



Editorial

From the Editors

A year ago, in June 2004, we published the inaugural issue (Volume 1, Issue 1, dated May 2005) of *Management and Organization Review* (*MOR*). We are delighted with the receptivity to it and now we are pleased to offer you the second issue. In this 'From the Editors' statement, we would like to share with you a report on the reception of the inaugural issue based on copies distributed, and number of times that these *MOR* articles have been accessed or downloaded from the Blackwell website. We are also pleased to introduce two new features to *MOR*: Chinese abstracts and a Symposium on a new book on China.

Reception of the Inaugural Issue of *MOR*

We distributed almost 1200 copies of the inaugural issue to members of the International Association for Chinese Management Research (IACMR), and over 650 copies to other interested readers (non-IACMR members), a total of over 1,860 copies. In addition, the articles for the inaugural issue were also available for free download on the Blackwell website for *MOR*. Since this website is designed specifically for the inaugural issue, it calculates the number of times each article is accessed. The record for the period of June 2004 through 1 April 2005 is shown in the table below. The five articles along with the 'From the Editors' statement were accessed 3,667 times. The three Calls for Papers were accessed 1213 times. Readers accessed this *MOR* website a total of 4,880 times. According to our publisher, Rod Cookson, at Blackwell, this is one of the highest levels of access for any issue of the Social Science journals published by Blackwell, and Blackwell publishes more than 750 journals in total. We are very encouraged by this level of interest in *MOR*. We hope that this journal truly fills a void in the global management research community and that it serves as the premier source of academic research on management and organizations in Greater China.

<i>RANK</i>	<i>ACCESS COUNT</i>	<i>ARTICLE TITLE</i>	<i>AUTHOR</i>
1	812	Management and Organizations in China: Expanding the Frontier of Global Knowledge	The Editors
2	780	An Organizational Perspective of Corruption	Yadong Luo
4	686	Parochialism in the Evolution of a Research Community: The Case of Organization Studies	James G. March
5	613	Managing Indefinite Boundaries: The Strategy and Structure of a Chinese Business Firm	Marshall W. Meyer, Xiaohui Lu
6	393	Market Transition and the Firm: Institutional Change and Income Inequality in Urban China	Victor Nee, Yang Cao
7	383	'How Do I Choose Thee? Let me Count the Ways': A Textual Analysis of Similarities and Differences in Modes of Decision-making in China and the United States	Elke U. Weber, Daniel R. Ames, Ann-Renee Blais
Total = 3,667.			

<i>RANK</i>	<i>ACCESS COUNT</i>	<i>SPECIAL ISSUE CALL FOR PAPERS</i>	<i>GUEST EDITORS</i>
3	717	'Human Resource Management in China'	Patrick M. Wright, Wayne Cascio, Harry Hui, Zhong Ming Wang
8	300	'Building Competitive Advantages in China's Emerging Market'	Seung Ho Park, Robert E. Hoskisson, Tailan Chi
9	196	'Developing Valid Measures for Chinese Management Research'	Jiing-Lih Farh, Albert A. Cannella, Cynthia Lee, Kuo-Shu Yang
Total = 1,213.			

Two New Features in Volume 1, Issue 2 of *MOR*

You will notice a visible change in this second issue of *MOR*. It is the addition of an abstract in Chinese for each article, which will facilitate the article abstract service in China, and improve the accessibility of the articles to all readers in China, and hence increase the visibility and influence of *MOR*. A second new feature in this issue is the Symposium on a new book by Yasheng Huang at the Sloan School of Management, MIT. The main thesis of his book is that the large amount of direct foreign investment into China may not be all that good for the country. Using both data and logic, he shows how FDI could eventually reduce the competitiveness of Chinese firms and industries in both the domestic and global markets. Given that this runs contrary to the trajectory about the future of

China based on economic analysis of China's development to date, we decided to invite three scholars (Beamish/Delios, Shenkar, and Overholt) who are experts on China and FDI, to write commentaries on the book, along with a response from Huang, the author of the book. We hope that you will enjoy reading this symposium and decide for yourself whose arguments are more sound and solid and whose portrayal of China's economic future is more credible. We will publish future symposia as we see new work, either books or research articles that would render a stimulating intellectual debate.

Articles in Volume 1, Issue 2 of *MOR*

Included in this second issue are five excellent papers, on a wide range of topics. Two papers focus on the analysis of corporatism in China, and three papers focus on the individual behaviours within Chinese firms. Doug Guthrie's paper focuses on the organizational learning of Chinese enterprises. He argues that the successful practices of the market are learned gradually over time, and the Chinese firms that are stabilized by attention from local government offices and relationships with foreign investors are well-positioned to successfully navigate China's emerging markets. His observation was supported by both statistical analysis and qualitative observations of a set of firms in Shanghai. The paper by Peter Li attempts to account for the puzzling rise and fall of township-village enterprises and the rise of local corporatism. Li argues that the key to this understanding lies in China's dual-track reform paradigm (i.e., a market-for-mass track and a state-for-élite track). It is a fascinating analysis of the role of government in both the early success and later failure of township and village enterprises in China. In the third paper, Leigh Anne Liu, Raymond A. Friedman and Shu-Cheng Chi compared negotiation behaviour among Chinese and American counterparts. In two well thought-out and carefully designed laboratory studies, they found that Americans were more influenced by the personality traits of agreeableness and extraversion, while Chinese were more influenced by the cultural norms of face, harmony, and *Ren Qing*. This study provides important insights for future cross-cultural research involving individual differences as predictors of work or interpersonal behaviours. The fourth paper is by Fred Luthans, Bruce J. Avolio, Fred O. Walumbwa and Weixing Li. Their study focuses on individual attributes as predictors of worker performance. Using a sample of workers in the factories of four different companies, the results indicated the workers' positive states of hope, optimism, and resiliency separately, and when the three were combined into a core construct of psychological capital, significantly correlated with the workers' job performance. The authors argue that positive psychological state is important for worker performance and well being in the rapidly changing and stressful work settings of China. The final paper is by Xiao-Ping Chen, Simon S. K. Lam, Stephanie E. Naumann and John Schaubroeck. These authors, using a meticulous process,

developed and validated a new measure of group organizational citizenship behaviour. This new measure should stimulate and facilitate research on the role of groups in Chinese firms, a context where groups are an important element of its social-cultural fabric.

The five research articles along with the symposium reflect the multidisciplinary nature of *MOR*. We hope to continue to publish papers with different disciplinary lenses, to invite cross-disciplinary collaborations, and to encourage interdisciplinary debates. To our readers with an interest in China, we hope you will enjoy this second issue of *Management and Organization Review* as much as we have enjoyed preparing it.

Lastly, we have a new cover, a photo of kites flying above the Tiennamen Square. We hope this conveys an image of the future of *MOR* and Chinese business and management – that they are soaring to reach new heights.

The Editorial Team