

Call for Papers

Management and Organization Review
**Special Issue on 'Building Competitive Advantages in China's
Emerging Market'**

Guest Editors:

Robert E. Hoskisson, Arizona State University
Tailan Chi, University of Kansas
William Wan, Thunderbird

Submission Deadline: July 15, 2006

Management and Organization Review is pleased to announce a call for papers for a special issue on strategies for building competitive advantages in China's emerging market. Guest co-editors are Robert E. Hoskisson (Arizona State University), Tailan Chi (University of Kansas), and William Wan (Thunderbird).

In recent years China has become an important location for foreign direct investment. In fact, China has recently surpassed the US as the largest recipient of foreign direct investment in the world. It is now estimated that there are over 450,000 foreign investment projects operating in China. It is no overstatement that almost every major foreign firm is operating in all segments of the Chinese market. Foreign firms continue to be a primary source of advanced technology, managerial capabilities, and financial resources for local companies. While there continues to be a euphoria regarding investment in China, there has also been an increasing recognition that competing and surviving in the Chinese market is not that easy. While one may expect a market of 1.3 billion people, the Chinese markets in most segments are highly fragmented, complex, uncertain, and fast changing. Within a short period of time, local firms have also emerged as strong competitors against foreign firms. Local firms have been rapidly accumulating resources and capabilities, narrowing the gap with foreign firms. The market is also filled with various types of local competitors who follow very different approaches in the market, such as traditional state-owned enterprises, newly emerging entrepreneurial private firms, and collectively-owned township and village enterprises. This is a competitive situation that is highly unusual for foreign entrants in terms of its complexity and dynamics. There are direct confrontations among foreign firms, between foreign firms and locals, and also among local firms. The Chinese market also offers a unique research location given the large number of foreign and local firms.

This special issue focuses on the market competition and firm strategies in the Chinese market. In particular, we are looking for studies that address the nature of market competition and competitive dynamics in the Chinese market. There has been a dramatic change in competitive dynamics in China, from simple interactions between local firms and foreign imports in the early 1990s to complex multi-layered interactions among various types of competitors in recent years. Also, it is important to understand how companies

in China operate to build and sustain their competitive advantages. Foreign firms' initial dominance has slowly been eroding. What can they do to sustain their early leadership? How can they combine their global strengths with local differentiation? Local firms at the moment are also searching for new directions to develop advantages over other local competitors and to challenge advanced foreign companies. What are the primary sources of advantages on which they should build their competitiveness? As the market becomes saturated, many local firms are also looking outward, targeting the global market. How can the local Chinese firms acquire the necessary capabilities to penetrate the global marketplace and establish a global position? In summary, this special issue broadly focuses on issues related to competitive situations and advantages in China from both foreign and local firms' perspectives. We welcome all ranges of studies, including conceptual and empirical or inductive and deductive studies, to understand the fascinating competitive phenomenon occurring in China.

Possible topics include but are not limited to the following:

- What is the nature of market competition in China?
- How have competitive dynamics evolved over time in China? And how are they different from the path in other emerging and developed countries?
- What are the major sources of competitive advantages for local firms and for multinational firms?
- How do multinational firms leverage their advantages in the Chinese market to build and sustain their differentiation advantages?
- What are the sources of competence acquisition and upgrading necessary for local firms to maintain their viability?
- How have joint ventures and alliances contributed to local firms' competence building?
- How does the ownership structure affect local firms' approaches in market competition?
- What are the differences among multinational firms in their competitive strategies in China?
- How do firms compete in complex and fast changing markets such as the Chinese market?
- What are the sources of local firms' advantages in the global market? How can local firms emerge as successful global players?
- How does the loose governance on intellectual property rights affect market competition? How do multinational firms balance their effort to maintain differentiation advantages by introducing new technologies while protecting their proprietary skills?
- What are the critical factors that affect firm strategies and long- and short-term performance in China?
- How are Chinese firms restructuring and reshaping their diversification strategies to meet the competitive challenges they are facing? How does this restructuring help them meet foreign competition or move into global markets?
- How are government-owned firms positioning themselves relative to the need to meet both political and social welfare requirements and investments to maintain future competitive viability?

Papers for the special issue should be submitted electronically to both the *MOR* office at iacmr.mor@asu.edu and Robert.Hoskisson@easu.edu. The deadline for submission is July 15, 2006. Questions about this special issue may be directed to any of the guest editors: Robert Hoskisson (Robert.Hoskisson@easu.edu), Tailan Chi (chi@ku.edu), or William Wan (wanw@t-bird.edu)

Management and Organization Review

INFORMATION FOR CONTRIBUTORS AND SUBMISSION GUIDELINES

Management and Organization Review (MOR) is dedicated to advancing global knowledge on management and organizations. *MOR* aims to publish innovative research contributing to management knowledge in three domains:

- Fundamental research in management;
- International and comparative management; and
- Chinese management, including research on the management and organization of Chinese companies and multinational companies operating in China.

MOR seeks creative, context-rich theorizing, whether derived inductively or deductively, as well as studies that rigorously test existing theories.

MOR encourages variety. We invite indigenous, cross cultural and comparative research on traditional and non-traditional topics. We welcome studies using conventional as well as innovative research methods. For papers that are not China specific and if appropriate, we encourage authors to discuss or speculate about the implications of their theories and findings for research in the Chinese context.

All articles published in *MOR* must make a theoretical contribution and provide new knowledge on the issue being studied. Manuscripts that are primarily applied in focus and that have managers – rather than management researchers – as their intended audiences only or primarily do not fall into the domain of *MOR*. Methodological articles are welcome, but they should be relevant for Chinese management research and contribute to future studies of management or organization issues.

MOR's editors ask these questions of each manuscript: does it fall within our domain; does it offer fresh insights; is it methodologically competent; and is it persuasive, that is, does the evidence or logic substantiate the conclusions?

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1. Authors are referred to the Style Guide available on www.iacmr.org and published in *MOR* in preparing their manuscripts. Manuscripts that are inappropriately prepared tend to be less favorably received by reviewers.

2. Each submission should be accompanied by a cover letter addressed to the Editor-in-Chief, indicating that the manuscript is original and not under consideration by any other journal or book. Papers published in conference proceedings or presented are not disqualified from submission to *MOR*.

3. Write concisely: the best ideas are always expressed in simple, direct language. Excessive references are not helpful. Cite only the most representative and authoritative sources to support your points. We do not set either a lower or upper limit of manuscript length but a well argued and presented paper with concise writing will generally fall between 25 to 40 pages.

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8. Once a manuscript is received at *MOR*, the Editor-in-Chief reads the manuscript for appropriateness for *MOR*. Inappropriate manuscripts (those that do not fit the domain of *MOR* or are immature for review) will be returned to the author without a formal review. Manuscripts prepared in a way that could compromise blind review also may be returned to the author for revision.

9. Submissions that are suitable for *MOR* will be assigned to a senior editor whose expertise fits the topic of the paper. The senior editor will assign two reviewers, generally one reviewer with expertise on the content area and another with expertise on the method of the study. Occasionally, authors may be requested to suggest some possible reviewers when the topic is highly specialized.

10. The guidelines provided to reviewers are available on the *MOR* web page (www.iacmr.org). Authors are encouraged to read these guidelines so that they are aware of *MOR* reviewers' expectations.

11. Please submit manuscripts electronically by email attachment to the Managing Editor at the *MOR* office at iacmr@asu.edu. Queries about manuscript submission may be made to Managing Editor or Editor-in-Chief at the same email address.

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STYLE GUIDELINES FOR AUTHORS

This 'Style Guide for Authors' provides information for preparing manuscripts for submission to the *Management and Organization Review (MOR)*. A different document, 'Information for Contributors and Submission Guidelines' (published in each issue of *MOR* and also available at <http://www.iacmr.org>) describes the content domain of *MOR* and submission procedures. This Style Guide is also published in the first issue of each volume of *MOR*.

Manuscript format

1. Manuscripts must be double-spaced throughout (this includes Notes and References) on one side of A4 or U.S. standard size paper with all margins at least one inch.
2. Though we do not impose a page limit, we encourage conciseness in writing. Typical manuscripts are expected to be between 25 to 40 pages, including references, tables and figures. The best ideas are always expressed in simple, direct language. Excessive references are not helpful. Cite only the most representative and authoritative sources to support your points.
3. The cover page has the title of the paper, the names of all the authors and their affiliations, along with the detailed address of the corresponding author, including full postal address, email address, phone number, and fax number. Acknowledgements should be the first entry in the NOTES section, which immediately precedes the REFERENCES. The numbered notes should begin after the acknowledgements.
4. The second page of the paper should have the title of the paper and an informative abstract of no more than 200 words, double-spaced. Provide up to five key words or phrases to help in identifying appropriate reviewers.
5. The body of the paper begins on page 3. It is not necessary to include the title on this page.
6. Primary headings should be capitalized and bold. Secondary headings should be in upper and lower case, bold, and with the first letters of each word capitalized. Third level headings should be italicized with the first letter of the first word capitalized. All headings should be left justified.
7. Organize the manuscript into five main sections: Introduction, Theoretical Background and Literature Review (if hypotheses are used, include them in this

section), Method, Results, Discussion and Conclusions. Use secondary headings within each main section to clearly organize the presentation.

8. Put sentences in the active voice ('I did it'; 'They did it') instead of the passive voice ('It was done') to make it easy for readers to see who did what. Use the first person ('I' or 'we') to describe what you yourself did.

9. Use Notes and not Endnotes or Footnotes. Notes should be provided on a separate page immediately following the text and before the REFERENCES under the heading NOTES. Notes should offer significant comment. Important information should be in the text. Minimize the use of notes.

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11. Please prepare the entire manuscript (including tables and figures) in Microsoft Word® using Times New Roman font. Use 12 point size for the body of the paper.

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3. Each table or figure should be presented on a separate page at the end of the manuscript, after the REFERENCES. Figures and tables reproduced from already published work must be accompanied by the permission of the original publisher (or copyright holder, if not the publisher). Please indicate the position of figures and tables in the text as follows:

INSERT TABLE I ABOUT HERE

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3. Page numbers, to indicate a passage of special relevance or to give the source of a quotation, should appear in parentheses, e.g., (Willmott, 1992, p. 12).
4. If there are more than one reference to the same author in the same year, postscript the date of each reference with a, b, c, etc., e.g., (Sparrow, 1998a; 1998b).
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6. References with three or more authors should be listed in full in the first appearance of the citation in the text. Use last name, 'et al.' (e.g., White, et al., 2003) in all its subsequent appearances in the text.
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Notes

This section is for any acknowledgements and additional notes.

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- [2] Essential information should be put in the text of the manuscript.
- [3] Please see articles in Volume 1 Issue 1 for examples of notes.

References

References should be listed alphabetically by author at the end of the manuscript, before the tables, figures, and appendices.

Journal references should be listed as follows:

Meyer, M.W. and Lu, X. (2004). 'Managing indefinite boundaries: The strategy and structure of a Chinese business firm'. *Management and Organization Review*, **1**, 1, 57–86.

Book references should be listed as follows:

Law, J. (1994). *Organizing Modernity*. Oxford: Blackwell Publishing.

Chapter references should appear as follows:

Zhou, X. (1997). 'Organizational decision making as rule following'. In Shapira, Z. (Ed.), *Organizational Decision Making*. Cambridge: Cambridge University Press, (pp. 257–81).

Unpublished papers or conference presentations should appear as follows:

Chen, M. H. (1998). *Organizational citizenship behavior in the service industry*: Unpublished doctoral dissertation, University of Hong Kong, Hong Kong.

Wallace, J. H. (2004). 'Creativity in high technology firms'. Paper presented at the inaugural conference of the International Association for Chinese Management Research, Beijing, June 2004.

If an article has no author, the periodical or producing body is referenced:

Business Week. (1998). 'The best B-schools'. October 19: 86–94.

Appendices

Present long but essential methodological details, such as explanations of the calculation of measures, items of new measures not already in the text in an appendix or appendices. Presentation should be concise, but avoid table formats and reproductions of surveys. Multiple appendices are labeled numerically as follows: Appendix 1, Appendix 2, etc.

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