# International Association for Chinese Management Research

## Officers

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Affiliation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Founding President</strong></td>
<td>Anne S. Tsui</td>
<td>University of Notre Dame, Peking University</td>
</tr>
<tr>
<td><strong>Past President</strong></td>
<td>Ray Friedman</td>
<td>Vanderbilt University</td>
</tr>
<tr>
<td><strong>President</strong></td>
<td>Zhi-Xue Zhang</td>
<td>Peking University</td>
</tr>
<tr>
<td><strong>President Elect</strong></td>
<td>Runqian Jing</td>
<td>Shanghai Jiao Tong University</td>
</tr>
<tr>
<td><strong>Executive Director</strong></td>
<td>Wei Zhang</td>
<td>Peking University</td>
</tr>
<tr>
<td><strong>Executive Secretary/Treasurer</strong></td>
<td>Lerong He</td>
<td>State University of New York at Brockport</td>
</tr>
<tr>
<td><strong>Vice-President and Program Chair for 2023 Conference</strong></td>
<td>Wei Shen</td>
<td>Arizona State University</td>
</tr>
<tr>
<td><strong>Representatives at Large</strong></td>
<td>Lori Qingyuan Yue</td>
<td>Columbia Business School</td>
</tr>
<tr>
<td></td>
<td>Wu Liu</td>
<td>Hong Kong Polytechnic University</td>
</tr>
<tr>
<td></td>
<td>Zhijun Chen</td>
<td>Shanghai University of Finance and Economics</td>
</tr>
<tr>
<td></td>
<td>Hinrich Voss</td>
<td>HEC Montreal</td>
</tr>
<tr>
<td><strong>PhD Student Representatives</strong></td>
<td>Danyang Zhu</td>
<td>Fudan University</td>
</tr>
<tr>
<td></td>
<td>Kaixian Mao</td>
<td>Hong Kong University of Science and Economics</td>
</tr>
</tbody>
</table>

---

## Leadership of Peking University

- **President**: Ping Hao

## Leadership of Guanghua School of Management

- **Dean**: Qiao Liu
- **Associate Deans**: Li'an Zhou, Liansheng Wu, Shengping Zhang, Ying Zhang, Li Ma, Zheng Zhang

## Leadership of Fudan University

- **President**: Ningsheng Xu

## Leadership of School of Management Fudan University

- **Dean**: Xiongwen Lu
- **Deputy Dean**: Yaopeng Li
- **Executive Associate Dean**: Jian Zhou
- **Associate Deans**: Yimin Sun, Zhwen Yin, Changjiang Lu, Ming Zheng, Yauhua Ye, Weitao Zhao

[https://doi.org/10.1017/mor.2022.5](https://doi.org/10.1017/mor.2022.5) Published online by Cambridge University Press
Mingpeng Huang, University of International Business and Economics, China
Han Jiang, Tulane University, USA
Hong Jiang, Chinese Academy of Social Sciences, China
Mengzi Jin, Peking University, China
Dong Ju, Beijing Normal University, China
Dejun Tony Kong, University of South Florida, USA
Ho Kwong Kwan, CEIBS, China
Angela Leung, Singapore Management University, Singapore
Cherng-Li Li, San Francisco State University, USA
Daitian Li, University of Electronic Science & Technology of China, China
Fuli Li, Xi’an Jiaotong University, China
Junchao (Jason) Li, Rutgers University, USA
Jingyu Liu, Chinese University of Hong Kong, Hong Kong
Qiang [John] Li, Hong Kong University of Science & Technology, Hong Kong
Shuping Li, Hong Kong Polytechnic University, Hong Kong
Xin Li, Newcastle University, UK
Xuhong Li, Fudan University, China
Yi Li, University of Sydney, Australia
Huiyao (Leo) Liao, Chinese University of Hong Kong, Hong Kong
Zhengyu Liao, Northeastern University, USA
Weipeng Lin, Shandong University, China
Haiyang Liu, The London School of Economics and Political Science, UK
Shengmeng Liu, Fudan University, China
Zhi Liu, Peking University, China
Shenghu Ma, Fudan University, China
Evelyn Micelotta, University of Ottawa, Canada
Fiona Moore, University of London, UK
Na Ni, Shenzhen University, China
Chao Niu (Andy), Chinese University of Hong Kong, Hong Kong
Lingling Pan, University of Pittsburgh, USA
Manish Popli, Indian Institute of Management, Indore, India
Dan Prud’homme, École de Management Léonard de Vinci Business School, France
Anish Purkayastha, University of Sydney, Australia
Kunyuan Qiao, Cornell University, USA
Linda Rademaker, BI Norwegian Business School, Norway
Muhaidi Robin, Australian Institute of Business, Australia
Paul Robson, University of London, UK
Deepak Sardana, University of South Australia, Australia
David (Xuedeng) Shao, University of Newcastle, Australia
Zitong Sheng, Curtin University, Australia
Rui Shi, Shanghai University of Finance and Economics, China
Jiaqing [Kathy] Sun, Monash University, Australia
Dylan Sutherland, Durham University, UK
Hao Tan, The University of Newcastle, Australia
Guoyao Tang, Shandong University, China
Li Tong, Peking University, China
Yidong Tu, Wuhan University, China
Chengqi Wang, University of Nottingham, UK
Danqing Wang, Hong Kong University of Science & Technology, Hong Kong
Haijiang Wang, Huazhong University of Science and Technology, China
Junmin Wang, University of Memphis, USA
Liang Wang, University of San Francisco, USA
Milo (Shaoqing) Wang, Arizona State University, USA
Tao Wang, Kyoto University, Japan
Feng Wei, Tongji University, China
Xin (Cindy) Wei, University of International Business and Economics, China
Mingtao Xu, Louisiana State University, USA
Yue (Tina) Xu, Cardiff University, UK
Shuping Yan, University of Hong Kong, Hong Kong
Jingting Yao, IÉSEG School for Management, France
Xiwei Yi, Peking University, China
Zhenyu Yuan, University of Illinois at Chicago, USA
Haiyang Zhang, NEOmA Business School, France
Huan Zhang, University of Sydney, Australia
Jiamin Zhang, University of Melbourne, Australia
Kai Zhang, Renmin University of China, China
Kun Zhang, Hong Kong University of Science & Technology, Hong Kong
Linn Zhang, Loughborough University, UK
Tao Zhang, Loughborough University, UK
Yong Zhang, Chongqing University, China
Yuchen Zhang, Tulane University, USA
Zhe Zhang, Xi’an Jiaotong University, China
Lu Zheng, Tsinghua University, China
Writing Zheng, UNSW Business School, Australia
Jiyu Zhou, Xiamen University, China
Shihao Zhou, Nanjing University, China
Luke Zhu, York University, Canada
Qin Zhu, Hong Kong Polytechnic University, Hong Kong
Ze Zhu, University of Nebraska, Omaha, USA
Huan Zhou, University of London, UK

WeChat Co-Editors
Yingya (Amanda) Jia, Shanghai University, China
Steven Zhou, University of Nottingham Ningbo China, China

WeChat Editorial Team Members
Wei Deng, Northwestern Polytechnical University, China
Tianyu (Henry) Hou, Xi’an Jiaotong University, China and City University of Hong Kong, Hong Kong
Aqi Liu, Tsinghua University Shenzhen International Graduate School, China
Mengna Lx, Central University of Finance and Economics, China
Long Su, University of Kansas, USA
Dan Wang, Zhejiang University of Technology, China
Fangfang Zhao, HuaZhong University of Science and Technology, China
Ruihan Zhao, Xi’an Jiaotong University, China

Information about editors and editorial board members correct as of 1st January 2022. For the latest information please see https://www.cambridge.org/core/journals/management-and-organization-review/information/editorial-board

Aims & Scope
Management and Organization Review (MOR) is the premier journal for ground-breaking insights about management and organizations in China and global comparative contexts. MOR is a far reaching multidisciplinary social science journal that seeks to publish papers that test theory, develop new papers, explore interesting phenomena or research questions, replicates prior studies always in the context of transforming economies. MOR welcomes papers from diverse social science disciplines such as organization behavior, organization theory, strategic management, economics, economic geography, innovation theories, anthropology, political science, cross-cultural, and social psychology; international business, sociology, cognitive science, and institutional theory.

International Association for Chinese Management Research (IACMR)
Management and Organization Review (MOR) is the official journal of the IACMR, jointly sponsored by Fudan University and Peking University. The IACMR is an academic organization that serves scholars, students, managers, and consultants who are interested in advancing their knowledge about organizational management in the Chinese context. The primary goal of the association is to promote organization and management research in such a context. Since then, the Association has experienced rapid growth with the support of our members and sponsors. In our membership management system, we have now over 10,000 registered contacts from almost 100 countries. IACMR has been recognized as the most authoritative, world-class academic research organization in the area of Chinese management. For more information see iacmr.org

© International Association for Chinese Management Research
Published by Cambridge University Press.
MANAGEMENT AND ORGANIZATION REVIEW

Volume 18  Issue 1  February 2022

Letter from the Editor  1

Regular Articles

XIANWEI SHI, YUANKUN LUO, HONG HOU, KE RONG, AND YONGJIANG SHI
Exploring the Process of Business Ecosystem Emergence from Value Chains: Insights from the Chinese Mobile Phone Industry  4

RUN REN, LI MA, (GEORGE) ZHEN XIONG CHEN, HUI WANG, AND DONG JU
Implicit Voice Delivery: Its Antecedents, Consequences, and Boundary Conditions  43

YUEHUA XU, WEI SHI, XIN QIN, JUNSHENG ZHANG, AND XIAOJIAN TANG
Is Identification All the Same? The Differential Effects of CEO and CFO Organizational Identification on Corporate Philanthropy  73

SYLVIA ROHLFER, ABDERRAHMAN HASSI, AND SIMON JEBSEN
Management Innovation and Middle Managers: The Role of Empowering Leadership, Voice, and Collectivist Orientation  108

YAQUN YI, YU CHEN, AND XIAOMING HE
CEO Leadership, Strategic Decision Comprehensiveness, and Firm Performance: The Moderating Role of TMT Cognitive Conflict  131

XIAOLING CHEN, BIN GUO, JINGJING GUO, AND WEN HELENA LI
Technology Decomposition and Technology Recombination in Industrial Catch-up for Large Emerging Economies: Evidence from Chinese Manufacturing Industries  167

Dialogue, Debate, and Discussion

XIN LI (李鑫)
Solving Paradox by Increasing Technological Capacity: A Critique of the Concept of Business Model Innovation at TikTok  203

CHRISTOPHER L. TUCCI
The Many Sides of Business Model Innovation  209