

組  
織  
管  
理  
研  
究

# Management and Organization Review



Cover: Deep in the alley

The premier journal for ground-breaking insights  
about management and organizations in China and  
global comparative contexts



CAMBRIDGE  
UNIVERSITY PRESS

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**

Zhi-Xue Zhang *Peking University*

**President**

Runtian Jing *Shanghai Jiao Tong University*

**President Elect**

Wei Shen *Arizona State University*

**Executive Director**

Wei Zhang *Peking University*

**Executive Secretary/Treasurer**

Lerong He *State University of  
New York at Brockport*

**Vice-President and Program Chair for 2025**

**Conference**  
David Zhu *Arizona State University*

**Representatives at Large**

Jia (Jasmine) Hu *Ohio State University*

Helen H. Zhao *University of Hong Kong*

Yuntao Dong *Peking University*

Pei Sun *University of Manchester*

**PhD Student Representatives**

Jinkai Cheng *Renmin University of China*

Yue Wang *Rice University*

北京大學



光华管理学院

Guanghua School of Management



復旦大學 管理学院  
SCHOOL OF MANAGEMENT  
FUDAN UNIVERSITY



THE HONG KONG  
POLYTECHNIC UNIVERSITY  
香港理工大學



浙江大學 管理学院  
SCHOOL OF MANAGEMENT  
ZHEJIANG UNIVERSITY



## MANAGEMENT AND ORGANIZATION REVIEW

Volume 19 Issue 6

December 2023

### Letter from the Editor

XIAO-PING CHEN

1049

### Articles

FENG YUE, SYBILLE PERSSON, AND DAVID WASIELESKI

Beyond the Western Conceptions with François Jullien: The Process of Leadership Informed by the Chinese *Shi* 勢 as Organizational Propensity

1050

WEI SHI, WENJING CAI, DENNIS WAJDA, AND FUXIU JIANG

A Behavioral Account of Opportunistic Diversification: Evidence from Non-Real-Estate Firms' Investment in Real Estate

1071

BILIAN NI SULLIVAN, KAIXIAN MAO, AND HELI WANG

Constrained by Localized Attention Focus: The Negative Effect of Firm-Specific Knowledge on Exploratory Firm Innovation

1104

JIPING LI, LIDA L. ZHANG, AND KAIXIAN MAO

A Dynamic Perspective on Job Knowledge Characteristics during the COVID-19 Pandemic

1127

### Dialogue, Debate, and Discussion

HEATHER A. HAVEMAN, DAVID JOSEPH-GOTEINER, AND DANYANG LI

Institutional Logics: Motivating Action and Overcoming Resistance to Change

1152

MIA RAYNARD AND ROYSTON GREENWOOD

Commentary on Perspective Article: 'Institutional Logics: Motivating Action and Overcoming Resistance to Change' – Heather A. Haveman, David Joseph-Goteiner, and Danyang Li

1178

MICHAEL LOUNSBURY AND MILO SHAOQING WANG

Expanding the Scope of Institutional Logics Research

1185

GORDON REDDING

Commentary on 'Institutional Logics: Motivating Action and Overcoming Resistance to Change'

1189

### 2023 Reviewers

1192