

組
織
管
理
研
究

Management and Organization Review

SPECIAL ISSUE

Creativity, Innovation, and Entrepreneurship in China



© International Association for Chinese Management Research

<https://doi.org/10.1017/S1740877600002126>


WILEY-
BLACKWELL



**International Association for Chinese Management Research
Officers**

Founding President

Anne S. Tsui *Arizona State University*
Peking University

Past President

Xiao-Ping Chen *University of Washington*

President

Shuming Zhao *Nanjing University*

Senior Vice-Presidents and Presidents Elect

Jia Lin Xie *University of Toronto*
Jing Zhou *Rice University*

Vice-President and Program Chair for 2010

Conference
Chao Chen *Rutgers University*

Program Co-Chair and Chair of Local Arrangements Committee for 2010 Conference

Xiongwen Lu *Fudan University*

Executive Secretary/Treasurer

Eva Xin Yao *University of Colorado at Boulder*

Representatives at Large

Carl Fey *Stockholm School of Economics*
Baiyin Yang *Tsinghua University*
Xiaohua Yang *Queensland University of Technology*
Anthea Yan Zhang *Rice University*



Leadership of Hong Kong University of Science and Technology

President Tony F. Chan
Acting Vice President of Academic Affairs Shiu Yuen Cheng

Leadership of HKUST Business School

Dean Leonard Cheng
Senior Associate Dean Steven J. DeKrey
Associate Deans Kalok Chan
Kate Chan
J.T. Li
Angela Ng

北京大学



光华管理学院
Guanghua School of Management

Leadership of Peking University

Presidents Qifeng Zhou
Weifang Min
Vice Presidents Wen Hai
Chuanjin Ju
Yang Ke
Jianhua Lin
Limei Wang
Zhipan Wu
He Yang
Sulan Yue
Guoyou Zhang
Yan Zhang

Leadership of Guanghua School of Management

Dean Weiyang Zhang
Vice Deans Hongbin Cai
Zhengfei Lu
Changqi Wu
Xinzhong Gary Xu
Jiali Zhang
Yichi Zhang



MANAGEMENT AND ORGANIZATION REVIEW

Volume 6 Issue 2

July 2010

Special Issue: Creativity, Innovation, and Entrepreneurship in China

From the Guest Editors

PHILLIP PHAN, JING ZHOU, and ERIC ABRAHAMSON
Creativity, Innovation, and Entrepreneurship in China 175

Articles

MARC J. DOLLINGER, XUELING LI, and CHRISTINE H. MOONEY
Extending the Resource-based View to the Mega-event: Entrepreneurial Rents
and Innovation 195

YUAN LI, SOO-HOON LEE, XIYAO LI, and YI LIU
Knowledge Codification, Exploitation, and Innovation: The Moderating
Influence of Organizational Controls in Chinese Firms 219

JING LI, DONG CHEN, and DANIEL M. SHAPIRO
Product Innovations in Emerging Economies: The Role of Foreign Knowledge
Access Channels and Internal Efforts in Chinese Firms 243

CHUN GUO and JANE K. MILLER
Guanxi Dynamics and Entrepreneurial Firm Creation and Development in China 267

Chinese Abstracts 293

Information for Contributors and Submission Guidelines 297

Style Guide for Authors 299

IACMR Commitment to Excellence 303

Call for Papers

Special Issue: Business Leadership in the Chinese Context 307

Special Issue: Knowledge Search, Spillovers, and Creation in Emerging Markets 309

© 2010 The International Association for Chinese Management Research
ISSN 1740-8776

EDITOR-IN-CHIEF

Anne S. Tsui, Arizona State University, USA,
and Peking University, China

MANAGING EDITOR

Tina Minchella, Arizona State University, USA

SENIOR EDITORS

Yanjie Bian, University of Minnesota, USA, and
Xi'an Jiaotong University, China

Economic sociology; social stratification and
mobility; social networks and social capital;
Chinese society

John Child, University of Birmingham, UK

Management and economic reform in China;
organization and performance of strategic
alliances; internationalization of firms;
evolution of new organizational forms

Jiing-Lih Farh, Hong Kong University of Science
and Technology, China

Indigenous study of Chinese organizational
behavior; leadership; employee values and
change; work attitudes; in-role and extra-role
performance; research methods

Joseph Galaskiewicz, University of Arizona,
USA

Formal organizations; social networks; urban
community; comparative economic analysis;
and philanthropic institutions

Doug Guthrie, New York University, USA

Economic sociology; corporations; sociology
of China; organizational learning; *guanxi*;
corporate social responsibility

Kwok Leung, City University of Hong Kong,
China

Justice and conflict; cross-cultural research
methodology; cross-cultural psychology;
international business

Yadong Luo, University of Miami, USA

Strategic management; multinational
enterprises; international joint ventures;
transition/emerging economies; global
corporate strategy; foreign direct investment;
corporate governance and networking

Marshall Meyer, University of Pennsylvania,
USA

Management in China; measurement of
organizational performance; organizational
design; organizational change

Michael Morris, Columbia University, USA

Social judgment; conflict resolution; cultural
differences in social judgment and interaction
patterns

Patrick Wright, Cornell University, USA

Human resource management; human capital
measurement; strategic human resource
management; leadership and management
development; governance, ethics, and
corporate social responsibility; competitive
advantage; employee motivation; personnel
selection

CHINESE ABSTRACT EDITOR

Zhi-Xue Zhang, Peking University, China

Team process and effectiveness; conflict
management; negotiation process; leadership
in the Chinese context; cross-cultural
differences in organizational behaviour

CONSULTING EDITORS

Soon Ang, Nanyang Technological University,
Singapore

Cultural intelligence; individual differences;
global leadership; managing global talent;
outsourcing

Xiao-Ping Chen, University of Washington,
USA

Organizational behavior; industrial and
organizational psychology; cross-cultural
management; Chinese *guanxi*

Eric Tsang, University of Texas, Dallas,
USA

Organizational learning; knowledge
management; strategic alliance; foreign
direct investment; philosophical analysis of
methodological issues

Anthea Yan Zhang, Rice University, USA

Executive leadership; corporate governance;
technology entrepreneurship; foreign
direct investment; multinational company
management; emerging markets

Shuming Zhao, Nanjing University, China

Human resource management; multinational
business management

EDITORIAL ADVISORY BOARD

Paul Beamish, University of Western Ontario, Canada
Leonard Cheng, Hong Kong University of Science and Technology, China
Siwei Cheng, Chinese Academy of Sciences, China
Angelo DeNisi, Tulane University, USA
Michael Hitt, Texas A&M University, USA
Chung-Ming Lau, Chinese University of Hong Kong, China
Thomas Lee, University of Washington, USA
Arie Lewin, Duke University, USA
Nan Lin, Duke University, USA
Fred Luthans, University of Nebraska, USA
George Milkovich, Cornell University, USA
Richard Mowday, University of Oregon, USA
Victor Nee, Cornell University, USA
Lyman W. Porter, University of California, Irvine, USA
Gordon Redding, INSEAD, France
Denise Rousseau, Carnegie Mellon University, USA

Sara L. Rynes, University of Iowa, USA
Claudia Bird Schoonhoven, University of California, Irvine, USA
W. Richard Scott, Stanford University, USA
Oded Shenkar, Ohio State University, USA
Peter Smith, University of Sussex, UK
Barry Staw, University of California Berkeley, USA
Mary Ann Von Glinow, Florida International University, USA
Andrew Walder, Stanford University, USA
Malcolm Warner, University of Cambridge, UK
David A. Whetten, Brigham Young University, USA
Kuo-Shu Yang, National Taiwan University, Taiwan
Sheldon Zedeck, University of California, Berkeley, USA
Weiyang Zhang, Peking University, China

EDITORIAL REVIEW BOARD

David Ahlstrom, Chinese University of Hong Kong, China
Sam Aryee, Aston University, UK
Neal Ashkanasy, University of Queensland, Australia
Winton Au, Chinese University of Hong Kong, China
Ingmar Bjorkman, Hanken School of Economics, Finland
Max Boisot, University of Birmingham, UK
Brian Boyd, Arizona State University, USA
Daniel Brass, University of Kentucky, USA
Jeanne Brett, Northwestern University, USA
Lance Brouthers, Kennesaw State University, USA
Yang Cao, University of North Carolina, Charlotte, USA
Chao Chen, Rutgers University, USA
George Chen, Australian National University, Australia
Bor-shiuan Cheng, National Taiwan University, Taiwan
Roy Yong-Joo Chua, Harvard University, USA
Andrew Delios, National University of Singapore, Singapore
Gregory Dess, University of Texas, Dallas, USA
Charles Dhanaraj, Indiana University, USA
Carolyn Egri, Simon Fraser University, Canada
Robert Hoskisson, Rice University, USA
Christopher Hsee, University of Chicago, USA
Kwang-Kuo Hwang, National Taiwan University, Taiwan
Andrew Inkpen, Thunderbird, USA
Lisa Keister, Duke University, USA
Scott Kennedy, Indiana University, USA
Simon Lam, University of Hong Kong, China
Gary Latham, University of Toronto, Rotman, Canada
Kenneth Law, Chinese University of Hong Kong, China

Haiyang Li, Rice University, USA
Mingfang Li, California State University, Northridge, USA
Peter Ping Li, Copenhagen Business School, Denmark
Jar-Der Luo, Tsinghua University, China
Xiaowei Rose Luo, INSEAD, France
Shige Makino, Chinese University of Hong Kong, China
Klaus Meyer, University of Bath, UK
Guido Moellering, Max Planck Institute for the Study of Societies, Germany
Keith Murnighan, Northwestern University, USA
Mike W. Peng, University of Texas, Dallas, USA
David Ralston, University of Oklahoma, USA
Kan Shi, Chinese Academy of Science, China
Andrew Spicer, University of South Carolina, USA
Justin Tan, York University, Canada
Lois Tetrick, George Mason University, USA
Dean Tjosvold, Lingnan University, China
Linn Van Dyne, Michigan State University, USA
William Wan, Texas Tech University, USA
Heli Wang, Hong Kong University of Science and Technology, China
Yijiang Wang, Tsinghua University, China
Elke Weber, Columbia University, USA
Robert Wood, University of Melbourne, Australia
Jia Lin Xie, University of Toronto, Canada
Dean Xu, University of Hong Kong, China
Aimin Yan, Boston University, USA
Michael Young, Hong Kong Baptist University, China
Zhi-Xue Zhang, Peking University, China
Jing Zhou, Rice University, USA
Xueguang Zhou, Stanford University, USA

MOR and the guest editorial team would like to offer special thanks to the reviewers who contributed their time and effort to the Creativity, Innovation, and Entrepreneurship Special Issue.

Jim Andersen, Örebro University, Sweden
Adrian Choo, Rensselaer Polytechnic Institute, USA
John Cocco, Rensselaer Polytechnic Institute, USA
Ping Deng, Maryville University of St. Louis, USA
Barry Frank, Trinity College, Ireland
Rafael Mompo, European University of Madrid, Spain
Gina O'Connor, Rensselaer Polytechnic Institute, USA

Theodoros Peridis, York University, Canada
Jongtae Shin, Long Island University, USA
Susan M. Taylor, University of Maryland, USA
William Wan, Texas Tech University, USA
Dean Xu, University of Hong Kong, Hong Kong
Baiyin Yang, Tsinghua University, China
Toru Yoshikawa, McMaster University, Canada
Lori Yue, Columbia University, USA
Yongbin Zhao, Xi'an Jiaotong University, China

Management and Organization Review **2010 Award Winners**

**We would like to announce five Outstanding Reviewers,
who were honored at the IACMR Conference in Shanghai,
China, on June 16, 2010.**

**We thank them for their exemplary service during the period of
2008 to 2010.**

Sam Aryee, Aston University

Daniel J. Brass, University of Kentucky

Chao C. Chen, Rutgers University

Kwang-Kuo Hwang, National Taiwan University

William Wan, Texas Tech University

**We congratulate the Wiley-Blackwell *Management and Organization Review*
Young Scholar Award winner, who was honored at the IACMR Conference in
Shanghai, China, on June 17, 2010.**

Robert E. White, Arizona State University

for

**'Employment and Market Innovation in Chinese Business Group Affiliated
Firms: The Role of Group Control Systems'**

(published in *MOR* 4(2): 225–256 with co-authors
Robert E. Hoskisson, Daphne W. Yiu, and Garry D. Bruton)