理組 研織 Organization Review



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



SPONSORS OF MANAGEMENT AND ORGANIZATION REVIEW



International Association for Chinese Management Research Officers

Founding President

University of Notre Dame

Peking University

Vice-President and Program Chair for 2020 Conference

Shanghai Jiao Tong University Runtian Jing

Past President

Anne S. Tsui

Neng Liang China Europe International

Business School

Program Co-Chairs and Chairs of Local Arrangements Committee for 2020 Conference

Wanjun Jiang Peking University

Gengzhong Feng

Xi'an Jiaotong University

President

Ray Friedman Vanderbilt University

President Elect

Peking University Zhixue Zhang

Executive Director

Zhijun Yao Peking University

Executive Secretary/Treasurer

State University of Lerong He

New York at Brockport

Representatives at Large

Jingjing Yao IESEG School of Management

Xiaotao Yao Xi'an Jiaotong University

Yi Tang Hong Kong Baptist University

David Zhu Arizona State University



Leadership of Peking University

Ping Hao President

Leadership of Guanghua School of Management

Dean Qiao Liu

Vice Deans

Liutang Gong Li Jin Qi Li

Liansheng Wu Shengping Zhang Ying Zhang



Leadership of Fudan University

Associate Deans

President Ningsheng Xu

Leadership of School of Management Fudan University

Dean Xiongwen Lu

Executive Associate Dean Jian Zhou

> Changjiang Lyu Yimin Sun Zhiwen Yin Ming Zheng



MANAGEMENT AND ORGANIZATION REVIEW

Volume 15 Issue 1	March 2019
Letter from the Editor	1
Regular Articles	
RONALD S. BURT AND BAT BATJARGAL Comparative Network Research in China	3
Tah Ahmed Meouloud, Ram Mudambi, and TL Hill The Metropolitan Effect: Colonial Influence on the Internationalization of Francophone African Firms	31
Jakob Arnoldi, Anders Ryom Villadsen, Xin Chen, and Chaohong Na Multi-Level State Capitalism: Chinese State-Owned Business Groups	55
NIKOLAOS PAPAGEORGIADIS, YUE XU, AND CONSTANTINOS ALEXIOU The Effect of European Intellectual Property Institutions on Chinese Outward Direct Investment	Foreign 81
YANG LIU, JIE JIAO, AND JUN XIA Subsidiary Networks and Foreign Subsidiary Performance: A Coopetition Per-	spective 111
Dong Chen, Li Dai, and Donghong Li A Delicate Balance for Innovation: Competition and Collaboration in R&D Co	onsortia 145
Dialogue, Debate, and Discussion	
DAVID J. TEECE China and the Reshaping of the Auto Industry: A Dynamic Capabilities Persp	pective 177
Srinath Rengarajan Letter to the Editor: Complementing the Tesla Forum EV Discussion with a Upstream	View 201
Editorial Statements	
Xu Huang The Price of Science: MOR's Organization Behavior Editorial Area	207
XIAOWEI ROSE LUO Family Business and SMEs	211
Erratum/Corrigendum	
Jakob Arnoldi, Anders Ryom Villadsen, Xin Chen, and Chaohong Na Multi-Level State Capitalism: Chinese State-Owned Business Groups – CORRIGENDUM	213

EDITOR-IN-CHIEF

Arie Y. Lewin, Duke University, USA

DEPUTY EDITORS-IN-CHIEF

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

Carl F. Fey, Aatlo University, Finland, and Chinese University of Hong Kong, China

Regional focus: Russia, Ex-Soviet Republics, Eastern Europe

Xu Huang, Hong Kong Baptist University, Hong Kong Focus: Organizational Behavior

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

Xiaowei Rose Luo, INSEAD, France Focus: Family Business and SMEs

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

DIRECTOR FOR MOR SOCIAL MEDIA - CHINA

Steven S. Zhou, University of Nottingham Ningbo, China

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

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

Jasmine Hu, Ohio State University, USA Leadership; work teams; prosocial behavior; personality; gender

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

Thomas Hutzschenreuter, Technische Universitat Munchen, 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

Ning Li, University of Iowa, USA
Big data and team collaboration; individual difference;
OCB and proactive behavior; social network; team
leadership

Peter Ping Li, University of Nottingham Ningo, China Emerging multinational firms; indigenous research on Chinese management; organizational and intercultural trust; disruptive innovation; entrepreneurial imagination Jian Liang, Tongji University, China

Creativity; human resource management; cross-cultural management

Wu Liu, Hong Kong Polytechnic University, Hong Kong

Employee voice behavior; top management teams; leadership; negotiation; cross-cultural management; conflict management

Yipeng Liu, University of Reading, UK Micro-foundation; social interaction; organizational solution; institutional solution; indigenous societal challenge

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

Dali Ma, Drexel University, USA Inequality and status hierarchy; innovation and entrepreneurship; organization theory; social networks; sociology of China

Li Ma, Peking University, China International negotiation; participative management

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 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

Yeda Swirski de Souza, Unisinos Business School,

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 Talaulicar, 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

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

Jianjun Zhang, Peking University, China Corporate social responsibility; corporate political activity; top management team; organization theory

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 Brødsgaard, 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,

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,

Andrew Walder, Stanford University, USA Gordon Walker, Southern Methodist University, USA Axel V. Werder, Technische Universität Berlin, Germany Jia Lin Xie, University of Toronto, Canada Weiying 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

Olivier Bertrand, SKEMA Business School, France Suresh Bhagavatula, Indian Institute of Management Bangalore, India

Devasheesh Bhave, Singapore Management University,

Daniel J. Brass, University of Kentucky, USA Jeanne M. Brett, Northwestern University, USA Lance Eliot Brouthers, Kennesaw State University, USA 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 Jaee 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 Giuliana, 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
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, Ikwo, 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,

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 Thorbjoern 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

Jeoung Yul Lee, Chongqing Technology and Business University, China, Hongik University, South Korea, and Leeds University, UK

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 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

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

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

Aldo Musacchio, Brandeis University, USA Hermann Ndofor, Indiana University, USA

Kok Yee Ng, Nanyang Technological University, Singapore Quyen Nguyen, University of Reading, UK

Na Ni, Shenzhen University, China

Ilya Okmatovskiy, Universidad Nova de Lisboa, Portugal Salih Ozdemir, University of New South Wales, Australia 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, Eramus 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, Beijing Normal 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 Lazhou 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

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

Weiting Zheng, Hong Kong Polytechnic University, China Abby Jingzi Zhou, University of Nottingham Ningbo, 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.

2018 Best Senior Editor Award Winners

Lin Cui, Australian National University Xiaowei Rose Luo, INSEAD Till Talaulicar, University of Erfurt

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

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.

2018 Reviewer Award Winners

Ping Deng, Cleveland State University
Dali M, Drexel University
Yi Tang, Hong Kong Polytechnic University
Cyndi Zhang, Singapore Management University
Abby Jingzi Zhou, University of Nottingham Ningbo, China

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

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 newconcepts, and/or develop newtheories 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.