

# Call for Papers

## ***Management and Organization Review*** **Special Issue on ‘Social Exchange in Organizations’**

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Submission Deadline: December 1, 2007

Social Exchange Theory is an influential conceptual paradigm for understanding Organizational Behavior. The pervasiveness of Social Exchange as a theoretical foundation can be seen in areas such as, for example, organizational justice, leader-member exchange, perceived organizational support, psychological contracts and the employment relationship, as well as the inter-organizational domain through the networks of top managers and boundary spanners. However, despite its dominance as an explanatory framework, Social Exchange Theory contains conceptual ambiguities and empirical tests that have selectively excluded critical theoretical variables or provided very limited tests of the main propositions of Social Exchange Theory. Likewise, most research applying Social Exchange Theory to organizations has been conducted in Western contexts, raising questions about the cross-cultural relevance or limitations of this theory.

This special issue of *Management and Organization Review* seeks to revisit Social Exchange Theory. By redirecting attention to Social Exchange Theory, we aim to advance its applicability in an organizational context. To this end, while we are open to different types of submissions, we especially encourage innovative theoretical and empirical papers that help advance the applicability of social exchange to organizational phenomena. Of particular interest are papers conducted within a Chinese or cross-cultural context. We invite submissions that address but are not limited to issues such as:

- a) The distinction between the “relationship” and “resources exchanged” – how do resources influence the type/quality of a relationship and how does the relationship influence what is exchanged?
- b) Reciprocity – what rules and norms govern the relationship? How do these norms develop and what are their consequences?
- c) What are the boundary conditions/limitations of Social Exchange Theory in organizational settings? For example, to what extent does culture facilitate or inhibit the development of social exchange relationships? Other factors might include organizational context, groups and individual dispositional factors.
- d) What other theories could be used to complement the foundational ideas of Social Exchange Theory?
- e) What aspects of Social Exchange Theory have been neglected or overlooked?
- f) What are the commonalities and differences between constructs that draw upon social exchange?
- g) Are social exchange processes different at the inter-personal and inter-organizational domains?
- h) Are there variations in the applicability of Social Exchange Theory to Chinese and non-Western contexts?

Papers for the special issue should be submitted electronically to both the *MOR* office at [iacmr.mor@asu.edu](mailto:iacmr.mor@asu.edu) and Lois Tetrick at [ltetrick@gmu.edu](mailto:ltetrick@gmu.edu). The deadline for submission is December 1, 2007. Papers accepted for publication consideration will also be presented in a ‘mini-conference’ held in conjunction with the International Association of Chinese Management Research bi-annual conference in June 2008.

Questions about this special issue may be directed to any of the guest editors: Lois Tetrick ([ltetrick@gmu.edu](mailto:ltetrick@gmu.edu)), Jackie Coyle-Shapiro ([J.A.Coyle-Shapiro@lse.ac.uk](mailto:J.A.Coyle-Shapiro@lse.ac.uk)), Xiao-Ping Chen ([xpchen@u.washington.edu](mailto:xpchen@u.washington.edu)), and Lynn Shore ([lshore@mail.sdsu.edu](mailto:lshore@mail.sdsu.edu)).