

# International Association for Chinese Management Research

### 中国管理研究国际学会

### www.iacmr.org

The International Association for Chinese Management Research (IACMR), founded in 2001, is a professional, academic organization to serve scholars, students, managers, and consultants who are interested in advancing knowledge about the management of organizations operating in the Chinese context.

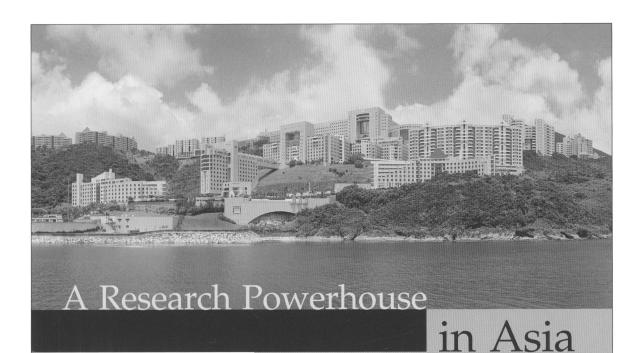
The primary goal of the Association is to promote scholarly studies of the organization and management of firms by:

- Providing a forum for the exchange of ideas and experience among researchers about management research in the Chinese context.
- Facilitating international collaboration between management researchers around the globe.
- Promoting the development of management research capabilities IN and ON China.
- Publishing the best research on Chinese management and organizations.

## Regular activities of the IACMR include:

- Bi-annual international conference beginning with the Inaugural Conference in Beijing, China, June 17–20, 2004, the second conference in Nanjing, China, on June 15–18, 2006, the third conference in Guangzhou, China, on June 19–22, 2008, and the fourth in Shanghai, China, on June 17–20, 2010.
- Annual business meeting at the same site as the Academy of Management meeting.
- Special lectures by distinguished professors and business leaders at the business meetings.
- Research seminars by leading Chinese and international scholars in China.
- Research methods and dissertation development workshops for Chinese scholars and doctoral students.
- Official journal Management and Organization Review.
- Quarterly IACMR Newsletter.

For detailed information about IACMR activities or membership, visit our website (<u>www.iacmr.org</u>) or contact us by email at <u>iacmr@asu.edu</u> (U.S.A.), <u>iacmr@pku.edu.cn</u> (Beijing) or by phone 1-480-965-4530 (U.S.A.), or 8610-6275-6701 (Beijing).



- Top 20 worldwide in business research
  - Financial Times MBA ranking 2008

# The Hong Kong University of Science and Technology

Located on the very doorstep of Chinese Mainland, the HKUST Business School is ideally positioned if you want to be at the forefront in creating and working on knowledge about business in the new Asia.

The School boasts 140 scholars from all over the world who are some of the brightest in their fields and committed to the pursuit of research excellence. Our programs and research capability have been consistently recognized as the best in the region.

All of our faculty members hold doctorates and are enthusiastic, high-spirited, and driven to achieve the best. The Business School is committed to contributing to the creation of management knowledge and maintaining the highest caliber of education. We welcome like-minded scholars to join us and explore the vast potential of Asia's leading business school.



www.bm.ust.hk





Shifting you from a knowledge consumer to a knowledge producer

## The International Ph.D. Program

http://www.gsm.pku.edu.cn/program/iphd

The International Ph.D. Program (IPHD), Guanghua School of Management, Peking University, is designed for candidates with outstanding intellectual abilities and a strong commitment to research. Specifically, the objectives are to:

- · Train academic faculty for leading business schools in China and beyond;
- · Enrich the intellectual environment of Guanghua School of Management;
- · Enhance the quality of scholarly management research in China; and
- Cultivate highly-qualified young scholars in line with mainstream research in the fields.

### **Program Features**

- · A four-year full-time program in English.
- Research expertise following international standards and conducted by both full-time and visiting professors with distinguished academic credentials.
- · Academic and innovative research opportunity throughout the 4-year study.
- Teaching assistantship for MBA and undergraduate programs available.
- Financial aid available to all admitted students.

#### Study Areas

- · Organizational behavior and human resources management,
- Marketing,
- · Strategic management.

#### Entry Eligibility

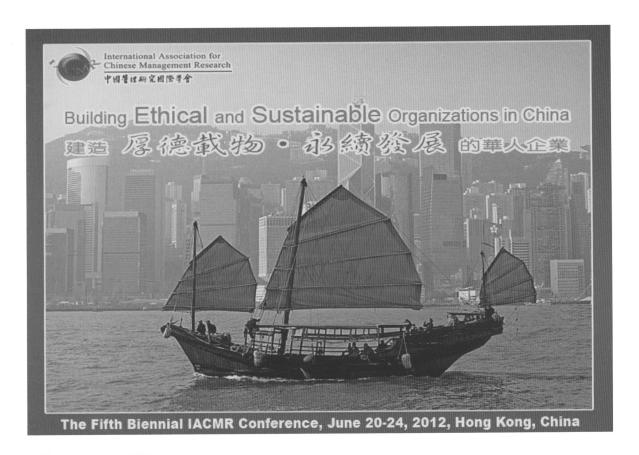
- A PRC undergraduate who is qualified for exemption from the general Master admission examination.
- A PRC graduate with a Bachelor or a Master degree from a recognized university with excellent academic records,
- An international applicant with an equivalent Bachelor or a Master degree.
- · Competitive scores in GMAT or GRE, and TOEFL.

#### Application

 Please visit http://www.gsm.pku.edu.cn/program/iphd for the detailed information for application.

Guanghua Contacts: Christine You (86-10- 62756701, iphd@gsm.pku.edu.cn)







## **Developing World Access to Leading Research**

This journal is available free or at very low cost within institutions in the world's poorest countries as part of the Research4Life initiative.

Research4Life is a public-private partnership in support of the UN Millennium Development Goals. It provides access to current international peer-reviewed research so that researchers, policy-makers and practitioners in developing countries can find local solutions to local health, environmental, social, economic, agricultural and food issues.

www.research4life.org





OARE

















## WILEY ONLINE LIBRARY

# Access this journal and thousands of other essential resources.

Featuring a clean and easy-to-use interface, this online service delivers intuitive navigation, enhanced discoverability, expanded functionalities, and a range of personalization and alerting options.

Sign up for content alerts and RSS feeds, access full-text, learn more about the journal, find related content, export citations, and click through to references.





#### **Publisher**

Management and Organization Review is published by Blackwell Publishing Asia Pty Ltd

155 Cremorne Street Richmond, Victoria 3121 Australia

Tel:+61 3 9274 3100 Fax:+61 3 9274 3101

Email: mel-info-bpa@wiley-com

Blackwell Publishing Asia Pty Ltd was acquired by John Wiley & Sons in February 2007. Blackwell's programme has been merged with Wiley's global Scientific, Technical, and Medical business to form Wiley-Blackwell.

#### Journal Customer Services

For ordering information, claims and any enquiry concerning your journal subscription please go to interscience.wiley.com/support or contact your nearest office.

Americas: Email: cs-journals@wiley.com; Tel: +1 781 388 8598 or +1 800 835 6770 (toll-free in the USA and Canada).

Europe, Middle East and Africa: Email: cs-journals@wiley.com; Tel: +44 (0) 1865 778315.

Asia Pacific: Email: cs-journals@wiley.com; Tel: +65 6511 8000.

**Japan:** For Japanese speaking support, Email: cs-japan@wiley.com; Tel: +65 6511 8010 or Tel (toll-free): 005 316 50 480. **Visit our Online Customer Self-Help** available in 6 languages at www.interscience.wiley.com/support.

#### **Production Editor**

Stephanie Stella (email: MOR@wiley.com)

#### Information for Subscribers

Management and Organization Review is published in three issues per year. Institutional subscription prices for 2011 are: Print & Online: U\$\$665 (The Americas), €463 (Europe), U\$\$313 (Developing World), U\$\$715 (Rest of World), £364 (UK). Prices are exclusive of tax. Asia-Pacific G\$T, Canadian G\$T and European V\$T will be applied at the appropriate rates. For more information on current tax rates, please go to www3.interscience.wiley.com/aboutus/journal\_ordering\_and\_payment.html#Tax.The price includes online access to the current and all online back files to 1st January 1997, where available. For other pricing options, including access information and terms and conditions, please visit www.wileyonlinelibrary.com/access.

#### **Delivery Terms and Legal Title**

Prices include delivery of print journals to the recipient's address. Delivery terms are Delivered Duty Unpaid (DDU); the recipient is responsible for paying any import duty or taxes. Legal title passes to the customer on despatch by our distributors.

#### **Printing and Despatch**

Printed in Singapore by C.O.S. Printers Pte Ltd.

All journals are normally despatched direct from the country in which they are printed by surface air-lifted delivery.

#### Offprints

C.O.S. Printers Pte Ltd, 9 Kian Teck Crescent, Singapore 628875. Fax: +65 6265 9074. Email: offprint@cosprinters.com.

#### Back Issue

Single issues from current and recent volumes are available at the current single issue price from cs-journals@wiley.com. Earlier issues may be obtained from Periodicals Service Company, 11 Main Street, Germantown, NY 12526, USA. Tel: +1 518 537 4700, Fax: +1 518 537 5899, Email: psc@periodicals.com.

#### Copyright and Photocopying

© 2011 The International Association for Chinese Management Research. All rights reserved. No part of this publication may be reproduced, stored or transmitted in any form or by any means without the prior permission in writing from the copyright holder. Authorization to photocopy items for internal and personal use is granted by the copyright holder for libraries and other users registered with their local Reproduction Rights Organisation (RRO), e.g. Copyright Clearance Center (CCC), 222 Rosewood Drive, Danvers, MA 01923, USA (www.copyright.com), provided the appropriate fee is paid directly to the RRO. This consent does not extend to other kinds of copying such as copying for general distribution, for advertising or promotional purposes, for creating new collective works or for resale. Special requests should be addressed to:permissionsuk@wiley.com.

#### Disclaimer

The Publisher and Editors cannot be held responsible for errors or any consequences arising from the use of information contained in this journal; the views and opinions expressed do not necessarily reflect those of the Publisher and Editors, neither does the publication of advertisements constitute any endorsement by the Publisher and Editors of the products advertised.

For submission instructions, subscription and all other information visit www.wileyonlinelibrary.com/journal/mor

This journal is available online at *Wiley Online Library*. Visit www.wileyonlinelibrary.com/ to search the articles and register for table of contents and email alerts.

Access to this journal is available free online within institutions in the developing world through the AGORA initiative with the FAO. For information, visit www.aginternetwork.org.

The Journal is indexed by ABI/Inform, British Library Document Supply Centre, Information Express and PsycINFO.

Wiley's Corporate Citizenship initiative seeks to address the environmental, social, economic, and ethical challenges faced in our business and which are important to our diverse stakeholder groups. We have made a long-term commitment to standardize and improve our efforts around the world to reduce our carbon footprint. Follow our progress at www.wiley.com/go/citizenship.

ISSN 1740-8776 (Print) ISSN 1740-8784 (Online)

## Management and Organization Review

Sponsored by Peking University and The Hong Kong University of Science and Technology



Special Issue: Globalization of Chinese Enterprises

Volume 7 Issue 2

ILAN ALON, JOHN CHILD, SHAOMIN LI, and JOHN R. MCINTYRE Globalization of Chinese Firms: Theoretical Universalism or Particularism	191
YUNSHI LIU, WEN-TING LIN, and KUEI-YANG CHENG Family Ownership and the International Involvement of Taiwan's High-Technology Firms: The Moderating Effect of High-Discretion Organizational Slack	201
JIANGYONG LU, XIAOHUI LIU, and HONGLING WANG Motives for Outward FDI of Chinese Private Firms: Firm Resources, Industry Dynamics, and Government Policies	223
DAPHNE W. YIU Multinational Advantages of Chinese Business Groups: A Theoretical Exploration	249
SYEDA ARZU WASTI, HWEE HOON TAN, and SELIN ESER ERDIL Antecedents of Trust across Foci: A Comparative Study of Turkey and China	279
DAVID O'BRIEN, LI ZONG, and HARLEY DICKINSON The Reach and Influence of Social Capital for Career Advancement and Firm Development: Elite Managers and Russia's Exit from Socialism	303
JAR-DER LUO  Guanxi Revisited: An Exploratory Study of Familiar Ties in a  Chinese Workplace	329
XIAO-PING CHEN, XIAOFEI XIE, and SHIQING CHANG Cooperative and Competitive Orientation among Chinese People: Scale Development and Validation	353



The cover image is an untitled photograph sent to MOR May 2, 2008 for use as a cover. We could not reach the photographer despite our efforts. We thank the photographer for the contribution of this photo.