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Management and Organization Review

SPECIAL ISSUE

Indigenous Management Research in China



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Volume 8 Issue 1

March 2012

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ISSN 1740-8776

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Young Scholar Award

MOR gives this award every two years, at the biennial conference of the International Association for Chinese Management Research, to recognize a young scholar's contributions to the fields of managerial and organizational research. The award goes to a young author who is the sole or first author of his/her article in *Management and Organization Review*. Eligible authors must have received their degrees no more than five years prior to their article's publication or was a Ph.D. student at the time of publication. The winner receives a 12 month complimentary membership to the IACMR, including a subscription to *Management and Organizational Review* (print and online); USD \$2000.00; a plaque; and public recognition at the Conference.

2010 Young Scholar Award Winner

Robert E. White, Arizona State University (with co-authors Robert E. Hoskisson, Daphne W. Yiu, and Garry D. Bruton)

'Employment and Market Innovation in Chinese Business Group Affiliated Firms: The Role of Group Control Systems,'
MOR 4:2 225–256.

2008 Young Scholar Award Winner

Wenhong Chen, Duke University

'Does the Colour of the Cat Matter?: The Red Hat Strategy in China's Private Enterprises,' *MOR* 3:1 55–80.

MOR and the guest editorial team would like to offer special thanks to the reviewers who contributed their time and effort to the Indigenous Management Research Special Issue.

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Niels Bohr and Yin-Yang Symbol

The *Order of the Elephant* is the highest order of Denmark. It has origins in the 15th century, but has officially existed since 1693, and since the establishment of the constitutional monarchy in 1849, is now almost exclusively bestowed on royalty and heads of state. The Danish monarch is the head of the order. The order of the Elephant has one class: Knight of the Order of the Elephant. The order is worn by members of the royal family, and may also be bestowed on foreign heads of state. In very exceptional circumstances the order may also be bestowed on a commoner. Among the few commoners, *Niels Bohr* (October 7, 1885 – November 18, 1962) was awarded the Knight of the Order in 1947. He was a Danish physicist who made foundational contributions to understanding atomic structure and quantum mechanics, for which he received the Nobel Prize in Physics in 1922. Bohr mentored and collaborated with many of the top physicists of the century at his institute in Copenhagen. He was part of a team of physicists working on the Manhattan Project.

When awarded the Order of the Elephant, he designed his own coat of arms that featured an image of *Tajitu* (with the symbol of yin and yang) and the motto in Latin: *contraria sunt complementa*: 'contrary are complementary'. This motto best represents Bohr's *Principle of Complementarity*. The notion of complementarity was first introduced in a paper by Bohr published in *Nature* ('The Quantum Postulate and the Recent Development of Atomic Theory'), and another article written by Bohr ('Discussions with Einstein on Epistemological Problems in Atomic Physics') is considered to be a definitive description of the notion of complementarity.

In physics, *complementarity* is a basic principle of quantum theory proposed by Niels Bohr and closely identified with the Copenhagen inter-

pretation. It refers to such effects as *wave-particle duality*. As the finitude of the speed of light implies the impossibility of a sharp separation between space and time (the relativity theory), the finitude of the quantum of action implies the impossibility of a sharp separation between the behavior of a system and its interaction with the measuring instruments and leads to the well-known difficulties with the concept of 'state' in quantum theory. The notion of complementarity is intended to symbolize this new situation in epistemology created by quantum theory. The complementarity principle states that some objects have multiple properties that appear to be contradictory. Sometimes it is possible to switch back and forth between different views of an object to observe these properties, but in principle, it is impossible to view both at the same time, despite their simultaneous coexistence in reality. For example, we can think of an electron as either a particle or a wave, depending on the situation. An object that's both a particle *and* a wave would seem to be impossible because, normally, such things are mutually exclusive. Nonetheless, an electron is truly both at once. This means that there is a limitation on the precision with which an electron can possess (i.e., manifest) position, because an infinitely precise position would dictate that its manifested momentum would be infinitely imprecise, or undefined (i.e., non-manifest or not possessed), which is not possible. The ultimate limitations in precision of property manifestations are quantified by the Heisenberg *Uncertainty Principle* and Planck units. Therefore, Complementarity and Uncertainty dictate that some properties and actions in the physical world are so complex that they are non-deterministic and ambiguous. The frame of Yin-Yang Balancing best represents these principles.