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Nottingham

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Nottingham University
Business School

UNITED KINGDOM · CHINA · MALAYSIA

诺丁汉大学商学院 (中国)



Management and
Organization Review

“Remember James March” Conference

Management and Organization Review

17-18 June
2019



BROCHURE

University of Nottingham Ningbo China

| Welcome

As Dean of the Nottingham University Business School China (NUBS China), I welcome you to our campus and to Ningbo as well as to participate in the 'Remembering James March' Conference. The University of Nottingham Ningbo China was the first Sino-foreign university established in China and is celebrating the 15th anniversary of its opening. In that time, we have created a full university campus: an international campus based in China. Nottingham is ranked in the world top 100 and is a truly global university with campuses in UK, Malaysia and China. In business and management, we see ourselves as similar in strength to the UK in terms of student numbers and quality, as well as the research that our faculty undertake. Further activities include executive education as well as creating an 'incubator' for new businesses including those of our graduates. By 2021, these activities will be brought together in a new building that will be a great place to work and engage with external academic and business people.

Ningbo is a great city in which to study and research business. It is the world's #1 cargo port, shipping over a billion tons last year, as well as #3 globally for container traffic. Ningbo is a centre for innovative private sector businesses, especially in manufacturing. Leading foreign companies have located here, for example Boeing. Ningbo is in a pivotal position for global supply chains in many industries. Thanks to strong local support, we are engaged in the development of links with business and government. As China focuses more and more on the quality of economic growth, innovation and environmental improvement are high on the agenda and will grow in importance.

In NUBS China, our goal is to act as a bridge between China and international business. We help Chinese organisations to build a global mindset and understand what working globally means. And we help those from the West to understand China. Like James March, we want to go beyond the limits created by parochialism in order to have both contextualized and universal knowledge that also has a positive impact on organisations and on society.

Welcome to Ningbo and to Nottingham University Business School China!



Professor Martin Lockett

Dean, Nottingham University Business School China

Conference Organizers and Guest Editors

- Arie Lewin, Duke University, USA
- Mooweon Rhee, Yonsei University, KoreaO
- Bilian N. Sullivan, Hong Kong University of Science and Technology
- Peter Ping Li, University of Nottingham Ningbo, China

Organizing Committee Members

- Professor Peter Ping Li, University of Nottingham Ningbo
- Professor Peter Hofman, University of Nottingham Ningbo
- Dr. Abby Jingzi Zhou, University of Nottingham Ningbo
- Dr. Steven Shijin Zhou, University of Nottingham Ningbo
- Ms. Mary Tang, University of Nottingham Ningbo
- Ms. Lydia Zhang, University of Nottingham Ningbo
- Ms. Amy Zhu, University of Nottingham Ningbo

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Conference Schedule

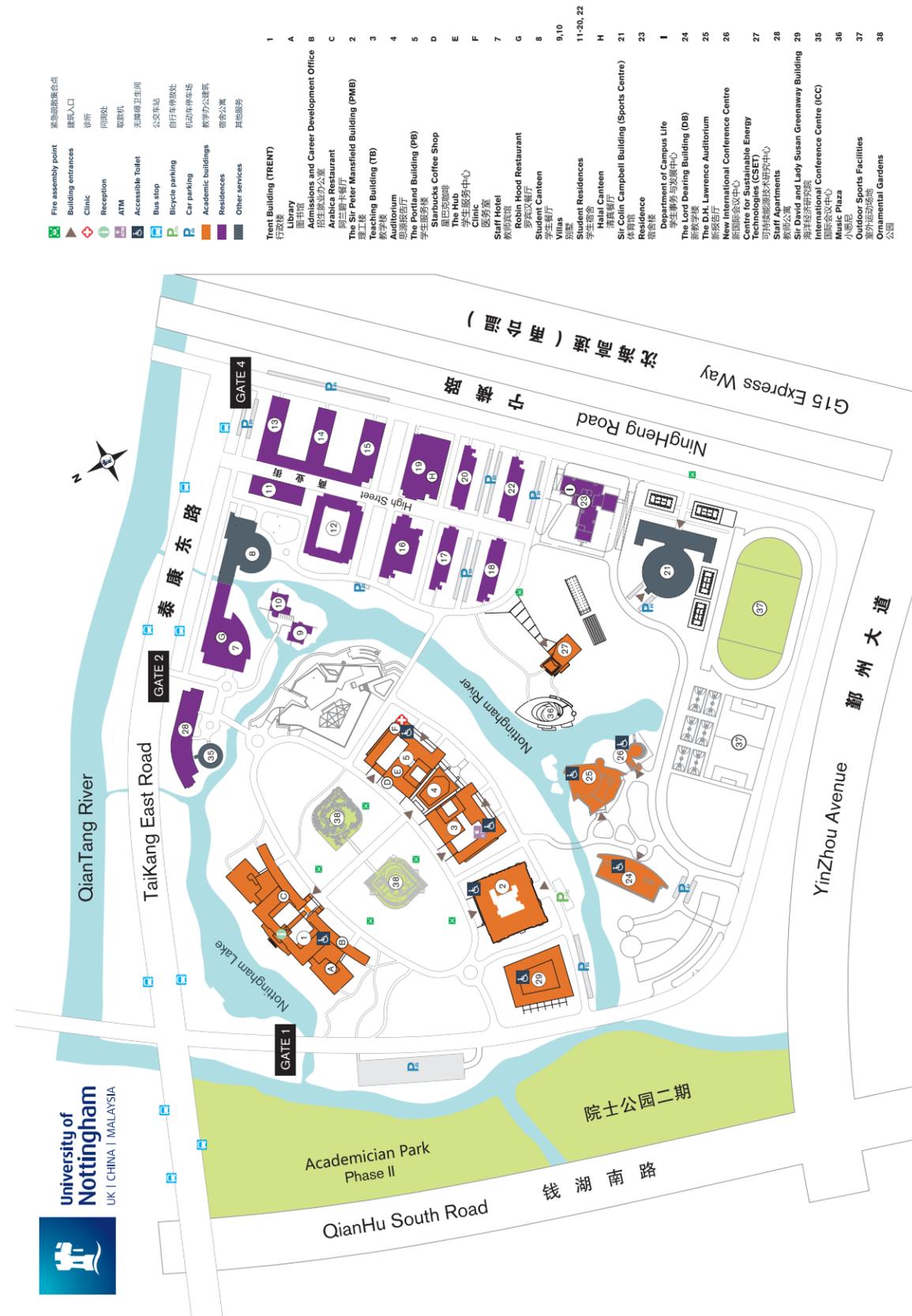
June 17th, 2019

10:30 - 12:00	Registration
12:00 - 13:00	Light Lunch
13:00 - 13:30	Opening speech
Session 1: Exploration-Exploitation Ambidexterity (4 presentations)	
	Corresponding Author Paper Title
	Huanren Zhang Exploration verses exploitation in the presence of inter-firm comparison
13:30 - 15:30	Xiuxia Sun Designing organizations for achieving organizational ambidexterity: A fuzzy-set approach toward a configurational model
	Beibei Chen How is organizational ambidexterity catalyzed? An organizational unlearning perspective
	Huanhuan Chen Coopetition and innovative performance: The mediating role of exploratory and exploitative learning
15:30 - 16:00	Coffee Break
Session 2: Learning (4 presentations)	
	Corresponding Author Paper Title
	Abby Jingzi Zhou Organizational learning in institutional complexity: Evidence from Chinese township clusters
16:00 - 18:00	Jianci Lu Control transfer, property rights and firm risk-taking-based on the mediation role of CEO's human capital
	Jingjing Guo How does the ambidexterity of technological learning routine affect firm innovation performance within industrial clusters? The moderating effects of knowledge attributes
	Sunny Li Sun Latecomers' capability development: Achieving high-intellect learning through partial recapitulation
18:00 - 20:00	Dinner (on campus)

June 18th, 2019

Session 3: Paradox (3 presentations)	
	Corresponding Author Paper Title
8:30 - 10:00	Jean Yves Le Corre A Research Framework for Rationality and Decision-making in Performance Management Systems under Yin-yang Philosophical Assumptions
	Xin Li The neither-and solution to paradox: Inspirations from Buddhism, quantum physics, and James March
	Wang Miaomiao Paradoxical leader behavior and actors' well-being: A daily investigation of psychological resource depletion
10:00 - 10:30	Coffee Break
Session 4: Decision-Making (4 presentations)	
	Corresponding Author Paper Title
	Yingya Jia Beyond Bounded Rationality: Executives' Reflective Thinking and Corporate Sustainability Performance
10:30 - 12:30	Linlin Wang Applying Dynamic Performance Management to Operationalize the Problemistic Search in Performance Feedback-a process perspective
	Huifen Pan Firm characteristics analyses: Which type of firms have accepted risk-taking and implemented the core-staff-based ESOPs in China?
	Jiangang Gong Literary March in the Perspective of Hermeneutics: A Study of Philosophical Rationality and Meaning
12:30 - 13:30	Light Lunch
Session 5: Innovation (4 presentations)	
	Corresponding Author Paper Title
	Lin-Hua Lydia Lu The Heterogeneity of Ownership Structure, the Involvement of Independent Directors on the Innovation Behavior of Firms
13:30 - 15:30	Linlin Liu The motivation of syndication: A venture capital network community perspective
	Lerong He Performance shortfalls and R&D investment change: Aspirations, actions, and expectations
	Guoyin Shang How does the top management team attention affect subsidiary innovation?- Based on the theory of resource dependence
15:30 - 16:00	Coffee Break
Session 6: MNE (3 presentations)	
	Corresponding Author Paper Title
16:00 - 17:30	Zhi-Xue Zhang Entrepreneurial identity: Driving the journey to globalization of Chinese multinational companies
	Meitong Dong Strategic performance feedback in business groups: The role of subsidiary managers and parent-subsidiary relationship
	Bing Bai The impact of high performance work systems on knowledge flows within the U.S. MNCS
17:30 - 18:00	Closing Speech
18:30 - 21:00	Gala Dinner (Off campus)

University Map



Things to know

Accommodation

Here is a list of well-located hotels. For participants who reserve the on-campus hotel via the conference organiser please pay the accommodation bill at the hotel counter and request the official VAT invoice if necessary.

1. Liberal Arts Hotel (LA Hotel) 宁波博雅国际交流中心酒店

Address: 199 Taikang East Road, Ningbo, The University of Nottingham Ningbo China
Transportation: on campus
Email: staff-hotel@nottingham.edu.cn
Tel: 0574-8818 081

2. New Century Grand Hotel Ningbo 宁波开元名都大酒店

Address: 666 Middle Shouan Road (Shouan Zhong Lu)
Transportation: 2.1 kilometers from the conference venue; 5 mins by taxi; Bus: No. 177, 161, 132, 166, 118
Email: 552465550@qq.com
Tel: 139 5743 3534

3. Sofitel Wanda Ningbo Hotel 宁波万达索菲特大酒店

Address: 899 Middle Siming Road (Siming Zhong Lu)
Transportation: 4.6 kilometers from the conference venue; 12 mins by taxi; Bus: No. 161, 363, 111, 118
Email: reservation@sofitelwandanb.com
Tel: 0574-2889 9888

Hotel Maps



Liberal Arts (LA) Hotel Map



Getting to the University

Car

Hangzhou-Ningbo Express Way G92/S

After passing the Dazhujia toll gate turn right onto Qianhu North Road. Drive 4km south before turning left onto Taikang East Road. The University is on the right.

Ningbo Ring Road G1501

After passing the Yunlong toll gate turn left onto Yinzhou Avenue and drive 3.5km west. Turn right onto Qianhu South Road before turning right onto Taikang East Road. The campus is on the right. Visitor parking on campus is by permit only. If you need visitor parking, please email: facilities@nottingham.edu.cn

Plane

From Ningbo Lishe Airport

A taxi from the airport costs around 30 RMB for a 12km journey.

From Hangzhou Xiaoshan Airport

Take the shuttle bus from the airport to Hangzhou Train Station then get the high speed train to Ningbo Train Station.

From Shanghai Hongqiao Airport

Transfer by foot to Hongqiao Train Station then get the high speed train to Ningbo Train Station.

From Shanghai Pudong Airport

Take a taxi or the Metro to Hongqiao Train Station, then take the high speed train to Ningbo. A taxi to Hongqiao Train Station will take about one hour and costs around 250 RMB. To get to Hongqiao Train Station via Metro, take Line 2 and transfer at Guanglan Lu station.

Coach

A taxi from Ningbo Central Coach Station costs around 30 RMB for an 11km journey. Buses 115, 132, and 368 run from the coach station and stop near campus.

Train

The easiest way to get to the University from Ningbo Train Station is by taxi. The fare is around 30 RMB for an 11km journey. Buses 159, 161 and 369 run from the station and stop near campus.

Taxi

Show taxi drivers the following address to reach the University campus:

宁波市鄞州区高教园区泰康东路 199 号

The University of Nottingham Ningbo China,
199 Taikang East Road, Ningbo

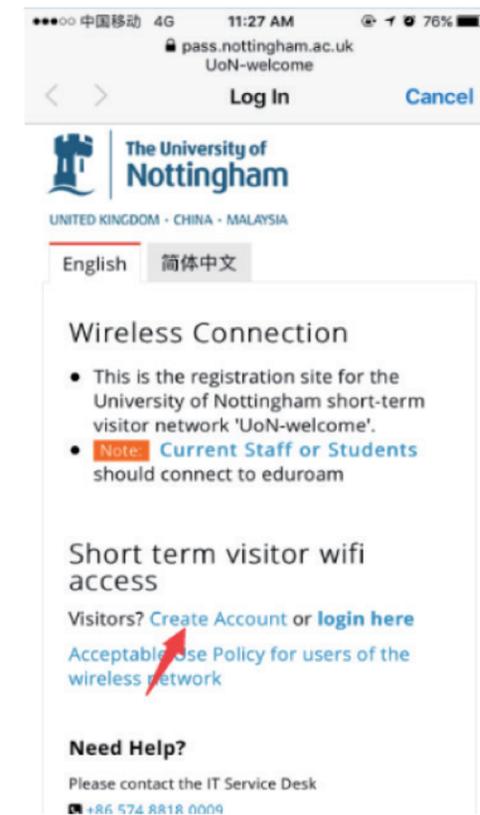
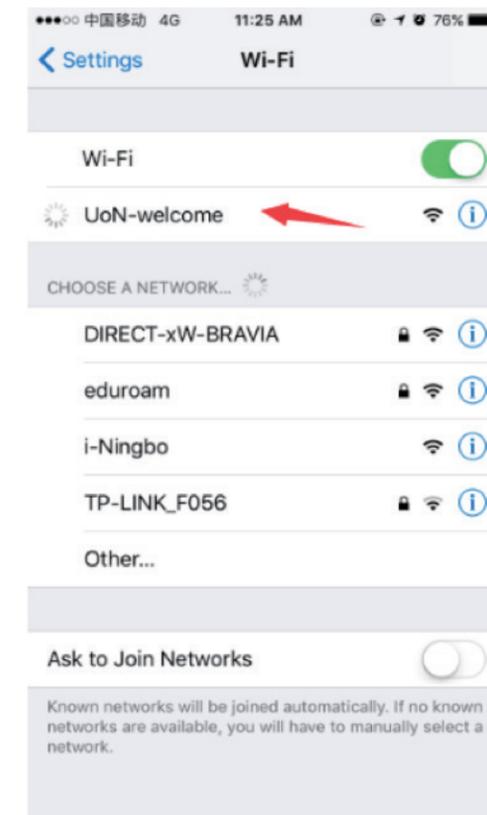
Wi-Fi

This is a quick configuration guide for connecting to the UNNC wireless network (SID: UoN-welcome).

1. Choose the WIFI SID: UoN-welcome on your mobile phone.
2. Click the Create Account for your first register.
3. Edit your detailed information to register.
4. Check and click the item: I accept the terms of use, and click Register.
5. Click the Log in.
6. Click the activate in the mail from pass@nottingham.edu.cn

Note:

- After you activated, your account will be enabled. And its Expiration Time is 7 days later.
- Eduroam is available for those whose institutions subscribe to the global service.



Presenter Abstracts

PRESENTER ABSTRACTS

NOTES:

Session 1

Yimei Hu

Department of Business and Management, Aalborg University

Huanren Zhang

Department of Business and Economics, University of Southern Denmark

Yuchen Gao

School of Economics and Management, Tsinghua University

Exploration versus exploitation in the presence of inter-firm comparison

Most of the studies on the trade-off between exploration and exploitation have considered it as an individual decision problem. In real business contexts and economic decision making, firms inevitably interact strategically with other firms and learn from the successes and failures of other firms. In this paper, we use a computational model to study how inter-firm comparisons influence firms' performance when the trade-off between exploration and exploitation is vital to a firm's success. We explore three conditions, varying the information accessible to each firm in the industry: (1) no information, (2) information on the average performance of the industry, and (3) information on the best performer of the industry. Our results show that performance of a firm as a function of exploration level exhibits an inverse-U shape regardless of the information condition. Providing information can significantly reduce unnecessary exploration and increase the performance of the industry, and the effect is greater when the information on the best performer is provided. The results of the paper have important policy implications.

PRESENTER ABSTRACTS

NOTES:

Session 1

Xiuxia Sun

School of Economics and Management, Dalian University of Technology

Fangwei Zhu

School of Economics and Management, Dalian University of Technology

Mouxuan Sun

School of Economics and Management, Dalian University of Technology

Designing organizations for Achieving Organizational Ambidexterity: A Fuzzy-Set Approach toward a Configurational Model

Building on March’s (1991) seminal article “Exploration and Exploitation in Organizational Learning”, ambidexterity has emerged as a stream of research and gained momentum in research on organizations. However, the design choices of achieving firms’ ambidexterity are not well developed in existing literature. In return, this limits the implementation of ambidexterity in practice. This paper investigates systematically and holistically the combinations of organizational design choices available for a firm to achieve ambidexterity. We apply fuzzy-set Qualitative Comparative Analysis (fsQCA) to analyze the empirical data collected from 102 firms in China. Five organizational configurations that lead to high levels of both exploration and exploitation are first identified, and their relations to existing approaches of ambidexterity are discussed. The results show that achieving ambidexterity is associated with the multilevel interactions and combinations of contextual, structural, and behavioral factors in organizational design. We also find that there are four patterns of design choices for ambidexterity, namely fit, interaction, substitution and complementarity. This paper might advance our understanding on the impacts and interrelations of environmental contexts, organizational design and individual behaviors on achieving ambidexterity.

PRESENTER ABSTRACTS

NOTES:

Session 1

Beibei Chen

School of Management, Zhejiang University

Ting Wu

Business School, Zhejiang University City College

How Is Organizational Ambidexterity Catalyzed? An Organizational Unlearning Perspective

Under dynamic environment, organizational ambidexterity as a way to simultaneously pursue both incremental and discontinuous innovation suffers from the exploitation-exploration trade-off. Over these years, notwithstanding important progress has been made in conceptualization, antecedents, boundary conditions and outcomes of organizational ambidexterity, there are relatively scarce studies probe deeply into the socialization process or the potentially self-destructive adaptive learning process that March (1991) proposed. This study attempts to find out the micro-foundations of organizational ambidexterity. We propose an integrated model that investigates first, how balance dimension of ambidexterity (BD) and combined dimension of ambidexterity (CD) distinctly contribute to firm performance from organizational learning perspective. In the model of mutual learning, we reason that role socialization is dominating in BD whereas mindset socialization is more encouraged in CD, thus exerting different influence on firm performance. Second, we investigate how organizational unlearning as the unique discrete context shapes the behavior mechanism in BD-performance and CD-performance. We consider organizational unlearning as varying situational strength that affects the distributed cost and benefits of exploitation and exploration, thus shaping the socialization process embedded in organizational ambidexterity. Our results indicate that managers may design and place different emphasis on organizational unlearning context (change in routines or change in beliefs) to well-aligned with their specific demands of organizational ambidexterity.

PRESENTER ABSTRACTS

NOTES:

Session 1

Yanhong Yao

Hunan University

Huanhuan Chen

Hunan University

Coopetition and innovative performance: the mediating role of exploratory and exploitative learning

Coopetition, which means simultaneous competition and cooperation between firms, has been shown to be vital for innovative performance. This paper innovatively identifies the two key aspects of competition (market commonality and resource similarity) and two core implications of cooperation (relationship commitment and resource sharing). Then we explore how the four different interactions of competition and cooperation affect innovative performance. What's more, the mediating roles of exploratory and exploitative learning on this particular relationship are studied. Based on 261firm-level survey data, our findings indicate that all the four interaction ways of competition and cooperation positively affect innovative performance. We also find that exploratory learning mediates the association between the interaction of market commonality and relationship commitment, and innovative performance; the interaction of market commonality and resource sharing, and innovative performance. This study extends the limited literature on coopetition, and contributes to the current debate on whether coopetition constrains or promotes innovation.

PRESENTER ABSTRACTS

NOTES:

Session 2

Shuyang You

Dongbei University of Finance and Economics

Abby Jingzi Zhou

University of Nottingham, Ningbo China

Steven Shijin Zhou

University of Nottingham, Ningbo China

Liangding Jia

Nanjing University

Chengqi Wang

University of Nottingham, UK

Organizational Learning in Institutional Complexity: Evidence from Chinese Township Clusters

Organizational learning can bring significant advantages to firms in a community as they can learn collectively and effectively to react and adapt to the environments. The attitudes, actions and outcomes of firms in learning are shaped by the institutional logics in the community. This study aims to explore how firms located in the same community learn from each other in institutional complexity with multiple logics. We adopt clusters in China as the units and contexts of communities, and examine the influences of community logic, government logic, and their interaction on the organizational learning of firms. In so doing, we respond to the call for more research on examining the significance of ambiguity and inconsistency in norms, and enrich the growing discussions on organizational learning and institutional complexity.

PRESENTER ABSTRACTS

NOTES:

Session 2

Jianci Lu

Business School, Tianjin University of Finance and Economics

Guang-sheng Jiang

Business School, Tianjin University of Finance and Economics

Wei-an Li

Business School, Tianjin University of Finance and Economics

Control Transfer, Property Rights and Firm Risk-taking —based on the Mediation Role of CEO's Human Capital

This paper aims to examine the effect of control transfer on the firm risk-taking and the mediation role of CEO's human capital. Based on a sample of Chinese listed firms during 2004–2015, we find that the control transfer could improve the corporate risk-taking, after dividing the corporate control transfer into four types, and finds that the type of state-state transfer and state-private transfer can significantly improve the risk-taking, but private-state significantly reduce the risk-taking, and private-private does not change the risk-taking. Furthermore, our result find that the more the CEO's general ability, the higher the firms' risk-taking, and the corporate control transfer affects the risk-taking by changing the CEO who has general or special ability. That is, the state-private transfer improve the firm risk-taking by hiring more generalist CEO, the private-state transfer reduce the firm risk-taking by hiring more specialist CEO, but we don't find the mediation role of CEO's human capital in the type of the state-state and private-private transfer. Our paper not only provides direct evidence for the importance of the better match of the company and CEO's human capital in the Chinese mixed ownership reform, but also shows that the importance of CEO's general ability.

PRESENTER ABSTRACTS

NOTES:

Session 2

Jingjing Guo

Institutes of Science and Development, Chinese Academy of Sciences

Bin Guo

School of Management, Zhejiang University

Jianghua Zhou

Business School, Beijing Normal University

Xiaobo Wu

School of Management, Zhejiang University

How does the ambidexterity of technological learning routine affect firm innovation performance within industrial clusters? The moderating effects of knowledge attributes

This paper focuses on the influence of the ambidexterity of technological learning routine on firm innovation performance within industrial clusters. Specifically, this study seeks to examine how the combined dimension and the balance dimension of the ambidexterity of technological learning routine affect innovation performance of cluster firms. In addition, this study examines the moderating effect of knowledge tacitness and knowledge heterogeneity on the relationship between the ambidexterity of technological learning routine and innovation performance. Survey data from 217 industrial cluster firms in China reveals that the combined ambidexterity of technological learning routine promotes firm innovation performance, and knowledge tacitness moderates the relationship between the ambidexterity of technological learning routine and firm innovation performance within industrial clusters. This paper brings greater theoretical insights into the notion of technological learning routine by applying the ambidexterity perspective, and advances the understanding of the contextual factors between the routine ambidexterity-innovation performance relationship through elucidating the moderating role of knowledge attributes.

PRESENTER ABSTRACTS

NOTES:

Session 2

Yan Chen

School of Business, Stevens Institute of Technology Castle Point on Hudson

Sunny Li Sun

Manning School of Business, University of Massachusetts Lowell

Jianqiang Xiao

School of Business, Renmin University of China

Latecomers' Capability Development: Achieving High-intellect Learning through Partial Recapitulation

How can latecomers effectively develop their capabilities to gain and sustain competitive advantage? Extensive research has focused primarily on leading firms and has examined how they can develop, extend, and reconfigure their existing capabilities. Yet, little is known about how latecomer firms can develop their initial capabilities. In addition, the current literature tends to assume that what works for leading firms should also work for latecomer firms. However, such an assumption ignores the unique challenges and opportunities that latecomers may face in developing their initial capabilities. Drawing on organizational learning theory, we argue that partial recapitulation can be a strategy for latecomers to achieve high-intellect learning and develop their initial capabilities. Partial recapitulation builds upon a nonlinear, historical, and evolutionary mindset that is needed for high-intellect learning and capability development. It suggests that latecomers can accelerate learning and capability development by partially travelling through the paths that take industry leaders to their current positions (Simon, 1962: 480-481). In this article, we suggest that it can help latecomers achieve high-intellect learning (March, 2010), overcome learning traps (e.g., the haste trap), learn how to learn (Levitt & March, 1988; Stiglitz, 1987), and build the microfoundations of dynamic capabilities (Gavetti, 2005; Teece, 2007). Consequently, partial recapitulation may allow latecomers not only to develop initial capabilities and but also to adapt to changing environments.

PRESENTER ABSTRACTS

NOTES:

Session 3

Jean Yves Le Corre

International Business School Suzhou, Xi'an Jiaotong-Liverpool University

Xiao Wang

International Business School Suzhou, Xi'an Jiaotong-Liverpool University

Chengcheng Li

Department of Language Studies, Xi'an Jiaotong-Liverpool University

A Research Framework for Rationality and Decision-making in Performance Management Systems under Yin-yang Philosophical Assumptions

The Chinese philosophy principle of Yin-yang has increasing influence in current research works aiming to contextualise Western management models in the contemporary global environment. This paper aims to propose a theoretical framework for reconceptualising Performance Management Systems (PMS) under the cognitive frame of Yin-yang Balance. Firstly, it will review current Western literature about the definition and characterisations of rationality and summarize theories of rationality in organisational learning, in particular March's exploration-exploitation model of organisation learning; it will investigate how concepts and theories of rationality apply to the field of managerial control; secondly, this paper will investigate the use of emic-etic (geocentric) type of indigenous research in order to propose an integrated model of PMS capable to embrace the complexity and dialectics of rationality taking place in the PMS design projects in organisations. Finally, the paper will propose a research methodology using the macro-geocentric procedure of Yin-yang Balance to the contextualisation of PMS.

PRESENTER ABSTRACTS

NOTES:

Session 3

Xin Li

Copenhagen Business School

The Neither-And Solution to Paradox: Inspirations from Buddhism, Quantum Physics, and James March

The mainstream perspective on organizational paradox is underpinned by a both/and thinking, i.e., striving to achieve both of two opposite things. Yet, pursuing contradictory objectives simultaneously is not an easy task to do, which often leads to stress. From a Buddhist perspective, any human suffering (including stress) is caused by one's desire for more (e.g., more than one objective). Therefore, the both/and thinking, or the desire for having both opposite things can be seen as the cause of rather than the solution to the paradoxical tension. In this paper, I present a 'Neither-And' solution – a unique combination of neither/nor as the primary thinking and both/and the secondary – to paradox that is inspired by Buddhism, quantum physics, and James March's writings. The Neither-And solution can be called Confucian Buddhist solution to paradox, with 'Buddhist' (neither/nor) denoting giving up or letting go the extrinsic desire to meet two opposite goals as extrinsic expectations and 'Confucian' (both/and) denoting pursuing with intrinsic desire for either or both of opposite goals according to the logic of appropriateness.

PRESENTER ABSTRACTS

NOTES:

Session 3

Wang Miaomiao

Nanjing University of Aeronautics and Astronautics

Nie Qi

Nanjing University of Aeronautics and Astronautics

Paradoxical leader behavior and actors' well-being: a daily investigation of psychological resource depletion

Although empirical research have documented a positive effect of paradoxical leader behaviors on subordinates' outcomes. we take an actor-centric perspective to understand the consequences of paradoxical leader behaviors on leader themselves. Drawing from conservation of resources theory, we propose that paradoxical leader behaviors may tax their cognitive resource and trigger psychological fatigue for themselves, and then diminish leader's well-being besides producing gains for followers. Furthermore, our research consider leader identification can enhance personal resource, which will moderate perceived fatigue. Overall, our work aim to explore both why and under what condition the detriments of paradoxical leader behaviors are likely to appear. We will take experiencing sample method to examine our hypothesis due to the dynamic of paradoxical leader behaviors.

PRESENTER ABSTRACTS

NOTES:

Session 4

Yingya Jia

School of Management, Shanghai University

Anne S. Tsui

University of Notre Dame

Xiaoyu Yu

School of Management, Shanghai University

Beyond Bounded Rationality: Executives' Reflective Thinking and Corporate Sustainability Performance

In this paper, by proposing executives' reflective thinking, a higher-order cognitive capability to collect, derive, integrate and disaggregate information in diverse and comprehensive sources and contents, we convey that the executives' action-oriented cognitive capability warrants systematic research in the upper echelons perspective. We define and construct this new concept; and based on it, we attempt to challenge the basic assumption of bounded rationality by transforming the three-stage information process from a filtering to a broadening vision. Then, two empirical studies are designed to develop the scale of reflective thinking and explore its nomological network at the individual level. Specifically, we adopt an actor-centric perspective to explore the effects of executives' reflective thinking on their own ambidextrous behavior and career success. Besides, we incorporate the perspective of imprinting theory to further investigate elite education and functional variety as antecedents of reflective thinking. As a theoretical extension, we focus on CEO's reflective thinking and probe into its firm-level impacts on corporate sustainability performance through a sequential mediation model.

PRESENTER ABSTRACTS

NOTES:

Session 4

Linlin Wang

University of Palermo

Zhenping Zhang

University of Palermo

Enzo Bivona

University of Palermo

Haiyan Yan

Shanghai University of International Business and Economics

Jiayin Qi

Shanghai University of International Business and Economics

Applying Dynamic Performance Management to Operationalize the Problemistic Search in Performance Feedback: a Process Perspective

Lots of researchers argue that problemistic search is the central part of performance feedback. A new process based on Cyert and March's original problemistic search model has been put forward in a recent research (Posen et al. 2018), including triggering of problemistic search, problem definition, solution search and its characteristics, behavioral consequences of solution search and stopping of problemistic search. In this research, we present a new approach to better understand this new process by applying a Dynamic Performance Management view to analyze it from a systemic perspective. Meanwhile, this paper aims at contributing to the operationalization of problemistic search by identifying and modeling the factors affecting organization performance through taking environmental and organizational context into consideration. It may allow decision-makers to identify key performance drivers for pursuing a sustainable development.

PRESENTER ABSTRACTS

NOTES:

Session 4

Huifen Pan

Doctor school in laws, political science, economics and management (SJPEG), University of Lorraine, France

Firm Characteristics Analyses: Which Type of Firms Have Accepted Risk-Taking And Implemented The Core-Staff-Based ESOPs In China?

1496 firms out of 3523 Chinese firms have implemented new ESOPs since 2005. Inspired by theories of behavioral economics, we have utilized multiple methodological approaches and a large sample size to analyze this heterogeneity of firms' choices under risk. Our findings support that value estimations and risk perceptions are influenced by ESOP firms' specific properties and possible motives. Specific mental models of rationality are clearly shown in the practice of new ESOPs in China, bounded by human and institutional limitations.

PRESENTER ABSTRACTS

NOTES:

Session 4

Jiangang Gong

Dalian university of technology

Xuyan Gao

Dalian university of technology

Yuyao Wei

Dalian university of technology

Literary March in the Perspective of Hermeneutics: A Study of Philosophical Rationality and Meaning

Studying and teaching leadership through classic literary works is a major feature of James March's academic career. Such a literary March is a unique and profound legacy that March has left to management circles. However, the academia seems not ready enough to recognize and evaluate such a literary March. For the mainstream management circles, the literary March is even unacceptable. From the perspective of hermeneutics, this study analyses the connotation and significance of literary March. The results of the study show that literary March does not meet the criteria of mainstream management and positivism paradigm. However, it is basically consistent with such important schools as hermeneutics, which is the extension of Hermeneutics in management. The profoundness of Heidegger and Gadamer fundamentally guaranteed the rationality of the literary March. The literary March itself also helps to solve the fundamental purpose, value and right and wrong judgments, the grasp of "du" and other issues related to practice, which greatly helps to solve the problem of disconnection between management and practice.

PRESENTER ABSTRACTS

NOTES:

Session 5

Lin-Hua Lydia Lu

National Taipei University of Technology

Poh-Kam Wong

National University of Singapore

The Heterogeneity of Ownership Structure, the Involvement of Independent Directors on the Innovation Behavior of Firms

Building on the agency theory of Jensen and Meckling (1976), we investigate how firms adjust their exploratory and exploitative innovation behavior to their ownership structure, and how this relationship is moderated by the independent directors' involvement in related matters. We find that firms invest in a different mix of innovation behavior when their ownership structure is heterogeneous. Specifically, our empirical results show that the higher the ownership level of a firm's inside directors, the lower the share of exploratory innovation will be in the firm's total portfolio of innovation activities. In contrast, the higher the ownership level of a firm's foreign institutional investors, the higher the share of exploratory innovation will be in the firm's total innovation activities. While a firm's independent directors' can directly effect on the share of exploratory innovation activities, its interaction with ownership structure appears to moderate this effect in ways that vary according to variations in owners' shares.

PRESENTER ABSTRACTS

NOTES:

Session 5

Linlin Liu

Xi'an Jiaotong University

Xiaotao Yao

Xi'an Jiaotong University

The Motivation of Syndication: a venture capital network community perspective

Previous research has investigated the motives for syndication by applying either the ego or global network perspectives. In this study, we explore the implications of network communities to analyze the diversity motivation of VCs with different ages to syndicate their investments with other VCs. We also use multiple perspectives to investigate the motivation of syndication in the same relationship. We advance organizational learning theory to distinguish the role between trust and guanxi, suggesting that learning tacit knowledge of the experience as the main drivers for venture capitalists in younger VCs to establish guanxi with older VCs' general partners. Additionally, we compare different investment performance as learning effects and provide advice for younger VCs to grow up. Our research brings new perspective into the VCs syndicate portfolio company investments with diversified motivations under the network community lens.

PRESENTER ABSTRACTS

NOTES:

Session 5

Lerong He

State University of New York at Brockport

Liyang Huang

Fuzhou University

Performance Shortfalls and R&D Investment Change: Aspirations, Actions, and Expectations

Built on the Behavioral Theory of the Firm, the paper examines how organizational response to performance feedback is influenced by firm expectation on the likelihood of an action to close the performance gap. We adopt firm level change in R&D intensity as a problemistic search behavior. We consequently explore how performance shortfalls relative to social and historical aspirations may prompt underperforming firms to adjust its R&D investment intensity, and how the magnitude of this adjustment is moderated by firm resources, capabilities, and the popularity and legitimacy of R&D investment as a dominant industry strategy. We conduct our analysis using a longitudinal sample of Chinese firms listed on the ChiNext Board designed for innovative and fast growing firms. We find that underperforming firms increase their R&D intensity to a larger degree than when they are above the aspiration levels under the conditions that these firms have large cumulated R&D stocks and organizational slacks, the distribution of firm R&D intensity is concentrated in the industry, and the industry leader has large R&D investment intensity. We conclude that firm internal resources and capabilities and external institutional conditions all affect firm expectations, and consequently shape the direction and magnitude of organizational actions in response to performance aspirations.

PRESENTER ABSTRACTS

NOTES:

Session 5

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How does the top management team attention affect subsidiary innovation?—Based on the theory of resource dependence

Introducing the resource dependence theory into the research of top management team attention, taking the network relationship that embedded by the subsidiary as the background, and considering the autonomy of the subsidiary, this paper constructs a theoretical model, and explores the relationship between the attention of top management team, organization slack and subsidiary innovation. Results show that, group attention and external attention of the top management team have significant positive influence on subsidiary innovation; absorbed organization slack has a positive mediating effect on the influence of top management team attention on subsidiary innovation; and the autonomy of subsidiary can positively moderate the relationship between top management team attention and subsidiary innovation. The research not only enriches the innovation-driven theory of subsidiary, but also expands the application scope of attention theory, and it also provides operable guidance for the innovation behavior of subsidiaries from the perspective of attention of top management team.

PRESENTER ABSTRACTS

NOTES:

Session 6

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Entrepreneurial Identity: Driving the Journey to Globalization of Chinese Multinational Companies

James March advances that the critical concerns of leadership are not technical questions of management and power, but fundamental issues of life including duty, power, imagination, and commitment. Echoing his insights and perspective on leadership, this paper attempts to provide a concise explanation for the successful Chinese homegrown multinational companies. We argue that entrepreneurial identity possessed by founders is the key and profound driver to the success of Chinese companies. Based on deep investigation of the archival data about the founders of Haier and Huawei, with some complementary interviews, we demonstrate the salience of entrepreneurial identity shared by both Zhang Ruimin and Ren Zhengfei. We found three dimensions that characterize their entrepreneurial identity: meaningfulness of work and business, devotion to the development of organizational capacity, and foolishness in pursuing organizational goals. Comparing the two founders with the three well known models of foolishness (Don Quixote, Forrest Gump, and Hsuan Tsang), we highlight the key features of entrepreneurial spirit in contemporary China.

PRESENTER ABSTRACTS

NOTES:

Session 6

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Strategic Performance Feedback in Business Groups: The Role of Subsidiary Managers and Parent-Subsidiary Relationship

Firms use reference points to evaluate financial performance and guide strategic behavior. However, there is little research to explain how firms evaluate and response to strategic performance. Based on the behavioral theory of the firm and the related literature of the parent-subsubsidiary relationship, we conceptualize strategic performance feedback as performance discrepancy perceived by the focal firm for a specific evaluation object -- parent company, and propose that negative strategic feedback drives subsidiary managers to search for new strategic initiatives and champion them to top management. Furthermore, the quality of the parent-subsubsidiary relationship affects subsidiary managers' response intensity to strategic performance feedback. We empirically test this framework with nationwide questionnaires of subsidiaries affiliated with business groups in China. Results contribute to researches on performance feedback and the group strategy process.

Session 6

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The Impact of High Performance Work Systems on Knowledge Flows within the U.S. MNCs

Based on organizational learning theory, this study examines the impact of high performance work systems (HPWSs) on knowledge flows within the U.S. multinational corporations (MNCs). The large scale data were collected from six regions and thirteen countries/areas including East Asia (China, Korea, Japan, Taiwan), Southeast Asia (Thailand, Vietnam, Singapore), South Asia (India), Africa (South Africa, Kenya), Western Europe (Germany, Italy), and Eastern Europe (Russia). The study enriches the literature by exploring knowledge flows in both directions – inflow and outflow and the effects of both individual HR practices and the HPWSs as a whole when applied as a mutually reinforcing system.

