

組
織
管
理
研
究

Management and Organization Review



The leading voice on management and organization
research in China and all other transforming economies



CAMBRIDGE
UNIVERSITY PRESS

SPONSORS OF MANAGEMENT AND ORGANIZATION REVIEW



International Association for Chinese Management Research Officers

Founding President

Anne S. Tsui

*University of Notre Dame
Peking University*

Executive Secretary/Treasurer

Lerong He

*State University of
New York at Brockport*

Past President

Jing-Lih Farh

*Hong Kong University
of Science and Technology*

Vice-President and Program Chair for 2018

Conference

Zhi-Xue Zhang

Peking University

President

Neng Liang

*China Europe International
Business School*

Program Co-Chair and Chair of Local

Arrangements Committee for 2018 Conference

Min Song

Wuhan University

President Elect

Ray Friedman

Vanderbilt University

Representatives at Large

Christopher Marquis

Cornell University

Samuel Aryee

University of Surrey

Executive Director

Zhijun Yao

Peking University

Jian Liang

Shanghai Tongji University

Aichia Chuang

National Taiwan University

北京大學



光华管理学院

Guanghua School of Management

Leadership of Peking University

President

Jianhua Lin

Leadership of Guanghua School of Management

Dean

Qiao Liu

Vice Deans

Liutang Gong
Li Jin
Qj Li
Liansheng Wu
Shengping Zhang
Ying Zhang



復旦大學 管理学院
SCHOOL OF MANAGEMENT
FUDAN UNIVERSITY

Leadership of Fudan University

President

Ningsheng Xu

Leadership of School of Management Fudan University

Dean

Xiongwen Lu

Executive Associate Dean

Jian Zhou

Associate Deans

Changjiang Lyu
Yimin Sun
Zhiwen Yin
Ming Zheng



MANAGEMENT AND ORGANIZATION REVIEW

Volume 14 Issue 2

June 2018

Letter from the Editor

ARIE Y. LEWIN 245

Regular Articles

QIONGJING HU, YANLONG ZHANG, AND JINGJING YAO
Family Involvement in Middle Management and Its Impact on the Labor Productivity
of Family Firms 249

XIN LIANG, SIBIN WU, AND SHUJUAN ZHANG
From Friendship to Family: *Jiangyiqi* and Strong Interpersonal Relationship
Development in Chinese Organizations 275

YUNHE LI AND XIAOTIAN TINA ZHANG
How Does Firm Life Cycle Affect Board Structure? Evidence from China's Listed
Privately Owned Enterprises 305

JUNXIONG FANG, LERONG HE, AND MARTIN J. CONYON
The CEO Horizon Problem and Managerial Slack in China 343

CHENLIN ZHAO AND RONALD S. BURT
A Note on Business Survival and Social Network 377

PÄIVI KARHUNEN, RIITTA KOSONEN, DANIEL J. MCCARTHY, AND SHEILA M. PUFFER
The Darker Side of Social Networks in Transforming Economies: Corrupt Exchange
in Chinese *Guanxi* and Russian *Blat/Svyazi* 395

Dialogue, Debate, and Discussion

LIISA VÄLIKANGAS
Introduction to 'Show Me the Data! Improving Evidence Presentation for Publication'
and 'Show Us Your Data: Connect the Dots, Improve Science' 421

HENRICH R. GREVE
Show Me the Data! Improving Evidence Presentation for Publication 423

SHEEN S. LEVINE
Show Us Your Data: Connect the Dots, Improve Science 433

Call for Papers

Special Issue 'Social Networks – The Dark and Bright Sides of Informal Networks' 439

Corrigendum

PETER PING LI AND MONSOL YANG
How to Approach the Ancient Chinese Wisdom? A Commentary Concerning Sun
Tzu's *The Art of War*—CORRIGENDUM 445

EDITOR-IN-CHIEF

Arie Y. Lewin, Duke University, USA

DEPUTY EDITORS-IN-CHIEF

Helena Barnard, University of Pretoria, South Africa
Regional focus: Africa

Chi-Yue Chiu, Chinese University of Hong Kong, China
Regional focus: China

Carl F. Fey, Aalto University, Finland, and Chinese University of Hong Kong, China
Regional focus: Russia, Ex-Soviet Republics, Eastern Europe

Rishikesh T. Krishnan, Indian Institute of Management Indore, India
Regional focus: India

Gerald McDermott, University of South Carolina, USA
Regional focus: Latin America

Johann Peter Murmann, University of New South Wales, Australia
Regional focus: China, Asia Pacific

Eric W. K. Tsang, University of Texas at Dallas, USA
Focus: Rigor and Methods

Andrew Van de Ven, University of Minnesota, USA
Focus: Engaged Indigenous Scholarship

FOUNDING EDITOR-IN-CHIEF

Anne S. Tsui, University of Notre Dame, USA, and Peking University, China

DEPUTY EDITOR FOR DIALOGUE, DEBATE, AND DISCUSSION

Liisa Välikangas, Aalto University and Hanken School of Economics, Finland

DEPUTY EDITOR FOR RESEARCH OUTREACH

Sheen S. Levine, University of Texas at Dallas, USA

DEPUTY EDITOR FOR ARTWORK

Tony Fang, Stockholm Business School, Sweden

SENIOR EDITORS

Yanjie Bian, University of Minnesota, USA, and Xi'an Jiaotong University, China
Social networks; social stratification; Chinese society

Brian K. Boyd, City University of Hong Kong, China
Rigor and methods

Yang Cao, University of North Carolina at Charlotte, USA
Institutional change; economic development; HR management; work and employment, mobility, and inequality

Chao C. Chen, Rutgers University, USA, and Nanjing University, China
Indigenous management theories; organizational justice; Chinese *guanxi* and social networking; business ethics; cross-cultural management

(**George**) **Zhen Xiong Chen**, Australian National University, Australia
Leadership; voice; organizational commitment; organizational behavior in the Chinese context and cross-cultural concepts

Roy Chua, Singapore Management University, Singapore
Creativity; cross-cultural organizational behavior; diversity; trust

Lin Cui, Australian National University, Australia
International business; strategic management; comparative institutional analysis; Chinese outward FDI; state-owned enterprises

Ray Friedman, Vanderbilt University, USA
Negotiation; dispute resolution; Chinese culture and management; diversity in organizations; labor relations

Can Huang, Zhejiang University, China
Innovation; intellectual property rights; science and technology policy

Thomas Hutzschenreuter, Technische Universität München, Germany
Internationalization strategy; foreign direct investment; panel data analysis

Runtian Jing, Shanghai Jiao Tong University
Engaged indigenous scholarship

Jing Li, Simon Fraser University, Canada
International investment strategies; emerging market

multinational enterprises; international joint ventures; innovation in emerging markets

Peter Ping Li, University of Nottingham Ningbo, China
Emerging multinational firms; indigenous research on Chinese management; organizational and inter-cultural trust; disruptive innovation; entrepreneurial imagination

Mark Lorenzen, Copenhagen Business School, Denmark
Innovation studies; economic geography; organization studies; international business; strategy

Jiangyong Lu, Peking University, China
Entrepreneurship; innovation; venture capital investment; international business

Xiaowei Rose Luo, INSEAD, France
Institutional theory; family business; corporate governance; corporate social responsibility; cross-cultural variation in organizational practices

Stephan Manning, University of Massachusetts, Boston, USA
Global outsourcing; geographic cluster development in global value chains; social entrepreneurship in Africa; sustainability standards

Silvia Massini, University of Manchester, UK
Offshoring of innovation and knowledge intensive business services; economics and management of innovation; evolutionary and behavioral theories; adoption and diffusion in innovation; knowledge creation and management

Maral Muratbekova-Touron, ESCP Europe, France
International HRM; talent management; cross-cultural management; Russia; Kazakhstan; CIS

Carine Peeters, Vlerick Business School, Belgium
International business; strategy; global sourcing; offshoring; outsourcing

Bent Petersen, Copenhagen Business School, Denmark
Internationalization of firms; global sourcing; value creation logics; real options and entry modes; strategic management

Shameen Prashantham, CEIBS, China
Born global; China-India comparison; innovation; internationalization; international entrepreneurship; international new venture; network relationships; social capital; strategy as practice

Mooweon Rhee, Yonsei University, Korea
Organizational learning; organizational status;
corporate reputation; social networks; Asia-based
theories of organization

Krishna Savani, Nanyang Technological University,
Singapore
Cross-cultural management; managerial decision
making; behavioral economics; experimental methods

Yeda Swirski de Souza, Unisinos Business School,
Brazil
International business; strategic management; Brazil

Andrew Spicer, University of South Carolina, USA
Russian and CIS management; comparative
institutional analysis; international business ethics;
corporate social responsibility and sustainability;
business and poverty

Till Talauciar, University of Erfurt, Germany
Board of directors; corporate social responsibility; top
management teams; upper echelons theory

Roberto S. Vassolo, Universidad Austral, Argentina,
and Pontificia Universidad Católica, Chile

Evolutionary economics; real options theory; dynamic
capabilities; emerging markets; macroeconomic
volatility; natural resource industries

Michael A. Witt, INSEAD, Singapore, and Harvard
University, USA
Asia; business systems; varieties of capitalism;
international business

Jia Lin Xie, University of Toronto, Canada
Job stress and employee well-being; organizational
behavior in the Chinese context; cross-cultural
management

Yijun Xing, Beijing Xiao Tong University, China
Chinese indigenous leadership; Chinese traditional
culture and philosophy; narrative/storytelling in
organizations

Sai Yayavaram, Indian Institute of Management
Bangalore, India
Technology management; complexity and strategic
rents

Zhi-Xue Zhang, Peking University, China
Team process; negotiation and conflict management;
leadership

MANAGING EDITOR

Tina Minchella, Arizona State University, USA

SPECIAL PROJECTS COORDINATOR

Stefanie McAdoo, Duke University, USA

EDITORIAL ADVISORY BOARD

Herman Aguinis, George Washington University, USA
Paul Beamish, University of Western Ontario, Canada
Kjeld Erik Brodsgaard, Copenhagen Business School,
Denmark
Peter Buckley, University of Leeds, UK
Ming-Jer Chen, University of Virginia, USA
John Child, University of Birmingham, UK
Stewart Clegg, University of Technology, Sydney, Australia
Timothy M. Devinney, University of Leeds, UK
Charles Dhanaraj, Temple University, USA
Giovanni Dosi, Sant'Anna School of Advanced Studies,
Italy
Yves Doz, INSEAD, France
Jiing-Lih (Larry) Farh, Hong Kong University of Science
and Technology, China
Nikolay B. Filinov, Higher School of Economics, Russia
Mauro F. Guillen, University of Pennsylvania, USA
Michael Hitt, Texas A&M University, USA
Martin Kenney, University of California, Davis, USA
Tarun Khanna, Harvard University, USA
Bruce Kogut, Columbia University, USA
Yadong Luo, University of Miami, USA
Marjorie Lyles, Indiana University, USA
James March, Stanford University, USA
Marshall W. Meyer, University of Pennsylvania, USA

Michael Morris, Columbia University, USA
Ram Mudambi, Temple University, USA
Rajneesh Narula, University of Reading, UK
Victor Nee, Cornell University, USA
Stella M. Nkomo, University of Pretoria, South Africa
Seung Ho Park, CEIBS, China
Ravi Ramamurti, Northeastern University, USA
Gordon Redding, INSEAD, France
Debra L. Shapiro, University of Maryland, USA
Oded Shenkar, Ohio State University, USA
Jörg Sydow, Freie Universität Berlin, Germany
Jose de la Torre, Florida International University, USA
Sushil Vachani, Indian Institute of Management
Bangalore, India
Henk Volberda, Erasmus University, The Netherlands
Mary Ann Von Glinow, Florida International University,
USA
Andrew Walder, Stanford University, USA
Gordon Walker, Southern Methodist University, USA
Malcolm Warner, University of Cambridge, UK
Axel V. Werder, Technische Universität Berlin, Germany
Weiyang Zhang, Peking University, China
Shuming Zhao, Nanjing University, China
Xueguang Zhou, Stanford University, USA
Maurizio Zollo, Bocconi University, Italy

EDITORIAL REVIEW BOARD

Tatiana Andreeva, Maynooth University, Ireland
Samuel Aryee, University of Surrey, UK
Neal M. Ashkanasy, University of Queensland, Australia
Preet S. Aulakh, York University, Canada
Yuntao Bai, Xiamen University, China
Ellie R. Banalieva, Northeastern University, USA
William Barnett, Stanford University, USA
Bat Batjargal, Oklahoma State University, USA
Gabriel R. G. Benito, BI Norwegian Business School,
Norway

Olivier Bertrand, SKEMA Business School, France
Suresh Bhagavatula, Indian Institute of Management
Bangalore, India
Devasheesh Bhawe, Singapore Management University,
Singapore
Daniel J. Brass, University of Kentucky, USA
Jeanne M. Brett, Northwestern University, USA
Lance Eliot Brouthers, Kennesaw State University, USA
Jean Chen, Xi'an Jiaotong-Liverpool University,
China

WeiRu Chen, CEIBS, China
 Wenhong Chen, University of Texas, Austin, USA
 Chi-Ying Cheng, Singapore Management University, Singapore
 Sally Siu-Yin Cheung, Hong Kong Baptist University, China
 Willie Chinyamurindi, University of Fort Hare, South Africa
 Jaeche Cho, Hong Kong University of Science and Technology, China
 Aichia Chuang, National Taiwan University, Taiwan
 Chi-Nien Chung, National University of Singapore, Singapore
 Chris Chanwha Chung, Korea State University, South Korea
 Douglas Cumming, York University, Canada
 Ping Deng, Cleveland State University, USA
 Nick Dew, Naval Postgraduate School, USA
 Desislava Dikova, Vienna University of Economics & Business, Austria
 Carolyn Egri, Simon Fraser University, Canada
 David Fan, University of Western Australia, Australia
 Grace Fan, University of British Columbia-Okanagan, Canada
 Tony Fang, Stockholm Business School, Sweden
 Jeanne Ho-Ying Fu, Hang Seng Management College, Hong Kong
 Ping-Ping Fu, University of Nottingham, China
 Peter Gammeltoft, Copenhagen Business School, Denmark
 Barry Gerhart, University of Wisconsin, USA
 Elisa Giuliani, University of Pisa, Italy
 Yundan Gong, Aston University, UK
 Qian (Cecilia) Gu, Georgia State University, USA
 Jerry Guo, Carnegie Mellon University, USA
 Igor Gurkov, Higher School of Economics, Russia
 Jungpil Hahn, National University of Singapore, Singapore
 Xu Han, University of Pennsylvania, USA
 Yulan Han, Shanghai University of Finance & Economics, China
 Bhavna Hariharan, Stanford University, USA
 Niron Hashai, Hebrew University of Jerusalem, Israel
 Xiaoming He, Beijing Jiaotong University, China
 Ying Hong, Fordham University, USA
 Ying-yi Hong, Chinese University of Hong Kong, China
 Robert E. Hoskisson, Rice University, USA
 Helen Wei Hu, University of Melbourne, Australia
 Xu Huang, The Hong Kong Polytechnic University, China
 Chun Hui, University of Hong Kong, China
 Kwang-Kuo Hwang, National Taiwan University, Taiwan
 Andrew Inkpen, Thunderbird School of Global Management, USA
 Afam Ituma, Federal University Ndufu-Alike, Ikwu, Nigeria
 Peter D. Ørberg Jensen, Copenhagen Business School, Denmark
 Liangding Victor Jia, Nanjing University, China
 Hong Jiang, Renmin University, China
 Kaifeng Jiang, The Ohio State University, USA
 Marshall Jiang, Brock University, Canada
 Eugene Kang, Nanyang Technological University, Singapore
 Sung-Choon Kang, Seoul National University, Korea
 Liena Kano, University of Calgary, Canada
 Amit Karna, India Institute of Management Ahmedabad, India
 Lisa Keister, Duke University, USA
 Josh Keller, Nanyang Technological University, Singapore
 Fong Keng-Highberger, Nanyang Technological University, Singapore
 Scott Kennedy, Center for Strategic and International Studies, USA
 Minyoung Kim, University of Kansas, USA
 Sunghoon Kim, University of New South Wales, Australia
 Tae-Yeol Kim, CEIBS, China
 Tohyun Kim, Sungkyunkwan University, Korea
 Young-Choon Kim, National University of Singapore, Singapore
 Ingo Kleindienst, Aarhus University, Denmark
 Thorbjørn Knudsen, Syddansk Universitet, Denmark
 Konstantin Korotov, ESMT Berlin, Germany
 Christy Zhou Koval, Hong Kong University of Science and Technology, Hong Kong
 Alexei Koveshnikov, Aalto University, Finland
 Rajiv Kozhikode, Simon Fraser University, Canada
 K Kumar, Indian Institute of Management Bangalore, India
 Valentina Kuskova, Higher School of Economics, Russia
 Catherine K. Lam, City University of Hong Kong, China
 Marcus M. Larsen, Copenhagen Business School, Denmark
 Angela Leung, Singapore Management University, Singapore
 Bobai Li, Peking University, China
 Haiyang Li, Rice University, USA
 Julie Li, City University of Hong Kong, China
 Sali Li, University of South Carolina, USA
 Shaomin Li, Old Dominion University, USA
 Shu-Ping Li, Hong Kong Polytechnic University, China
 Weiwen Li, Sun Yat-Sen University, China
 Xu-Hong Li, Fudan University, China
 Jian Liang, Shanghai Jiao Tong University, China
 Neng Liang, CEIBS, China
 Katrina Lin, Hong Kong Polytechnic University, China
 Zhiang (John) Lin, University of Texas at Dallas, USA
 Jun Liu, Renmin University, China
 Wu Liu, Hong Kong Polytechnic University, China
 Yipeng Liu, University of Birmingham, UK
 Jane Lu, National University of Singapore, Singapore
 Steven Lui, University of New South Wales, Australia
 Jar-Der Luo, Tsinghua University, China
 Dali Ma, Drexel University, USA
 Li Ma, Peking University, China
 J. P. MacIntosh, University College London, UK
 Anoop Madhok, York University, Canada
 Mona Makhija, The Ohio State University, USA
 Shige Makino, Chinese University of Hong Kong, China
 Melody Manchi Chao, Hong Kong University of Science and Technology, China
 Ruth C. May, University of Dallas, USA
 Robert M. McNab, Naval Postgraduate School, USA
 Hemant Merchant, University of South Florida- St. Petersburg, USA
 Michael J. Mol, Copenhagen Business School, Denmark
 Guido Möllering, Jacobs University Bremen, Germany
 Felipe Monteiro, INSEAD, France
 Janet Y. Murray, University of Missouri-St. Louis, USA
 Aldo Musacchio, Brandeis University, USA
 Hermant Ndofor, Indiana University, USA
 Kok Yee Ng, Nanyang Technological University, Singapore
 Quyen Nguyen, University of Reading, UK
 Na Ni, Shenzhen University, China
 Ilya Okmatovskiy, Universidade Nova de Lisboa, Portugal
 Sanjana Brijball Parumasur, University of KwaZulu-Natal, South Africa
 Paola Perez-Aleman, McGill University, Canada
 Wai-Ching Poon, Monash University, Malaysia

K. Skylar Powell, Western Washington University, USA
 Gavin Price, University of Pretoria, South Africa
 Sheila Puffer, Northeastern University, USA
 Pushyarag Puthusserry, Queen's University Belfast, UK
 Cuili Qian, City University of Hong Kong, China
 Xin Qin, Sun Yat-Sen University, China
 David A. Ralston, University Fellow International
 Research Consortium, USA
 Abdul Rasheed, University of Texas, Arlington, USA
 Thomas Rockstuhl, Nanyang Technological University,
 Singapore
 Valerie Rosenblatt, San Francisco State University, USA
 Roger Schweizer, University of Gothenburg, Sweden
 Wei Shen, Arizona State University, USA
 Yongjiang Shi, Cambridge University, UK
 Shung Jae Shin, Portland State University, USA
 Arjen Slangen, Erasmus University Rotterdam,
 The Netherlands
 Zahra (Ayeh) Solouki, ESADE, Spain
 Lynda Jiwen Song, Renmin University, China
 Weichieh Su, National Chengchi University, Taiwan
 Yu-Shan Su, National Taiwan Normal University, Taiwan
 Sunny Li Sun, University of Massachusetts Lowell, USA
 Florian Täube, Solvay Brussels School of Economics and
 Management, Belgium
 Danchi Tan, National Chengchi University, Taiwan
 Justin Tan, York University, Canada
 Yi Tang, Hong Kong Polytechnic University, China
 Sverre Tomassen, BI Norwegian Business School,
 Norway
 Wei-Chi Tsai, National Chengchi University, Taiwan
 Herman Tse, Monash University, Australia
 Ari Van Assche, HEC Montréal, Canada
 Ramakrishna Velamuri, CEIBS, China
 Hinrich Voss, University of Leeds, UK
 Catherine Wang, University of London, UK
 Chengang Wang, Bradford University, UK
 Danqing Wang, INSEAD, France
 Hui Wang, Peking University, China
 Xiao-Hua (Frank) Wang, Renmin University, China
 Yingqi Wei, University of Leeds, UK
 Steven White, Tsinghua University, China
 Peter Williamson, Cambridge University, UK
 Jie Wu, University of Macau, Macau
 Torsten Wulf, Phillips-University Marburg, Germany
 Zou Xi, Nanyang Technological University, Singapore
 Dean Xu, Monash University, Australia
 Juelin (Lynn) Yin, Xi'an Jiaotong-Liverpool University,
 China
 Michael Young, Appalachian State University, USA, and
 Lzhou University, China
 B. Burcin Yurtoglu, WHU Otto Beisheim School of
 Management, Germany
 Siran Zhan, University of New South Wales, Australia
 Ann Yan Zhang, Peking University, China
 Cyndi Man Zhang, Singapore Management University,
 Singapore
 Jianjun Zhang, Peking University, China
 Xiaomeng Zhang, Cheung Kong Graduate School of
 Business, China
 Ying Zhang, Erasmus University, The Netherlands
 Yingying Zhang, CUNEF Madrid, Spain
 Jane Zhao, University of Kansas, USA
 Wei Zhao, University of North Carolina at Charlotte, USA
 Lu Zheng, University of California, Irvine, USA
 Weiting Zheng, Hong Kong Polytechnic University, China
 Hongjin Zhu, McMaster University, Canada
 Yunxia Zhu, University of Queensland, Australia

Management and Organization Review

Best Senior Editor Award

Starting in 2015, MOR recognizes Senior Editors for their exceptional and noteworthy performance in helping authors realize the 'jewel' in their papers. The recent winners are listed below. The winners receive a certificate and public recognition at the annual MOR reception.

2017 Best Senior Editor Award Winners

Bor-Shiuan Cheng, National Taiwan University
Carl F. Fey, Aalto University and Chinese University of Hong Kong
Peter Ping Li, Xian Jiaotong, Liverpool University

2016 Best Senior Editor Award Winners

Thomas Hutzschenreuter, Technische Universität München
Jia Lin Xie, University of Toronto

Best Reviewer Award

Every year MOR recognizes members of the Editorial Review Board who have exemplified the spirit and mission of MOR by providing developmental, conscientious, and timely reviews. The recent winners are listed below. The winners receive a certificate and public recognition at the annual MOR reception.

2017 Reviewer Award Winners

Desislava Dikova, Vienna University of Economics & Business
Runtian Jing, Shanghai Jiao Tong University
Jian Liang, Shanghai Jiao Tong University
Li Ma, Peking University
Andrew Spicer, University of South Carolina

2016 Best Reviewer Award Winners

Niron Hashai, Hebrew University of Jerusalem
Liena Kano, University of Calgary
Shige Makino, Chinese University of Hong Kong

Peking University Press-*Management and Organization Review*

Best Paper in Chinese Theory of Management Award

The ‘theory of Chinese management’ approach (adapting imported theories for the Chinese context) and the ‘Chinese theory of management’ approach (developing original theories for the Chinese context) are both necessary and valuable. To promote original theorizing to account for management phenomena that are particularly salient or unique in China, Peking University Press (PUP) has set up the PUP-MOR Best Paper in Chinese Theory of Management Award. The award aims to recognize the best paper published in *MOR* that addresses new research questions, identifies new concepts, and/or develop new theories from the ‘Chinese theory of management’ perspective. The Awards Committee identifies three finalists among the papers published in *MOR* over the previous two years and which are deemed as exemplary of the spirit of this award. Congratulations to the winning authors and all finalists!

2016 PUP-MOR Award Winner

Jing, R., & Van de Ven, A. H. 2015. A yin-yang model of organizational change: The case of Chendu Bus Group. *Management and Organization Review*, 10(1): 29–54.

2014 PUP-MOR Award Winner

Nee, V., & Yang, C. 2005. Market transition and the firm: Institutional change and income inequality in urban China. *Management and Organization Review*, 1(1): 23–56.

Inaugural Hermann and Marianne Straniak Stiftung – MOR Best Paper Award

The aspiration of the Hermann and Marianne Straniak Stiftung – MOR Best Paper Award is to advance original indigenous, high impact, management scholarship in business and economic philosophy in the context of 'East informs West'.

Please join us in congratulating the authors of the winning paper for 2016!

Xing, Y., & Liu, Y. 2015. Poetry and leadership in light of ambiguity and logic of appropriateness. *Management and Organization Review*, 11(4): 795–805.