

IACMR 2008

International Association for Chinese Management Research www.iacmr.org

The Olympic Spirit in Chinese Management Research

Third Bi-annual Conference June 19–22, 2008 Garden Hotel, Guangzhou China

The Olympic movement has brought not only splendid sporting competitions, but also synergy and solidarity among people from all over the world. The theme of the 2008 IACMR conference provides a broad scope for a variety of research that will contribute to the increasingly important knowledge of organizations and management in the Chinese context. We wish to advocate the Olympic spirit in fostering excellence in management research relating to China. We wish to carry out the Olympic ideal in facilitating cooperation, coordination, and collaboration among researchers with diverse research interests and backgrounds. Most importantly, we wish to celebrate what we do best: advancing management research while solving real-world problems.

Sponsors: Guangdong University of Business Studies, Guangdong University of Foreign Studies, Hong Kong Baptist University, Hong Kong University of Science and Technology, Jinan University, Nanjing University, National Sun Yat-Sen University Taiwan, Shantou University, Shenzhen University, South China Agricultural University, South China University of Technology, Sun Yat-Sen University Guangzhou, The Chinese University of Hong Kong, University of Macau, Xiamen University, ChinaHRD, Yantian International Container Terminals Limited, United Parcel Service of America, Wiley-Blackwell Publishing along with the National Natural Science Foundation of China.

Program: The first three days (June 19–21) will be invited keynote panels, referred paper presentations, symposia, and poster/interaction paper sessions. The last day (June 22) will be devoted to professional development workshops.

Registration: Please visit the IACMR website, <u>www.iacmr.org</u>, for registration information and early bird rates.

Inquiries: For questions about the Conference, please contact Jia Lin Xie at <u>Xiejl@Rotman.Utoronto.Ca</u> or Jing Zhou at <u>jzhou@rice.edu</u>. For questions about the IACMR, please contact Xiao-ping Chen at <u>xpchen@u.washington.edu</u>.

Keynote Panel Speakers and Discussants (Partial List)

Sharon Alvarez, Ohio State University
Jay Barney, Ohio State University
Paul Beamish, University of Western Ontario
Daniel Brass, University of Kentucky
Garry Bruton, Texas Christian University
John Child, University of Birmingham
Per Davidsson, Queensland U of Technology
Neil Fligstein, University of California, Berkeley
Doug Guthrie, New York University
Gary Hamilton, University of Washington

Heather Haveman, U of California, Berkeley Michael Hitt, Texas A&M University Gary Johns, Concordia University Thomas Lee, University of Washington Marjorie Lyles, Indiana University Marshall Meyer, University of Pennsylvania Terrence Mitchell, University of Washington Andrew Walder, Stanford University Michael Wright, Nottingham University Shaker Zahra, University of Minnesota



International Association for Chinese Management Research

中国管理研究国际学会

www.iacmr.org or www.iacmr.org.cn

(English) (Chinese 中文)

The International Association for Chinese Management Research (IACMR), founded in 2001, is a professional, academic organization to serve scholars, students, managers, and consultants who are interested in advancing knowledge about the management of organizations operating in the Chinese context.

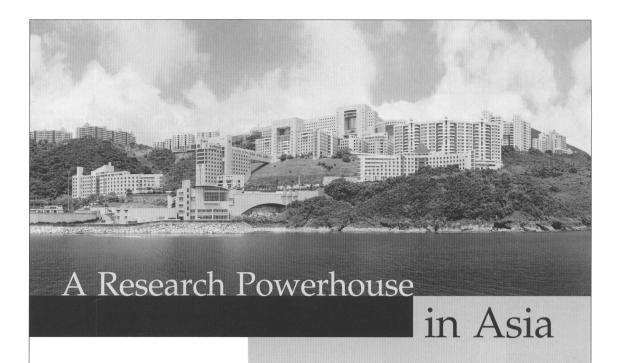
The primary goal of the Association is to promote scholarly studies of the organization and management of firms by

- Providing a forum for the exchange of ideas and experience among researchers about management research in the Chinese context.
- Facilitating international collaboration between management researchers around the globe.
- Promoting the development of management research capabilities IN and ON China.
- Publishing the journal, *Management and Organization Review (MOR)*, dedicated to the mission of the Association (*MOR*: http://www.iacmr.org/MOR.htm).

Regular activities of the IACMR include:

- Bi-annual international conference beginning with the Inaugural Conference in Beijing, PRC, June 17–20, 2004 and following with the second conference held in Nanjing, China on June 15–18, 2006.
- Business meeting at the same site as the **Academy of Management** meeting.
- Special lectures by distinguished professors and business leaders at the business meetings.
- Research seminars by leading Chinese and international scholars in China.
- Research methods workshops for Chinese scholars and doctoral students.
- Official journal Management and Organization Review, published by Wiley-Blackwell.

For detailed information about IACMR activities or membership, visit our website (www.iacmr.org.or www.iacmr.org.or contact us by email at iacmr@asu.edu (U.S.A.), iacmr@pku.edu.cn (Beijing) or by phone 1-480-965-4530 (U.S.A.), or 8610-6275-6701 (Beijing).



- No.1 worldwide in EMBA ranking
 - Financial Times 2007
- Top 30 worldwide in business research
 - University of Texas at Dallas

The Hong Kong University of Science and Technology

Located on the very doorstep of Chinese Mainland, the HKUST Business School is ideally positioned if you want to be at the forefront in creating and working on knowledge about business in the new Asia.

The School boasts 140 scholars from all over the world who are some of the brightest in their fields and committed to the pursuit of research excellence. Our programs and research capability have been consistently recognized as the best in the region.

All of our faculty members hold doctorates and are enthusiastic, high-spirited, and driven to achieve the best. The Business School is committed to contributing to the creation of management knowledge and maintaining the highest caliber of education. We welcome like-minded scholars to join us and explore the vast potential of Asia's leading business school.



www.bm.ust.hk



Shifting you from a knowledge consumer to a knowledge producer

The International Ph.D. Program

http://www.gsm.pku.edu.cn/program/iphd

The International Ph.D. Program (IPHD), Guanghua School of Management, Peking University, is designed for candidates with outstanding intellectual abilities and a strong commitment to research. Specifically, the objectives are to:

- Train academic faculty for leading business schools in China and beyond;
- · Enrich the intellectual environment of Guanghua School of Management;
- Enhance the quality of scholarly management research in China; and
- Cultivate highly-qualified young scholars in line with mainstream research in the fields.

Program Features

- · A four-year full-time program in English.
- Research expertise following international standards and conducted by both full-time and visiting prefessors with distinguished academic credentials.
- Academic and innovative research opportunity throughout the 4-year study.
- Teaching assistantship for MBA and undergraduate programs available.
- Financial aid available to all admitted students.

Study Areas

- Organizational behavior and human resources management,
- · Marketing,
- Strategic management.

Entry Eligibility

- A PRC undergraduate who is qualified for exemption from the general Master admission examination.
- A PRC graduate with a Bachelor or a Master degree from a recognized university with excellent academic records,
- An international applicant with an equivalent Bachelor or a Master degree.
- · Competitive scores in GMAT or GRE, and TOEFL.

Application

 Please visit http://www.gsm.pku.edu.cn/program/iphd for the detailed information for application.

Guanghua Contacts: Christine You (86-10-62756701, iphd@gsm.pku.edu.cn)



Discover the world's top business and management journals with Wiley-Blackwell

- Now part of Wiley, Wiley-Blackwell publishes more than 70 journals in business and management and partners with the world's leading societies to deliver high-quality, must-have content to students, faculty, researchers, and practitioners in the field.
- Working in close collaboration with more than 30 international organizations, Wiley-Blackwell publishes on such critical topics as entrepreneurship, innovation, operations management, consumer affairs, corporate governance, industrial relations, corporate finance, and much more.
- Our journals are available in more than 3,000 libraries worldwide, and are among the most widely read, frequently cited, and top-ranked journals in the ISI Business and Management categories.

Organizational Behavior advancing theory and research DECISION **TOURNAL OF** SCIENCES **1ANAGEMENT** STUDIES ENTREPRENEURSHIP rs Dan Schendel Michael A. Hitt (A) Page FNCES **STRATEGIC** MANAGEMENT Journal of Economics & Management Strategy f the Threat of thososial an-José Ganuza and Esther Hauk reasing films: Businessal Commission

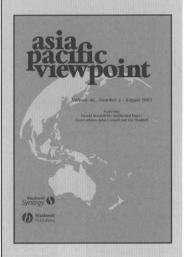
Journal of

View our journals online at:

www.blackwell-synergy.com www.interscience.wiley.com/business



Subscribe today



Edited by:Warwick E. Murray Print ISSN: 1360-7456 Online ISSN: 1467-8373 Frequency: Three times a year

asia pacific viewpoint

Now ISI listed

Tap into the latest research from renowned academics on the economic and social developments occurring in the Asia-Pacific region. The Asia Pacific Viewpoint is a well established journal that offers an in-depth look at the interplay between development and the environment as well as the growing interconnections between countries in the region.

Why not explore the extensive range of topics covered in the *Asia Pacific Viewpoint* by visiting the journal website at

www.blackwellpublishing.com/apv

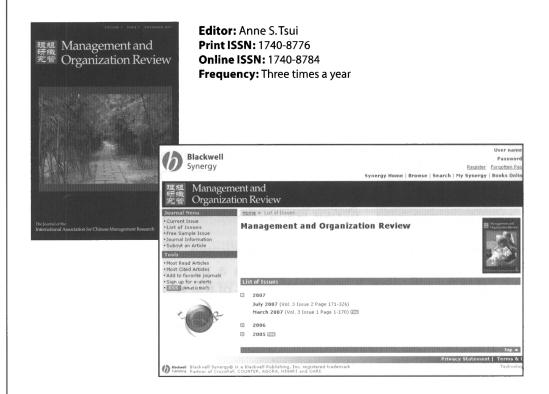
Subscription details can be attained on the journal website or by contacting the Customer Service Department at Blackwell Publishing:

Tel: +65 6511 8000

Email: customerservices@blackwellpublishing.com



Sign up for your free Email Table of Contents Alerts



Why not sign up for free **email table of contents alerts** to *Management and Organization Review* from Wiley-Blackwell, immediately informing you when new content is published online? Click straight through to the abstracts or full-text articles from the email link.

It's easy.

Go to www.blackwell-synergy.com/loi/mor

Follow the **Sign up** link under "Tools", and you'll begin receiving free email table of contents alerts each time a new issue is published!

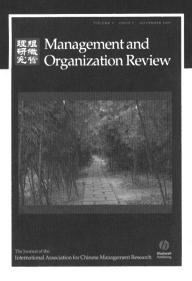
Visit the journal website at www.blackwellpublishing.com/mor



Wiley-Blackwell Management and Organization Review

Young Scholar Award

The official journal of The International Association for Chinese Management Research.
Also sponsored by Peking University and The Hong Kong University of Science and Technology.



Editor-in-Chief: Anne S. Tsui *Arizona State University*

Print ISSN: 1740-8776
Online ISSN: 1740-8784
Frequency: Three times a year

Management and Organization Review and Wiley-Blackwell are proud to announce a new prize to reward excellence in research by young scholars: the Wiley-Blackwell Management and Organization Review Young Scholar Award.

Management and Organization Review is dedicated to fostering growth in managerial and organizational research, with a particular focus on China. The Award aims to recognise the contributions of the young authors who have published in Management and Organization Review. Winning articles will be selected from Management and Organization Review every two years. Eligible authors must be either PhD students or those who have received their degree no more than five years prior to the publication date of the article and are the sole or first authors of the articles. The winning author will receive:

- 12 MONTH COMPLIMENTARY MEMBERSHIP TO IACMR, INCLUDING A SUBSCRIPTION TO MANAGEMENT AND ORGANIZATION REVIEW (PRINT AND ONLINE)
 - USD \$2000.00
 - TESTIMONIAL OF AWARD

The inaugural winner will be announced at the 3rd IACMR Biennial Conference to be held in Guangzhou, People's Republic of China, 19-22 June 2008. The awarded paper will be chosen from articles published in *Management and Organization Review* in Volumes 1 - 3 (March 2005 through November 2007).

To be considered for future awards, submit your manuscript to *Management* and *Organization Review* today. Full submission guidelines can be found on the journal's homepage at

www.blackwellpublishing.com/MOR

WILEY-BLACKWELL



PUBLISHER

Management and Organization Review is published by Blackwell Publishing Asia Pty Ltd 155 Cremorne Street Richmond, Victoria 3121 Australia

Tel: +61 3 9274 3100 Fax: +61 3 9274 3101

Email: melbourne@johnwiley.com.au

Blackwell Publishing Asia Pty Ltd was acquired by John Wiley & Sons in February 2007. Blackwell's programme has been merged with Wiley's global Scientific, Technical, and Medical business to form Wiley-Blackwell.

Journal Customer Services

For ordering information, claims and any enquiry concerning your journal subscription please contact your nearest office.

UK: Email: customerservices@blackwellpublishing.com; Tel: +44 (0) 1865 778315; Fax: +44 (0) 1865 471775.

USA: Email: customerservices@blackwellpublishing.com; Tel: +1 781 388 8599 or +1 800 835 6770 (toll free in the USA and Canada); Fax: +1 781 388 8232 or +44 (0) 1865 471775.

Asia: Email: customerservices@blackwellpublishing.com; Tel: +65 6511 8000; Fax: +44 (0) 1865 471775.

Production Editor

Alice Franek (email: MOR@oxon.blackwellpublishing.com)

Information for Subscribers

Management and Organization Review is published in three issues per year. Subscription prices for 2008 are: Premium Institutional: US\$519 (The Americas), £309 (Rest of World). Customers in the UK should add VAT at 7%; customers in the EU should also add VAT at 7%, or provide a VAT registration number or evidence of entitlement to exemption. Customers in Canada should add 6% GST or provide evidence of entitlement to exemption. Australia prices are inclusive of GST. The Premium institutional price includes online access from current content and all online back files to January 1st 1997, where available. For other pricing options, including access information and terms and conditions, please visit:

www.blackwellpublishing.com/mor

Delivery Terms and Legal Title

Prices include delivery of print journals to the recipient's address. Delivery terms are Delivered Duty Unpaid (DDU); the recipient is responsible for paying any import duty or taxes. Legal title passes to the customer on despatch by our distributors.

Printing and Despatch

Our policy is to use permanent paper from mills that operate a sustainable forestry policy, and which has been manufactured from pulp that is processed using acid-free and elementary chlorine-free practices. Furthermore, we ensure that the text paper and cover board used in all our journals has met acceptable environmental accreditation standards. Printed in Singapore by KHL Printing Co Pte Ltd.

All journals are normally despatched direct from the country in which they are printed by surface air-lifted delivery.

Offprints

C.O.S. Printers Pte Ltd, 9 Kian Teck Crescent, Singapore 628875. Fax: +65 6265 9074. Email: offprint@cosprinters.com.

Rack Issues

Single issues from current and recent volumes are available at the current single issue price from Blackwell Publishing Journals. Earlier issues may be obtained from Periodicals Service Company, 11 Main Street, Germantown, NY 12526, USA. Tel: +1 518 537 4700, Fax: +1 518 537 5899, Email: psc@periodicals.com.

Copyright and Photocopying

Journal compilation © 2008 Blackwell Publishing Ltd. All rights reserved. No part of this publication may be reproduced, stored or transmitted in any form or by any means without the prior permission in writing from the copyright holder. Authorisation to photocopy items for internal and personal use is granted by the copyright holder for libraries and other users registered with their local Reproduction Rights Organisation (RRO), e.g. Copyright Clearance Center (CCC), 222 Rosewood Drive, Danvers, MA 01923, USA (www.copyright.com), provided the appropriate fee is paid directly to the RRO. This consent does not extend to other kinds of copying such as copying for general distribution, for advertising or promotional purposes, for creating new collective works or for resale. Special requests should be addressed to: journalsrights@oxon.blackwellpublishing.com.

Disclaimer

The Publisher and Editors cannot be held responsible for errors or any consequences arising from the use of information contained in this journal; the views and opinions expressed do not necessarily reflect those of the Publisher and Editors, neither does the publication of advertisements constitute any endorsement by the Publisher and Editors of the products advertised.

For submission instructions, subscription and all other information visit www.blackwellpublishing.com/mor

This journal is available online at *Blackwell Synergy*. Visit www.blackwell-synergy.com to search the articles and register for table of contents email alerts

Access to this journal is available free online within institutions in the developing world through the AGORA initiative with the FAO. For information, visit www.aginternetwork.org.

The Journal is indexed by ABI/Inform, British Library Document Supply Centre, Information Express and PsycINFO.

ISSN 1740-8776 (Print) ISSN 1740-8784 (Online)

MOR.PI.Mar08

Management and Organization Review

Sponsored by Peking University and The Hong Kong University of Science and Technology



CONTENTS	olume 4 Issue	9]
Editorial Team A Note of Appreciation from Management and Organization R	Review	1
MARSHALL W. MEYER China's Second Economic Transition: Building National Mar	:kets	3
YIYI SU, DEAN XU and PHILLIP H. PHAN Principal–Principal Conflict in the Governance of the Chines Corporation		17
SEAN M. DOUGHERTY and ROBERT H. MCGUCKIN The Effects of Federalism on Productivity in Chinese Firms		39
XIAO-PING CHEN and SIQING PENG Guanxi Dynamics: Shifts in the Closeness of Ties Between Ch Coworkers		63
BARBARA KRUG and HANS HENDRISCHKE Framing China: Transformation and Institutional Change the Co-evolution		81
CHING HORNG and WAYNE CHEN From Contract Manufacturing to Own Brand Management: The Role of Learning and Cultural Heritage Identity	10	nc



