



## Call for Papers

***Management and Organization Review (MOR)***  
**Special Issue on ‘Innovations in Public and Non-profit Sector  
Organizations in China’**

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Public and non-profit sector organizations play critical roles in our modern life. Together with for-profit business organizations, they constitute an organizational network that enables the distribution and exercise of public and private functions that facilitate political, economic and social development. In the past few decades, the drive for efficiency, effectiveness, and global competitiveness has propelled a global movement of managerial reform and organizational reinvention, which is also evident in China. Business and public organizations alike raced with one another to get on the bandwagon of change and innovation. While the bottom-line of business organizations is profit, public and nonprofit sector organizations are subject to competing challenges. Besides the typical interpersonal and inter-organizational tensions such as personnel grievances, labor disputes, and organizational jurisdiction disputes, public and non-profit sector organizations have to worry about a broad range of tensions such as:

- economic development versus environmental protection;
- rising public interest concerns versus the call for more dependence on private methods;
- decentralization of power versus the need for coordination of technology development and global competition;
- increased wealth versus enduring problems of poverty and crime;
- shaken public confidence in government versus increased need for confidence in the nation's economy;
- uncompetitive salaries versus requirements for high-quality public service personnel;
- organizational uncertainty versus increased reliance on employee loyalty to public service;
- high-level national debt versus increased pressure for public spending on social and environmental programs;
- call for democratic institutions versus modern quests for efficiency and effectiveness;
- special interests versus general public interests;

- national homogeneity versus cultural diversity claims;
- need for cooperation versus tensions among ethnic groups and between genders;
- nationalism versus internationalism; and
- promotion for free international markets versus new tariffs to protect domestic industries.

The length of this list, which is by no means exhaustive, underscores a powerful message that public and non-profit organization leaders have to face truly arduous challenges.

A fast growing transitional economy, China's social changes have occurred rapidly as well. Its public and non-profit organizations face challenges that are both typical of their international counterparts and unique to China. The challenges are typical because China is part of the international community and shares many of the problems other countries currently face. The challenges are unique because, unlike other nations, China is in the process of transforming from a traditional totalitarian command economy into an open market economy. Its public institutions and non-profit organizations have to find ways to work with and promote the ever expanding market economy and to integrate China's economy with that of the international community in spite of their institutional legacies from the traditional top-down command economy. The tactics China's public and non-profit organizations use for meeting their challenges, the way they innovate and change, and the mentality they have regarding their institutional reforms could all have significant bearings on the direction of China's future directions of evolution. In the years since opening up to the world, China has been under consistent pressure for further development. Many changes have occurred, as evidenced in China's quick emergence as a world economic power. Have all these changes been made in the right way? What innovations have occurred? What lessons can be learned? How could the positive experiences be transferred to other localities or circumstances and the pitfalls avoided? How will China eventually develop and change because of these innovations? Public and nonprofit organizations must face and address all of these interesting questions.

With this call for papers, we invite submissions that identify, document, analyze, and theorize cases of successful innovations in public and non-profit sector organizations in China. Manuscripts should discuss the generalizability of the cases in the context of a broad framework of references, and we welcome papers that explore the implications of these innovative measures for China's sustainable development. In our context, public sector organizations refer to central governmental agencies, state, county, municipal, and township governmental units, and quasi-governmental enterprises. Non-profit organizations include educational and research institutions, professional associations and societies, foundations, long standing community groups, citizen groups, religious groups, and international non-governmental organizations. Innovations are changes made either in administrative process, in service delivery, in institutional reform, or in leadership and organizational culture. Significance, scope, impact, and sustainability of the innovations should be discussed.

Please prepare the manuscripts following standard *MOR* submission guidelines, which can be viewed at [www.blackwellpublishing.com/mor](http://www.blackwellpublishing.com/mor). Please send your submissions to the *MOR* office at [iacmr.mor@asu.edu](mailto:iacmr.mor@asu.edu) and copy the lead guest editor, G. Zhiyong Lan ([Lan@asu.edu](mailto:Lan@asu.edu)). Questions about the special issue may be directed to any of the guest editors, including Joseph Galaskiewicz ([galaskie@email.arizona.edu](mailto:galaskie@email.arizona.edu)) and Xianglin Xu ([xianglin@pku.edu.cn](mailto:xianglin@pku.edu.cn)). Please identify your paper as a submission to this special issue. Papers will be double-blind peer reviewed and acceptance decisions will be based on the standards described in the *MOR* mission statement.