



International Association for Chinese Management Research

CALL FOR SUBMISSIONS Innovation and Change in Chinese Organizations

中国组织中的创新与变革

June 16-20, 2010

Huating Hotel, Shanghai, China

Submission Deadline: Midnight October 18, 2009, U.S. Eastern Standard Time

Ever since the launch of the economic reform in the late 1970s, change has been a normal state of affairs in China and in Chinese organizations. The changes that have been occurring in China dazzled the world with astonishing speed and scale, which continue to this very day. As China moves beyond its initial economic success, Chinese organizations are no longer satisfied with being the cheap imitator of reputable brands and innovative products. Recently, both the government and the Chinese business community explicitly set forth innovation as one of the most important national and organizational strategies that will transform Chinese organizations into competitive and responsible participants in the global marketplace. This signals a shift of developmental focus for both the government and the organizations to prioritize innovation as the true driver for sustainable growth and change.

As the world's largest academic community for Chinese management research, we welcome such a shift in direction and believe that this opens a new chapter for Chinese and non-Chinese organizations that operate in China and/or interact with Chinese organizations. In order to further our understanding of innovation as the key to the next stage of success for Chinese organizations and those working with them and, subsequently, to build a knowledge base for such strategic shifts, we chose "Innovation and Change in Chinese Organizations" as the theme for the upcoming 2010 IACMR biennial conference.

Innovation and change is a timely theme for the 2010 IACMR conference. It aligns with China's societal and organizational priorities. It builds on pioneering research on innovation and change in Chinese organizations and promises to elevate our understanding and knowledge in this crucial area of management and organization. We also consider Shanghai and 2010 to be the perfect place and time for a meeting to showcase innovative ideas and practices. Shanghai is internationally renowned for its entrepreneurial spirit, vibrant business community, and cultural diversity. Its status as the host city for the 2010 World Expo shall turn Shanghai into the global gathering place for innovation.

Organizational innovation is broadly defined as the production of new technology, products, services, and operational and managerial processes. Research on innovation includes antecedents and outcomes of the innovation process at the (macro) national, industrial, and organizational levels, as well as the (micro) group and individual levels. Innovation occurs not only in technology and production, but also in administration and customer service. It takes place

not only in for-profit business enterprises, but also in public and non-profit organizations such as government and educational institutions.

We welcome a variety of important and interesting research questions on the theme of innovation and change, including those related to all aspects and phases of the innovation process. Some examples include:

- What transformational and evolutionary changes have occurred or are occurring in China and Chinese organizations and what are their positive and/or negative effects on the economic, social, and psychological lives of organizational members?
- While innovation almost always involves or brings about change, it may not necessarily occur in the context of organizational change. If most innovation initiatives occur in a general context of change and uncertainty in China, how does this context affect the process and outcome of innovation and how does innovation, in turn, affect the direction and nature of organizational change? Innovation in China can be top down (e.g., the mandate from the Chinese government) or bottom up (e.g., family entrepreneurship) or a confluence of both. Which direction seems to be more prevalent and efficacious and how is innovation initiated, carried out, and sustained in Chinese organizations?
- What are the major facilitators or barriers of innovation: technology, social structures and networks, culture, leadership, the competence and commitment of the workforce, and/or other factors?
- In the midst of change and innovation, how do Chinese organizations, groups, and individuals deal with tensions between change and stability and between innovation and continuity? What role do integrity, fairness and moral leadership play?
- For innovation to avoid being just another fad, it must have real evidence of impact. Apart from creating something new, are there tangible performance effects, such as increasing operation efficiency, market share, or labor productivity? What are the broader, perhaps less tangible effects, such as opening up new ways of thinking, enhancing self-worthiness, and strengthening social bonds, all geared toward a greater sense of community, fairness, and humaneness?
- How can studies combine qualitative and quantitative research designs on topics that have not been thoroughly investigated in Chinese management? How should researchers integrate Western and Chinese perspectives?

Apart from exploring the above questions, research papers submitted to the conference could also include any topic related to organization and management in the Chinese context (including mainland China, Taiwan, Hong Kong, Singapore, etc.) or to Chinese organizations operating globally. We welcome papers and symposia in the disciplinary areas of Organizational Behavior, Human Resource Management, Strategy, Organization Theory, as well as International and Cross-Cultural Management. Sample topics could include, but are not limited to, innovation and creativity, organizational change, entrepreneurship, *guanxi* and networks, knowledge management and knowledge transfer, governance, corporate strategies, leadership, organizational culture, quality management, teams, multinational management, expatriation, foreign direct investment, globalization, and cross-cultural management. We welcome studies on all types of organizations: state-owned, public-listed, private, foreign wholly owned, international joint ventures, government, public-non-profit, and those organizations undergoing ownership transitions. We accept studies conducted with various methodologies, including survey research, use of archival data, experimental studies, case studies, qualitative methods, and other creative methods for Chinese management research.

Important Reminders to All Submitters

Academic Ethics. The IACMR is a voluntary association whose operation, growth, and pursuit of excellence depend on cooperation, involvement, and dedication from all of its members. It prohibits all forms of academic dishonesty, including plagiarism and impropriety with data collection or analyses. Academic ethics also include professionalism in conference participation. Members should honor all professional commitments, including (1) presenting accepted papers in either oral presentation sessions or interactive poster sessions and (2) fulfilling scheduled roles as chairs, discussants or panel members at scholarly programs or the pre- and post-program meetings and workshops. If absence from a scheduled meeting is unavoidable due to unforeseen circumstances, one must take the responsibility to contact relevant individuals in charge and make alternative arrangements. All responsibilities and obligations should be performed in a timely, diligent and sensitive manner. Failure to do so violates the general standard of professionalism and constitutes an act of disrespect toward the voluntary contribution of the many authors and reviewers as well as conference organizers, workers, and attendees. We expect all authors to be committed to upholding the high ethical standards of the IACMR through professional and ethical conducts when conducting their research, when writing their papers, and when presenting their work to colleagues. Please see www.iacmr.org for the full statement on the "IACMR Commitment to Excellence".

Languages of Presentation. There are two parallel programs: the English Program and the China Forum, which have different sets of paper submissions, symposium proposals, and professional development workshop proposals. However, the same paper or two papers with major content overlap should not be submitted as two different papers simply because they appear in different languages. Authors must make the choice of submitting a paper to either the English or the Chinese program but not both. Submissions that violate this rule will NOT be reviewed. This Call for Papers provides guidance for papers, symposia, and professional development workshop proposals written in English. A separate Call for Papers in Chinese for Chinese papers will be posted on www.iacmr.org.cn. Please use the information presented on that website for submitting papers or proposals in Chinese.

Submission Limitation. There is a rule of 3+3+2. Each author (as a single author or as a co-author) is allowed to make a maximum of three submissions (including papers and symposia) to each of the two programs, the English Program and the China Forum. The fourth submission to a single program will be returned to the corresponding author without review. Each person (as a presenter or organizer) can participate in NO more than two Professional Development Workshops.

Submission Procedures. We only accept electronic submissions. Detailed information on the electronic submission process will be posted on the website at www.iacmr.org by August 15, 2009. The website will be open for paper and symposium submissions on September 15, 2009, and will be closed at midnight October 18, 2009, U.S. Eastern Standard Time. Submissions for Professional Development Workshop and Caucus proposals must be received by November 15, 2009. To ensure that your submissions are received and reviewed, please read the following guidelines and the online submission procedures carefully and please submit as EARLY as possible. Last-minute submissions often result in more mistakes, and their authors tend to miss important information regarding the process. Because the program track chairs have a very short period of time to complete the reviews of all the submissions, any submission that does not

follow the proper procedure or does not finalize the submission will automatically NOT be reviewed.

Acknowledgement of Receipt. An acknowledgement of the receipt of submissions will be sent by e-mail to the corresponding author.

Review and Notification. Papers submitted to the Scholarly Program will be blind reviewed. Reviewers will evaluate each paper on the basis of research quality, contribution to the field of Chinese management, and interest of the topic to IACMR members in general. Notification of acceptances or rejections will be made by February 15, 2010.

The Scholarly Program

The scholarly program of the conference occurs during June 17 to 19, 2010, which consists of presentations of papers, symposia, and keynote panels.

Papers

We seek *original* papers that address the main theme of the conference and topics from the disciplinary areas of organization and management listed above. *Originality* means that the paper has not been presented at any other conferences or published in any academic journals or books, even if these other outlets are in different languages. Once accepted, the content of any paper should NOT be changed or revised for the conference presentation.

Accepted papers will be presented at the conference in either one of two formats: paper presentations or interactive poster sessions. Each paper presentation lasts roughly 20 minutes with 15 minutes for the presentation of the paper and 5 minutes for Q&A. In the poster sessions, authors will present their papers on poster boards and will have 1 hour and 30 minutes for informal discussion and interaction with participants.

Paper Submission Guidelines

1. The entire paper MUST be in one (1) Word document file (.doc) (PDF files will NOT be accepted) and contain the following:
 - Abstract page
 - Main text
 - Figures (if any)
 - Tables (if any)
 - References
2. The abstract page must include (NO author information should appear on this page):
 - Title of the paper
 - Abstract (75-100 words)
 - Key words: use no more than five words to identify the content area
 - Methodological Area: qualitative or quantitative, or both
 - If it is a submission with a solo student author, indicate on the upper right hand corner with the words "Student Paper"
3. Name the file with the 5-digit electronic submission ID number (e.g., 12345.doc) that will be assigned to you when you log in
4. Record the 5-digit electronic submission ID number as the header on all of the manuscript pages

5. Number all of the pages of the paper starting from the abstract page
6. The maximum length of the paper is 35 pages, including all tables, figures, notes, and references
7. Use Times New Roman 12-point font, double spaced, with 1-inch (2.5cm) margins all around for the text, including headers and footnotes
8. Papers must be written in English and follow the current style, including references format, of the official journal of IACMR, *Management and Organization Review*
9. To facilitate the blind review process, remove ALL author-identifying information from the text, including acknowledgements
10. Check that the paper prints correctly (i.e., all imported figures and tables appear properly) and ensure that the file is virus-free

Confirmation Statement

All submitters will be asked to sign a Confirmation Statement included in the online submission system that pledges: (a) the paper has not been published or presented elsewhere, (b) there is not another version in a different language being submitted to the IACMR conference, and (c) at least one author will attend the conference to present the paper in either the oral presentation or the interactive poster sessions. Submissions will **NOT** be reviewed unless the Confirmation Statement is signed.

Symposia

The goal for symposium presentations is to provide a forum for effective exchange and collective learning that will further our professional knowledge and enhance our skills. With this in mind, we invite submissions of new, creative, and exciting proposals for symposium presentations. We particularly welcome symposia that are related to the conference theme of innovation and change. A symposium consists of presentations from three to four presenters. Each symposium will have a total of 90 minutes for presentations, discussions, and Q&A.

Symposium Submission Guidelines

Symposium submissions must include:

1. A title page that has:
 - The Conference-assigned submission number
 - Title of the symposium
 - Complete full name, affiliation, address, phone number, fax number, and email address of all presenters, discussant(s) and chair. Add an asterisk (*) next to the name of the corresponding (contact) presenter
 - No more than five words to identify the content area
2. A 5-page overview of the symposium (i.e., the objectives, the content, the synergy among the presentations provided by the different presenters, and the significance of the symposium to Chinese management research)
3. A 2-3 page synopsis of each presentation, including references
4. The symposium proposal should not exceed 20 double-spaced pages in total length. Use Times New Roman 12-point font, double spaced, with 1-inch (2.5cm) margins all around for the text, including headers and footnotes
5. A signed statement from the organizer declaring: "I have received signed statements from all intended participants agreeing to participate in the entire symposium." Symposium submissions will **NOT** be reviewed unless this statement is included.

Professional Development Workshops and Caucuses

In addition to paper and symposium presentations in the scholarly program, we also invite proposals for professional development workshops (PDWs) and caucuses, which will be held on the last day of the conference, June 20, 2010.

Professional Development Workshops

PDWs provide a forum for researchers to explore a common topic. Their goals are educational and informational. PDWs are generally conducted in an interactive and participative format. PDWs are not a forum where people should propose to make several standard paper presentations on a common theme—such sessions are part of the conference’s scholarly paper program. We especially welcome PDWs that are related to the conference theme of innovation and change. We are also open to proposal submissions that focus on contemporary issues relating to Chinese management research, research methods (e.g., how to conduct quantitative and qualitative research), and professional development topics (e.g., how to help junior faculty in conducting and publishing high-impact research or career development issues). Proposals for workshops dealing with teaching methods and content are encouraged. Creative and novel proposals are particularly encouraged.

If you would like to discuss a PDW idea, please contact PDW Chair Carl Fey of the Stockholm School of Economics at Carl.Fey@hhs.se. You are encouraged to initiate informal contact (in advance of the deadline) with Carl via email about what you want to do prior to developing a full proposal. PDW organizers need to submit the following proposal items to the conference website by November 15, 2009.

- Title of the workshop
- Full name and contact information of the “Chair” or “Organizer,” indicated with an asterisk (*) by the Chair/Organizer’s name, and all presenters, including affiliation, title (e.g., Associate Professor), address, phone number, fax number, and email
- Goal of the workshop (i.e., learning objectives)
- Content of the workshop
- Intended participants and admission criteria for the participants
- Time requirement of the workshop

Caucuses

The 2010 IACMR conference also welcomes proposals for caucuses. Different from paper presentations and symposia, caucuses are roundtable discussions designed to provide an informal way for IACMR members who share a mutual topical interest or a professional concern to find one another and to develop a sense of community. Anyone who would like to discuss a caucus idea should please contact Caucus Chair Ya-Ru Chen at yaruchen@business.rutgers.edu (in advance of the deadline). Caucus organizers need to submit the following proposal items on the conference website by November 15, 2009.

- The title
- Name, affiliation, address, email address, phone number, and fax number of the caucus organizer
- A short, one-page description of the topical interest or concern, including two key words in bold
- Caucus format and the expected number of participants, and

- Names of five IACMR members who support the proposal

Other Important Information

Conference Proceedings

We will publish a CD of the Conference Proceedings. The papers in the paper sessions will be published in full, while only the abstracts of the interactive papers will be included on the Proceedings CD. Publication in the Proceedings does NOT preclude the authors from publishing the paper in journals or books. However, authors can choose not to include their accepted papers in the Proceedings by checking the relevant box when submitting their papers.

Best Paper Awards

We will give three Best Paper Awards in the following categories: micro topics (individual and group level analysis), macro topics (organization level analysis and strategy focus), and best student paper. To qualify for the Best Student Paper Award, the student must be the sole author of the paper.

Best Review Awards

We will give four Best Review Awards in the following categories: Chinese reviews of micro topics, Chinese reviews of macro topics, English reviews of micro topics, and English reviews of macro topics.

Meeting Venue and Registration

The conference will be held at Huating Hotel & Towers (five star), Shanghai, China. We expect the hotel rate to be approximately US \$130 per night and the conference registration fee to be about US \$350 for regular members and US \$180 for student members. The registration fees include a two-year membership with the IACMR (\$100 regular, \$50 student) and a two-year subscription fee to *Management and Organization Review*. PRC member rates are published in the China Forum Call for Papers. Detailed information on conference registration procedures, fees and hotel reservations will be available on the Conference Website through www.iacmr.org in 2009.

Student Scholarships

Conference scholarships will be available to students on a competitive basis. Please watch for the scholarship announcement on the conference website in late 2009.

Inquiries

For any questions about this Call for Papers or the conference, please contact Program Chair Chao C. Chen at cchen.iacmr@business.rutgers.edu. Questions about the IACMR may be directed to President Shuming Zhao at zhaosm@nju.edu.cn. General information about the IACMR may be found on our website: www.iacmr.org.

Call for Reviewers Signup

The IACMR needs quality reviewers for the 2010 Conference in Shanghai. We encourage you to sign up as a volunteer reviewer for the track to which you submit your paper or the track in which you are knowledgeable. In addition to supporting track chairs in their acceptance decisions and helping authors improve the quality of submissions, being a reviewer provides

more visibility to you and your institution. Please sign up at www.iacmr.org, where the Call for Reviewer Signup will be posted on February 1, 2009, and choose your areas of expertise (i.e. keywords) for the track for which you want to review. Once you sign up, you may be asked to review up to 3 submissions. Please be aware that the review period will run from the end of October to the end of November, 2009. We thank you in advance for your consideration to be a reviewer.

2010 Conference Organizers

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PDW Chair: Carl Fey, Stockholm School of Economics
Posters Session Chair: Peter Li, California State University
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2010 Conference English Program Committee

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