Zhou

Rice University

Senior Vice-President

Chao Chen

Rutgers University

Executive Secretary/Treasurer

Eva Xin Yao

University of Colorado at Boulder

Vice-President and Program Chair for 2012 Conference

Jiing-lih (Larry) Farh

*Hong Kong University
of Science and Technology*

Program Co-Chair and Chair of Local Arrangements Committee for 2012 Conference

Howard Arthur Davies

Hong Kong Polytechnic University

Representatives at Large

Simon Dolan

ESADE

Haiyang Li

Rice University

T. K. Peng

I-Shou University

Erming Xu

Renmin University



Leadership of Hong Kong University of Science and Technology

President

Tony F. Chan

Provost

Wei Shyy

Leadership of HKUST Business School

Dean

Leonard Cheng

Senior Associate Dean

Steven J. DeKrey

Associate Deans

Kalok Chan

J.T. Li

Angela Ng

Yan Xu

北京大學



光華管理學院

Guanghua School of Management

Leadership of Peking University

Presidents

Qifeng Zhou

Weifang Min

Yansong Ao

Wen Hai

Chuanjin Ju

Yang Ke

Yansong Li

Jianhua Lin

Wei Liu

Zhipan Wu

He Yang

Hongjun Yu

Yan Zhang

Vice Presidents

Leadership of Guanghua School of Management

Dean

Hongbin Cai

Vice Deans

Liutang Gong

Xue Liu

Zhengfei Lu

Xinzhong Gary Xu

Jiali Zhang

Zhixue Zhang



MANAGEMENT AND ORGANIZATION REVIEW

Volume 7 Issue 1

March 2011

ANNE S. TSUI and KWOK LEUNG From the Editors: Introducing a New Editing Team and Welcoming a New Year	1
Editor's Forum: Chinese Capitalism	
MARSHALL W. MEYER Is It Capitalism?	5
FORUM ARTICLES	
ANDREW G. WALDER From Control to Ownership: China's Managerial Revolution	19
NEIL FLIGSTEIN and JIANJUN ZHANG A New Agenda for Research on the Trajectory of Chinese Capitalism	39
NAN LIN Capitalism in China: A Centrally Managed Capitalism (CMC) and Its Future	63
REGULAR ARTICLES	
STAN XIAO LI, XIAOTAO YAO, CHRISTINA SUE-CHAN, and YOUMIN XI Where Do Social Ties Come From: Institutional Framework and Governmental Tie Distribution among Chinese Managers	97
CHIH-TING SHIH and SHYH-JER CHEN The Social Dilemma Perspective on Psychological Contract Fulfilment and Organizational Citizenship Behaviour	125
PERSPECTIVE	
SUNGHOO KIM and PATRICK M. WRIGHT Putting Strategic Human Resource Management in Context: A Contextualized Model of High Commitment Work Systems and Its Implications in China	153
Chinese Abstracts	175
Erratum	179
IACMR Commitment to Excellence	181
Call for Papers	
Special Issue on 'Knowledge Search, Spillovers, and Creation in Emerging Markets'	185
Special Issue on 'Behavioral Ethics, Organizational Justice, and Social Responsibility across Contexts'	187

© 2011 The International Association for Chinese Management Research
ISSN 1740-8776

EDITOR-IN-CHIEF

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

MANAGING EDITOR

Tina Minchella, Arizona State University, USA

DEPUTY EDITOR-IN-CHIEF

Kwok Leung, City University of Hong Kong,
China
Justice and conflict; cross-cultural research
methodology; cross-cultural psychology;
international business

EXECUTIVE SENIOR EDITOR

Marshall W. Meyer, University of Pennsylvania,
USA, Management in China; measurement
of organizational performance; organizational
design; organizational change

SENIOR EDITOR AND CHINESE ABSTRACT EDITOR

Zhi-Xue Zhang, Peking University, China
Team process; conflict management;
negotiation; leadership; cross-cultural
differences in organizational behaviour

SENIOR EDITORS

Jiing-Lih Farh, Hong Kong University of Science
and Technology, China
Indigenous study of Chinese organizational
behavior; leadership; employee values and
change; work attitudes; in-role and extra-role
performance; research methods

Joseph Galaskiewicz, University of Arizona,
USA
Formal organizations; social networks; urban
community; comparative economic analysis;
and philanthropic institutions

Chung-Ming Lau, Chinese University of Hong
Kong, China
Organizational culture; change and
development; managerial cognitions; Chinese
management

Yadong Luo, University of Miami, USA
Strategic management; multinational
enterprises; international joint ventures;
transition economies; global strategy;
corporate governance and networking

Michael Morris, Columbia University, USA
Social judgment; conflict resolution; cultural
differences in social judgment and interaction
patterns

Patrick Wright, Cornell University, USA
Human capital measurement; strategic
human resource management; leadership
and management development; governance,
ethics, and corporate social responsibility;
competitive advantage; employee motivation;
personnel selection

CONSULTING EDITORS

Soon Ang, Nanyang Technological University,
Singapore
Cultural intelligence; individual differences;
global leadership; managing global talent;
outsourcing

Ingmar Bjorkman, Hanken School of Economics,
Finland

International human resource management;
knowledge creation and transfer into
multinational corporations; integration of
international mergers and acquisitions

Chao Chen, Rutgers University, USA
Cross-cultural communication; cross-cultural
negotiation; managing diversity; conflict of
interest and ethical decision making

George Zhen Xiong Chen, Australian National
University, Australia
Organizational behaviour and human resource
management; leadership; organizational
commitment; job insecurity; psychological
contract; organizational justice; Chinese
management

Xiao-Ping Chen, University of Washington,
USA
Organizational behavior; industrial and
organizational psychology; cross-cultural
management; Chinese *guanxi*

Eric Tsang, University of Texas, Dallas,
USA
Organizational learning; knowledge
management; strategic alliance; foreign
direct investment; philosophical analysis of
methodological issues

William Wan, Texas Tech University, USA
Institutional theory; Chinese management;
business strategy; international management;
corruption; business groups

Anthea Yan Zhang, Rice University, USA
Executive leadership; corporate governance;
technology entrepreneurship; foreign
direct investment; multinational company
management; emerging markets

EDITORIAL ADVISORY BOARD

Paul Beamish, University of Western Ontario, Canada
Yanjie Bian, University of Minnesota, USA, and Xi'an Jiaotong University, China
Leonard Cheng, Hong Kong University of Science and Technology, China
Siwei Cheng, Chinese Academy of Sciences, China
John Child, University of Birmingham, UK
Angelo DeNisi, Tulane University, USA
Doug Guthrie, George Washington University, USA
Michael Hitt, Texas A&M University, USA
Thomas Lee, University of Washington, USA
Arie Lewin, Duke University, USA
Nan Lin, Duke University, USA
Fred Luthans, University of Nebraska, USA
George Milkovich, Cornell University, USA
Victor Nee, Cornell University, USA
Lyman W. Porter, University of California, Irvine, USA
Gordon Redding, INSEAD, France

Denise Rousseau, Carnegie Mellon University, USA
Sara L. Rynes, University of Iowa, USA
Claudia Bird Schoonhoven, University of California, Irvine, USA
W. Richard Scott, Stanford University, USA
Oded Shenkar, Ohio State University, USA
Peter Smith, University of Sussex, UK
Barry Staw, University of California Berkeley, USA
Mary Ann Von Glinow, Florida International University, USA
Andrew Walder, Stanford University, USA
Malcolm Warner, University of Cambridge, UK
David A. Whetten, Brigham Young University, USA
Kuo-Shu Yang, National Taiwan University, Taiwan
Sheldon Zedeck, University of California, Berkeley, USA
Weiyang Zhang, Peking University, China
Shuming Zhao, Nanjing University, China

EDITORIAL REVIEW BOARD

Sam Aryee, Aston University, UK
Neal Ashkanasy, University of Queensland, Australia
Bat Batjargal, Harvard University, USA
Max Boisot, University of Birmingham, UK
Brian Boyd, Arizona State University, USA
Daniel Brass, University of Kentucky, USA
Jeanne Brett, Northwestern University, USA
Lance Brouthers, Kennesaw State University, USA
Wenhong Chen, University of Texas, Austin, USA
Bor-shiuan Cheng, National Taiwan University, Taiwan
Roy Yong-Joo Chua, Harvard University, USA
Chi-Nien Chung, National University of Singapore, Singapore
Ping Deng, Maryville University of St. Louis, USA
Carolyn Egri, Simon Fraser University, Canada
Ray Friedman, Vanderbilt University, USA
Barry Gerhart, University of Wisconsin, USA
Yaping Gong, Hong Kong University of Science and Technology, China
Paul S. Hempel, City university of Hong Kong, China
Yingyi Hong, Nanyang Technological University, Singapore
Robert Hoskisson, Rice University, USA
Kwang-Kuo Hwang, National Taiwan University, Taiwan
Andrew Inkpen, Thunderbird, USA
Liangding Jia, Nanjing University, China
Lisa Keister, Duke University, USA
Scott Kennedy, Indiana University, USA
Sunghoon Kim, University of New South Wales, Australia
Simon Lam, University of Hong Kong, China
Kenneth Law, Chinese University of Hong Kong, China
Haiyang Li, Rice University, USA
Jing Li, Simon Fraser University, Canada

Mingfang Li, California State University, Northridge, USA
Peter Ping Li, Copenhagen Business School, Denmark
Zhiang (John) Lin, University of Texas, Dallas, USA
Jane Lu, National University of Singapore, Singapore
Jiangyong Lu, Peking University, China
Lin Lu, Shanghai Jiao Tong University, China
Jar-Der Luo, Tsinghua University, China
Xiaowei Rose Luo, INSEAD, France
Mona Makhija, Ohio State University, USA
Shige Makino, Chinese University of Hong Kong, China
Guido Moellering, Max Planck Institute for the Study of Societies, Germany
Kok Yee Ng, Nanyang Technological University, Singapore
David Ralston, University of Oklahoma, USA
Kan Shi, Chinese Academy of Science, China
Lynda Jiwen Song, Renmin University, China
Andrew Spicer, University of South Carolina, USA
Justin Tan, York University, Canada
Lois Tetrick, George Mason University, USA
Dean Tjosvold, Lingnan University, China
Linn Van Dyne, Michigan State University, USA
Hinrich Voss, University of Leeds, UK
Heli Wang, Hong Kong University of Science and Technology, China
Robert Wood, University of Melbourne, Australia
Jia Lin Xie, University of Toronto, Canada
Dean Xu, University of Hong Kong, China
Michael Young, Hong Kong Baptist University, China
Jianjun Zhang, Peking University, China
Yingying Zhang, CUNEF, Spain
Jing Zhou, Rice University, USA
Xueguang Zhou, Stanford University, USA

**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.

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.

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, a *MOR* gift, and public recognition at the *MOR* Board meeting.

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 *MOR* editorial team wishes to acknowledge and thank the following ad hoc reviewers who contributed to the review process during the calendar year of 2010.

Jean Bartunek, Boston College, USA
Bat Batjargal, Harvard University, USA
Michael Bond, Hong Kong Polytechnic University, China
Oana Branzei, University of Western Ontario, Canada
Thomas Bryer, University of Central Florida, USA
Nancy Buchan, University of South Carolina, USA
Dayou Cao, Southwest University of Politics and Law, China
Yang Cao, University of North Carolina, USA
Sun-Ki Chai, University of Hawaii, USA
Susan Chambre, Baruch College, USA
Wen-hung Chang, Shanghai University, China
WeiRu Chen, INSEAD, Singapore
Eddie Cheng, Southern Cross University, Australia
Tailan Chi, University of Kansas, USA
Bill Chou, University of Macau, Macau
Li-Fang Chou, National Cheng Kung University, Taiwan
Jingsong Deng, Sun Yat-sen University, China
Ping Deng, Maryville University of St. Louis, USA
Haiyan Duan, Henan University of Science and Technology, China
Kathy Eisenhardt, Stanford University, USA
Tony Fang, Stockholm University, Sweden
Ray Friedman, Vanderbilt University, USA
Jeanne Fu, City University of Hong Kong, USA
George Graen, University of Louisiana Lafayette, USA
Gary Hamilton, University of Washington, USA
Wei He, IESE Business School, Spain
Paul S. Hempel, City University of Hong Kong, China
Kun Huang, University of New Mexico, USA
Liangding Jia, Nanjing University, China
Marshall Jiang, Brock University, Canada
Shisong Jiang, Zhejiang University, China
Yi Jiang, California State University, Fullerton, USA
Josh Keller, Nanyang Technological University, Singapore
Sunghoon Kim, University of New South Wales, Australia
Tae-Yeol Kim, City University of Hong Kong, China
Rajiv Krishnan Kozhikode, Hong Kong University of Science and Technology, China
Ellen Kossek, Michigan State University, USA
Barbara Krug, Erasmus University, The Netherlands
Nir Kshetri, University of North Carolina, USA
Cynthia Lee, Northeastern University, USA
Chenwei Li, University of Alabama, USA
Jing Li, Simon Fraser University, Canada
Laubie Li, University of South Australia, Australia
Stan Xiao Li, York University, Canada
Yu Li, University of International Business and Economics Management, China

Leigh Anne Liu, Georgia State University, USA
Peng Liu, Renmin University of China, China
Ruey-Hua Liu, National Tsing Hua University, Taiwan
Wu Liu, Hong Kong Polytechnic University, China
Xielin Liu, Graduate University of Chinese Academy of Sciences, China
Hanchao Lu, Georgia Institute of Technology, USA
Jiangyong Lu, Peking University, China
Lin Lu, Shanghai Jiao Tong University, China
Vivian Lun, City University of Hong Kong, China
Fergus Lyon, Middlesex University Business School, United Kingdom
Xufei Ma, Chinese University of Hong Kong, China
Jane Miller, University of Massachusetts, USA
Miriam Muethel, Otto Beisheim School of Management, Germany
H. Richard Nakamura, Växjö University, Sweden
Anthony Orum, University of Illinois at Chicago, USA
Thomas Rawski, University of Pittsburgh, USA
Margaret Shaffer, University of Wisconsin Madison, USA
Donald Siegel, University at Albany-SUNY, USA
Lynda Jiwen Song, Renmin University of China, China
Yiyi Su, Shanghai Jiao Tong University, China
Jorg Sydow, Free University of Berlin, Germany
Ibraiz Tabrique, Pace University, USA
Jonathan Unger, Australian National University, Australia
Hinrich Voss, University of Leeds, UK
Hufeng Wang, Renmin University of China, China
Hui Wang, Peking University, China
Junmin Wang, University of Memphis, USA
Lei Wang, Peking University, China
Verner Worm, Copenhagen Business School, Denmark
Zhixing Xiao, CEIBS, China
Song Yang, University of Arkansas, USA
Jianping Ye, Renmin University of China, China
Tieying Yu, Boston College, USA
Jianjun Zhang, Peking University, China
Yichi Zhang, Peking University, China
Yan-Dong Zhao, Chinese Academy of Science and Technology, China
Fan Zhou, Zhejiang University, China
Zhiren Zhou, Peking University, China
Jinlong Zhu, Shanghai Jiao Tong University, China
Canny Zou, London Business School, UK
David Zweig, Hong Kong University of Science and Technology, China