



Call for Papers

Management and Organization Review
Special Issue on 'Creativity, Innovation and Entrepreneurship in China'

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Entrepreneurship research considers the interactions between individuals, processes, and institutions in the emergence of new organizations, and organizational forms that engender wealth creation. The combination of creativity and innovation embedded in the entrepreneurial process is fundamental to the discovery and establishment of new ways to organize production processes and to introduce new institutional forms. Creativity is broadly defined as the cognitive process by which individuals discover new patterns in familiar ideas, routines, and mental models. Innovation is broadly defined as the organizational process by which ideas are turned into economically valuable products and services. Given the largely entrepreneurship driven growth experienced by the Chinese private sector (about one-third of the economy), this special issue offers the opportunity for a concerted look at entrepreneurship in China.

Papers that explore the relationship between creativity and innovation in entrepreneurs, entrepreneurial firms, and their strategies are welcome. The extant research on entrepreneurship in emerging regions has examined the impact of institutional changes on levels of new venture activity and economic welfare. Others have examined the social and economic network dimensions of entrepreneurship. In China, it is virtually impossible to discuss economic activity without explicit reference to the role of government. For example, the government has determined that innovation is critical for the next stage of its economic development plan. Innovation and creativity are seen as the tools for the creation of new firms, and the revitalization of state owned enterprises. In this special issue, studies that explore the promotion of competition and economic development should focus on the impact on the individual and firm levels of analyses. Hence, such questions as, 'Would government programs to encourage innovation be detrimental to radical innovation but a positive impact on incremental innovation?', 'What are the pre-founding conditions for the emergence of entrepreneurial activity in rural areas?', and 'In the absence of a robust venture capital industry, what forms does risk capital take in China, and how do these impact innovation and the emergence of high growth potential firms?' can significantly add to our understanding of the general models.

Entrepreneurs frequently have to make high-stake decisions, which are those that involve substantial risk and have long-term consequences for the well-being of others. Studies

looking at such decisions often take descriptive approaches. Here, models are aimed at describing and predicting decision makers' behaviors and are rooted in psychology and organizational sociology. For example, in emerging economies, the choice between self-employment and employment is often mediated by the attractiveness of the underground economy. Therefore, studies attempting to answer questions related to the institutional drivers of rewards from productive innovation through the protection of commercial freedom and property rights should focus on the impact of such factors on entrepreneurs, nascent firms, and entrepreneurial networks. For instance, essential local inputs are vulnerable to monopolization and foreclosure in an evolving institutional regime. Hence, papers that look at the individual and organizational drivers that divert entrepreneurial talent toward non-welfare increasing activities fall into this domain. Such questions as, 'When and how would one expect *guanxi* to have a negative impact on creativity and innovation?', and 'What role does Confucian philosophy play in the mitigation of risk in highly innovative ventures?' are particularly interesting.

Given the adolescence of the research on entrepreneurship in China, in-depth clinical studies that describe a phenomenon, resulting in general theoretical models, are strongly encouraged. For example, in an era of global competition, location should no longer be a source of competitive advantage. But in practice, location remains central to competitive success. Today's economic map of the world is characterized by clusters: geographically linked industries and institutions that enjoy a competitive advantage in a particular field. Most of the frameworks describing clusters derive from work done in developed economies. Indeed, the extant research on China's emerging high technology sector relies on such models. Yet, the rural economy in China is still a significant part of the economic landscape. There has been little attempt to document the incidence, nature, and evolution of the entrepreneurial economy in the rural economy. Such questions as 'What is the impact of technology such as mobile communications on new venture creation in rural areas?', 'How are labor-intensive production models exploited for the creation of new ventures?' and 'What is the process of opportunity identification in the rural areas?' can add significantly to our grasp of extant theory.

In sum, inductive and deductive forms of investigation are welcome, but we strongly suggest that papers focus on topics that can be natural references for future researchers. The focus of the theorizing should start with analysis *and* synthesis but move on to new conceptualizations of the chosen topic. Therefore, inductive theory papers should aim at paradigmatic, rather than micro-theory explanations. Empirical approaches especially suited to entrepreneurship research such as extended clinical studies, critical event studies, panel data regression techniques, verbal data collection protocols, and so forth, are particularly sought after in this special issue. Recursive models rather than linear models tend to have more explanatory power, therefore empirical studies that employ multi-levels, multi-theories, and multi-constructs are favored.

When submitting to the special issue, please follow standard *MOR* submission guidelines, which can be viewed at www.blackwellpublishing.com/mor.

Please address your paper to the lead guest editor, Phil Phan (pphan@rpi.edu), and copy to iacmr.mor@asu.edu. Identify your paper as a submission to the special issue on Creativity, Innovation and Entrepreneurship in China. Papers will be double-blind peer reviewed and acceptance decisions will be based on the standards described in the *MOR* mission statement.