

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, 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, along with the National Natural Science Foundation of China.

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

Registration: Conference registration will open November 15, 2007. Please visit the IACMR website, www.iacmr.org, for registration information and early bird rates.

Inquiries: For questions about the Conference, please contact Jia Lin Xie at Xiej1@Rotman.Utoronto.Ca or Jing Zhou at jzhou@rice.edu. For questions about the IACMR, please contact Xiao-ping Chen at xpchen@u.washington.edu.

Keynote Panel Speakers and Discussants (Partial List)

Sharon Alvarez, Ohio State University	Heather Havement, U of California, Berkeley
Jay Barney, Ohio State University	Michael Hitt, Texas A&M University
Paul Beamish, University of Western Ontario	Gary Johns, Concordia University
Danial Brass, University of Kentucky	Tom Lee, University of Washington
Garry Bruton, Texas Christian University	Marjorie Lyles, Indiana University
John Child, University of Birmingham	Marshall Meyer, University of Pennsylvania
Per Davidsson, Queensland U of Technology	Terry Mitchell, University of Washington
Neil Fligstein, University of California, Berkeley	Andrew Walder, Stanford University
Doug Guthrie, New York University	Mike Wright, Nottingham University
Gary Hamilton, University of Washington	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.

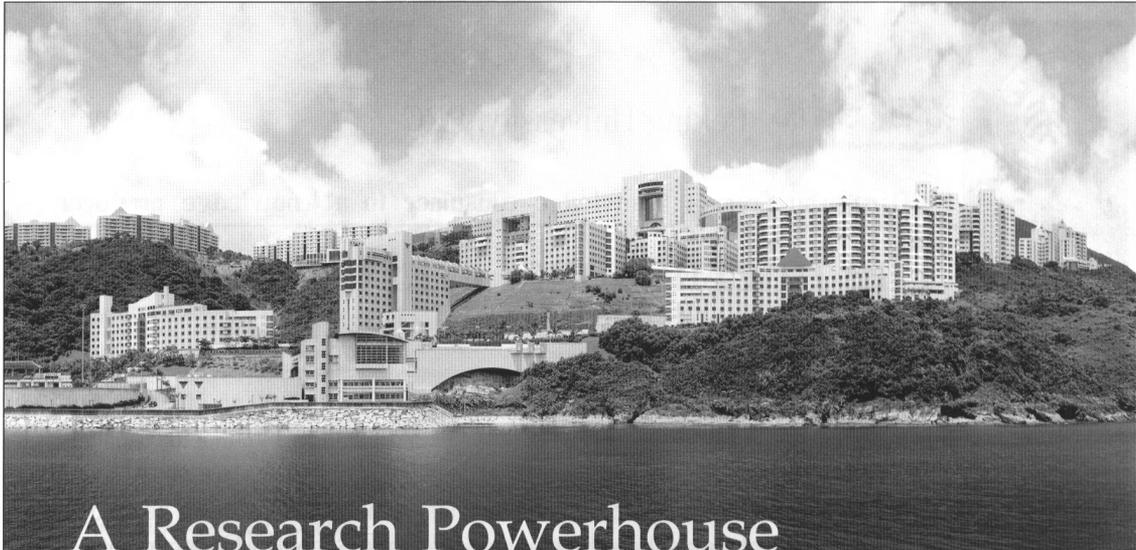
The primary goal of the Association is to promote scholarly studies of the organization and management of firms by

- 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 the second conference was 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.cn) or contact us at email: iacmr@asu.edu (U.S.A.), iacmr@ust.hk (Hong Kong), iacmr@pku.edu.cn (Beijing) or by phone 1-480-965-4530 (U.S.A.), (852) 2358-6358 (Hong Kong), or 8610-6275-6701 (Beijing).



A Research Powerhouse in Asia

- **No. 2** worldwide in EMBA ranking – *Financial Times 2005*
- **No. 20** worldwide in business research – *Financial Times 2005*
- **No. 25** worldwide in business research – *University of Texas at Dallas 2005*
- **No. 1** in finance research in Asia Pacific – *Arizona State University 2005*
- **No.1** in economics research

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



光华管理学院
Guanghua School of Management

Peking University, PRC

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 professors 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)

PUBLISHER

Management and Organization Review is published by Blackwell Publishing Asia Pty Ltd
550 Swanston Street
Carlton, Victoria 3053
Australia
Tel: +61 3 8359 1011
Fax: +61 3 8359 1120
Email: info@asia.blackwellpublishing.com

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 8206 or 1 800 835 6770 (toll free in the USA); 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: alice.franek@asia.blackwellpublishing.com)

INFORMATION FOR SUBSCRIBERS

Management and Organization Review is published in three issues per year. Subscription prices for 2007 are: Premium Institutional: US\$487 (The Americas), £290 (Rest of World). Customers in the UK should add VAT at 6%; customers in the EU should also add VAT at 6%, 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 applicable. For other pricing options or more information about online access to Blackwell Publishing journals, 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

Blackwell Publishing's 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, Blackwell Publishing ensures 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.

Blackwell Publishing is a CarbonNeutral company. For more information visit www.blackwellpublishing.com/carbonneutral.

COPYRIGHT AND PHOTOCOPYING

Journal compilation © 2007 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 Blackwell Publishing at: 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 and Information Express.

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

MOR.PLJ07

Management and Organization Review

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



CONTENTS

Volume 3 Issue 3

- ANNE S. TSUI**
Taking Stock and Looking Ahead: *MOR* and Chinese Management Research 327
- SOON ANG, LINN VAN DYNE, CHRISTINE KOH, K. YEE NG, KLAUS J. TEMPLER, CHERYL TAY, and N. ANAND CHANDRASEKAR**
Cultural Intelligence: Its Measurement and Effects on Cultural Judgment and Decision Making, Cultural Adaptation and Task Performance 335
- GEORGE Z. PENG and PAUL W. BEAMISH**
Evolving FDI Legitimacy and Strategic Choice of Japanese Subsidiaries in China 373
- BAT BATJARGAL**
Comparative Social Capital: Networks of Entrepreneurs and Venture Capitalists in China and Russia 397
- PETER PING LI**
Towards an Interdisciplinary Conceptualization of Trust: A Typological Approach 421



This journal is available online. Contact your librarian or visit www.blackwell-synergy.com



Cover image "Path near West Lake" by Justin Tan.
Cover design by Hybert Design • www.hybertdesign.com