

# Newsletter

## Faculty Research Publications



### Published Articles

Cai, Jiangnan (John). 2016 Apr. "It is critical to motivate physicians(关键在于调动家庭医生积极性)". *China Health journal*(《中国卫生》杂志).

Contact: [jncal@ceibs.edu](mailto:jncal@ceibs.edu)

Cai, Jiangnan (John) and Jiang, Tianyi. 2016 Apr. "How much role for market in strengthening primary care?(强基层, 市场有几多作为?)". *China Health journal*(《中国卫生》杂志).

Contact: [jncal@ceibs.edu](mailto:jncal@ceibs.edu)

Cai, Jiangnan (John). 2016 Apr. "Get rid of hospital human resource quota to liberate productivity(取消医院编制才能解放生产力)". *China Hospital CEO journal*(《中国医院院长》杂志).

Contact: [jncal@ceibs.edu](mailto:jncal@ceibs.edu)

Cai, Jiangnan (John). 2016 Apr. "Why encourage physician independent practice?(为什么要让医生自由执业?)". *Phoenix Weekly*(《凤凰周刊》).

Contact: [jncal@ceibs.edu](mailto:jncal@ceibs.edu)

Cai, Jiangnan (John) and Jiang, Ping. 2016 Apr. "Explore multiple running models of healthcare(探索多元办医模式)". *China Health Insurance journal*(《中国医疗保险》杂志).

Contact: [jncal@ceibs.edu](mailto:jncal@ceibs.edu)

Cai, Jiangnan (John). 2016 Feb. "Three levels of safety net are needed to prevent medical risks for the vulnerable population(化解贫困人口医疗风险需建三道防线?)". *China Health Insurance journal*(《中国医疗保险》杂志).

Contact: [jncal@ceibs.edu](mailto:jncal@ceibs.edu)

Cai, Jiangnan (John) and Jiang, Tianyi. 2016 Jan. "How to decide prices for medical services?(医疗服务价格怎么定?)". *China Health journal*(《中国卫生》杂志).

Contact: [jncal@ceibs.edu](mailto:jncal@ceibs.edu)

Eranova, Mariya and Prashantham, Shameen. 2016 June. "Decision making and paradox: Why study China?". *European Management Journal*. 34, 3, 193-201.

**Abstract:** Decision making has been studied from various angles and perspectives. Despite much progress, the role of paradox and the ways it reveals itself in decision making has received little attention. Perhaps, part of the reason is that paradox has been studied in the West based on the analysis of Western managers' activities while neglecting the fact that in the East, and especially in China, paradox has always been integral to managerial decision making. This "viewpoint" article seeks to highlight China as an important research setting that could add impetus to the study of paradox and decision making. It sheds light on questions such as: What do we know about paradox today and how do Western scholars treat this notion? What does research say about decision making in China? Is there a potential to get a better understanding of the concepts of paradox if study it in decision making in China?

**Paper:** <http://www.sciencedirect.com/science/article/pii/S0263237316300287>

Contact: [sprashantham@ceibs.edu](mailto:sprashantham@ceibs.edu)

Estrin, Saul, Meyer, Klaus E., Nielsen, Bo B. & Nielsen, Sabrina T. . 2016. "Home Country Institutions and the Internationalization of State Owned Enterprises: A Cross-Country Analysis". *Journal of World Business*. 51, 2, 294-307.

**Abstract:** National institutions shape the ability of civil society and minority shareholders to monitor and influence decision-makers in listed state owned enterprises (SOEs), and thereby their strategies of internationalization. We argue that the weaker are such controls, the more likely such decision makers pursue self-serving motives, and thus shy away from international investment. Listed SOEs' strategies will thus be more similar to those of wholly privately owned enterprises (POEs) when these controls are more effective. Building on Williamson's (2000) hierarchy of institutions, we examine how home country institutions exerting normative, regulatory, and governance-related controls affect the comparative internationalization levels of listed SOEs and POEs. Based on a matched sample of 153 majority state owned and 153 wholly privately

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owned listed firms from 40 different countries, we confirm that, when home country institutions enable effective control, the internationalization strategies of listed SOEs and POEs converge.

**Paper:** <http://www.sciencedirect.com/science/article/pii/S109095161530002X>

**Contact:** [kmeyer@ceibs.edu](mailto:kmeyer@ceibs.edu)

**Huo, B., Fu, D., Zhu, J. and Zhao, X.. forthcoming. "Curbing opportunism in logistics outsourcing relationships: The role of relational norms and contract". *International Journal of Production Economics*. (A\*).**

**Contact:** [xiande@ceibs.edu](mailto:xiande@ceibs.edu)

**Huo, B., Wang, Q., Zhao, X. and Schuh, S.. 2016. "Threats and Benefits of Power Discrepancies between Organizations: A Supply Chain Perspective". *International Journal of Production Research*. 54, 13, 3870–3884.**

**Abstract:** The discrepancy of power between organisations has raised concerns over the abuse of power in inter-organisational relationships, especially in the supply chain where parties often have different power positions. In this study, we develop and test a model that explains how the less powerful party may react to different forms of power exercised by the power source. Nowadays, customers are typically more powerful than manufacturers in supply chains. Specifically, based on data from 617 manufacturers representing various organisational sizes and industries, we examine the impact of customer coercive and expert power on the manufacturer's information sharing behaviours (information systems and content) as well as the performance implications for both the manufacturer and the customer. Structural equation modelling reveals that customer expert power positively predicts the establishment of information systems and the extent to which information is actively shared. In contrast, customer coercive power is negatively associated with the establishment of information systems, while it is positively related to information content. Information systems, in turn, predict the extent to which information is effectively exchanged, which ultimately relates positively to flexibility and delivery performance. Flexibility performance is positively related to financial performance, while delivery performance is not. Taken together, these findings enrich our understanding of inter-organisational power dynamics by offering important insights into differential reactions that the power target may choose to counter power imbalances.

**Paper:** <https://www.researchgate.net/publication/297741136> Threats and benefits of power discrepancies between organisations a supply chain perspective

**Contact:** [xiande@ceibs.edu](mailto:xiande@ceibs.edu)

**Huo, B., Ye, Y., Zhao, X. and Shou, Y.. 2016 May. "The impact of human capital on supply chain integration and competitive performance". *International Journal of Production Economics*. (A\*).**

**Abstract:** With the rapid development of theories and practices in supply chain management (SCM), supply chain integration (SCI) has become a popular research topic. Many studies have examined the relationship between SCI and firm performance; however, few have investigated the enablers of SCI. Considering the important role of people in SCM, investigation of the antecedents of SCI from a human resources perspective is needed. Using the

resource-based view as a theoretical lens, this study investigates the impact of human capital (e.g., organizational commitment and multi-skilling) on SCI (e.g., internal integration, supplier integration, and customer integration) and competitive performance. On the basis of data collected from 317 manufacturers in 10 countries, we test the proposed model using structural equation modeling and regression analysis. We find that organizational commitment is positively related to the three dimensions of SCI. Manager's multi-skilling and employee's multi-skilling are positively related to internal integration. We also find several interactive effects. The results show that internal integration is related to customer and supplier integration and that internal and customer integration are related to competitive performance. This study contributes to the SCM and human resources literature and has managerial implications for the implementation of SCI.

**Paper:** <https://www.researchgate.net/publication/303097165> The impact of human capital on supply chain integration and competitive performance

**Contact:** [xiande@ceibs.edu](mailto:xiande@ceibs.edu)

**Huo, B., Ye, Y. Zhao, X. and Zhu, K.. 2016 May. "Supply chain quality integration: A taxonomy perspective". *International Journal of Production Economics*. (A\*).**

**Abstract:** Quality management has received increasing attention in supply chain management. The concept of supply chain quality integration (SCQI) is used to explain how a focal manufacturer integrates with its upstream suppliers and downstream customers for quality improvement. Although the contingent effects of SCQI on quality-related performance have been studied, SCQI patterns and their relationships with performance remain unknown. Using data collected from 317 manufacturers across 10 countries, this study adopts a configuration approach to identify SCQI patterns and their relationships with quality-related performance. Five SCQI patterns composed of different levels of supplier, internal, and customer quality integration are identified. We describe these SCQI patterns in terms of the strength and balance of manufacturers' quality integration. The ANOVA results show that quality-related performance varies according to different SCQI patterns. Interestingly, product quality is not distinguishable across SCQI patterns. Delivery performance is improved in patterns with a high level of balance of quality integration. The cost of quality is lower in patterns with a high level of customer quality integration. Flexibility is achieved in patterns with high balance and strength of quality integration. This study contributes to the supply chain management and quality management literature, and provides suggestions for managers to adopt different SCQI configurations to improve different types of quality-related performance.

**Paper:** <https://www.researchgate.net/publication/302921655> Supply chain quality integration A taxonomy perspective

**Contact:** [xiande@ceibs.edu](mailto:xiande@ceibs.edu)

**Jean, B., Wang, Z. and Zhao, X.. 2016. "Drivers and customer satisfaction outcomes of CSR in supply chains in different institutional contexts: A comparison between China and Taiwan". *International Marketing Review*. 33, 4, 514 - 529.**

**Paper:** <http://dx.doi.org/10.1108/IMR-04-2014-0115>

**Contact:** [xiande@ceibs.edu](mailto:xiande@ceibs.edu)

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## Faculty Research Publications

Lee, H., Werner, S., & Kim, T.-Y.. forthcoming. "High-Performance Work Systems and Organization Attraction: The Moderating Effects of Vocational Interests". *Employee Relations*.

**Abstract:** Purpose - This paper aims to test the effect of HR systems on organization attraction. Furthermore, we theorize and test how the vocational interests of prospective employees can serve as boundary conditions that affect the relationship between HPWS and organization attraction.

**Design/methodology/approach -** To achieve these ends, this study conducts a scenario-based experiment with prospective employees to examine the effects of HPWS and vocational interests on organization attraction.

**Findings -** We demonstrated that HPWS is an important feature for organization attraction. Despite the generally positive linkage between HPWS and organization attraction, the most important implication of our findings is that job applicants also have an important role in responding to the features being used by a firm to attract applicants through HPWS. For example, potential job applicants with higher (rather than lower) social vocational interests are more likely to be attracted to the HPWS of firms.

**Research limitations/implications -** This study has limitations that must be considered. In particular, we treated HPWS as a unidimensional construct. Given the study design, it is unclear whether the attraction effects are driven by HPWS as a whole or whether they are being driven by any single or multiple component(s) of the system. Future research needs to consider examining how specific practices are matched with specific vocational interests by using multiple scenarios where they bundle different high-performance work practices. Doing so would further the understanding of which specific practices affect attraction and for whom.

**Originality/value -** This study contributes to our knowledge of the effects of high-performance work systems on organization attraction. In addition, job applicants' social vocational interest plays an important role in strengthening the relationship between high-performance work systems and organization attraction.

**Contact:** [tykim@ceibs.edu](mailto:tykim@ceibs.edu)

Lee J, Chiang, F., van Esch, E., & Cai, Z.. forthcoming. "Why and when organizational culture fosters affective commitment among knowledge workers: the mediating role of perceived psychological contract fulfilment and moderating role of organizational tenure". *The International Journal of Human Resource Management*.

**Abstract:** Drawing on Denison and Mishra (1995)'s framework of organizational culture, this study examines why and when organizational culture is related to knowledge workers' affective commitment. Data were collected from 640 employees working in three high-technology companies in China. The findings indicate that the relationship between organizational culture and affective commitment is mediated by perceived psychological contract fulfilment. In addition, organizational tenure moderates the relationship between two external dimensions (i.e. adaptability and mission) of organizational culture and perceived psychological contract fulfilment. This study extends the current theoretical framework of organizational culture by demonstrating the underlying mechanism and the boundary condition of the relationship between organizational culture and affective commitment. The findings also provide practical implications for international managers

to design appropriate human resource management policies and practices in China.

**Paper:** <http://www.tandfonline.com/doi/full/10.1080/09585192.2016.1194870>

**Contact:** [jeanlee@ceibs.edu](mailto:jeanlee@ceibs.edu)

Liu, Xueyuan, Ding, Wenjing and Zhao, Xiande. 2016. "企业创新网络中关系强度、吸收能力与创新绩效的关系研究". *南开管理评论*. 19, 1, 30-42.

**Contact:** [xiande@ceibs.edu](mailto:xiande@ceibs.edu)

Maccarthy, B., Blome, C., Olhager, J., Srari, J. S. and Zhao, X.. 2016 Apr. "Supply Chain Evolution – Theory, Concepts and Science". *International Journal of Operations & Production Management*.

**Abstract:** The supply chain landscape is changing. New supply chains emerge and evolve for a variety of reasons. In this paper we examine the nature of new and changing supply chains and their influences, and address the broad question "What makes a supply chain like it is?". The paper highlights and develops key aspects, concepts, and principal themes concerning the emergence and evolution of supply chains over their life cycle. We identify six factors that interact and may affect a supply chain over its life cycle. A number of emergent themes and propositions on factors affecting a supply chain's characteristics over its life cycle are presented. We argue that a new science is needed to investigate and understand the supply chain life cycle. Supply chains are essential to the world economy and to modern life. Understanding the supply chain life cycle and how supply chains may evolve provides fresh perspectives on contemporary supply chain management. The paper presents detailed reflections from leading researchers on emerging, evolving and mature supply chains.

**Paper:** DOI: [10.1108/IJOPM-02-2016-0080](https://doi.org/10.1108/IJOPM-02-2016-0080)

**Contact:** [xiande@ceibs.edu](mailto:xiande@ceibs.edu)

Meyer, Klaus E. & Benito, Gabriel R.G.. 2016. "Where do MNEs locate their headquarters? At home!". *Global Strategy Journal*. 6, 2, 149-159.

**Abstract:** We discuss the concept of corporate headquarters and outline a simple model of where MNEs locate their corporate headquarters. In line with substantial empirical evidence, this model emphasizes the inertial forces that tie MNEs to the location where they have historically first been established. We then aggregate our analysis to the national level to identify the determinants of the number of MNE headquarters in a given country. On that basis, we offer a critique of the extant research and outline directions for future research.

**Paper:** <http://onlinelibrary.wiley.com/doi/10.1002/gsj.1115/abstract>

**Contact:** [kmeyer@ceibs.edu](mailto:kmeyer@ceibs.edu)

Meyer, Klaus E. & Rottig, Daniel. 2016. "International investment agreements: Sovereignty at bay in the 21st Century?". *AIB Insights*. 16, 1, 3-6.

**Abstract:** The debate over 'sovereignty at bay' led by Ray Vernon (1968, 1971) in the 1970s has thus been reignited. Concerned citizens resent shifts in bargaining power caused by new treaties, which are feared negatively impact citizens' ability to determine their own destiny, and the reduced power and influence by nation-



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al governments has led to greater fiduciary risks (e.g. litigation by foreign investors against host governments through arbitration tribunals that are outside their jurisdictions). The editors and contributors of this focused issue believe that these issues are so important that students of IB should be aware of the key arguments in these controversies, and hence teachers of IB ought to introduce these themes in their classrooms. This issue of AIB Insights thus introduces pivotal contemporary controversies with the aim to stimulate classroom discussions. Moreover, we believe these issues merit more research by IB scholars, and thus we hope this focused issue sparks new scholarly endeavors on the topics and controversial arguments presented therein. Our sets the overall stage for the debates by outlining the historical context, introducing the questions and topics discussed by the contributors, and by suggesting some additional resources for educators wishing to provide further depth in their classrooms.

**Paper:** [http://documents.aib.msu.edu/publications/insights/v16n1/v16n1\\_Article1.pdf](http://documents.aib.msu.edu/publications/insights/v16n1/v16n1_Article1.pdf)

**Contact:** [kmeyer@ceibs.edu](mailto:kmeyer@ceibs.edu)

**Meyer, Klaus E.. 2016 May. "China's Big Bid For Germany's Industry 4.0 Technology". *Forbes*.**

**Paper:** <http://www.forbes.com/sites/ceibs/2016/05/18/chinas-big-bid-for-germanys-industry-4-0-technology/#7aea492961ee>

**Contact:** [kmeyer@ceibs.edu](mailto:kmeyer@ceibs.edu)

**Meyer, Klaus E.. 2016 May. "What's Behind China's Worldwide Real Estate Shopping Spree?". *Forbes*.**

**Paper:** <http://www.forbes.com/sites/ceibs/2016/05/05/whats-behind-chinas-worldwide-real-estate-shopping-sprees/#ff515a5ce29d>

**Contact:** [kmeyer@ceibs.edu](mailto:kmeyer@ceibs.edu)

**Meyer, Klaus E.. 2016 Mar. "Private Equity Helps Chinese MNEs Beat a Path to Europe". *Forbes*.**

**Paper:** <http://www.forbes.com/sites/ceibs/2016/03/25/private-equity-helps-chinese-mnes-beat-a-path-to-europe>

**Contact:** [kmeyer@ceibs.edu](mailto:kmeyer@ceibs.edu)

**Meyer, Klaus E.. 2016 Mar. "Aggressive Acquisition: The Next Stage of Globalization for Chinese Companies?". *EIU Executive Briefing*.**

**Paper:** [http://viewswire.eiu.com/index.asp?lay-out=EBArticleVW3&article\\_id=914062275&channel\\_id=778114477](http://viewswire.eiu.com/index.asp?lay-out=EBArticleVW3&article_id=914062275&channel_id=778114477)

**Contact:** [kmeyer@ceibs.edu](mailto:kmeyer@ceibs.edu)

**Meyer, Klaus E.. 2016 Feb. "Strategic Choices of China's State-owned Multinationals". *EIU Executive Briefing*.**

**Paper:** [http://viewswire.eiu.com/index.asp?lay-out=EBArticleVW3&article\\_id=1873904171&channel\\_id=788114478](http://viewswire.eiu.com/index.asp?lay-out=EBArticleVW3&article_id=1873904171&channel_id=788114478)

**Contact:** [kmeyer@ceibs.edu](mailto:kmeyer@ceibs.edu)

**Meyer, Klaus E.. 2016 Jan. "Is a Chinese Takeover Good or Bad for Your Job?". *Forbes*.**

**Paper:** <http://www.forbes.com/sites/ceibs/2016/01/25/is-a-chinese-takeover-good-or-bad-for-your-job/#116eff367ccb>

**Contact:** [kmeyer@ceibs.edu](mailto:kmeyer@ceibs.edu)

**Oh, W., Chang, Y., & Kim, T.-Y.. forthcoming. "The Effects of Ownership Structures on Corporate Social Responsibility: Interactive Dynamics among Major Shareholder Groups". *Journal of Management*. (A\*).**

**Abstract:** Management researchers have investigated how corporate governance mechanisms influence corporate social responsibility (CSR). Previous literature has been largely based on agency theory, which emphasizes the roles of effective monitoring and incentive alignment, but the empirical evidence has been mixed. This inconsistency may result from the assumption that each governance mechanism functions independently, even though they interact with one another to affect CSR. Based on a perspective of "bundle of governance mechanisms", we examined whether multiple governance mechanisms act as complements or substitutes for each other to promote CSR. Using a panel sample of U.S. firms for the years 2004 – 2010, we found that multiple governance mechanisms mainly act as substitutes for each other to promote CSR. Our study contributes to the fields of both corporate governance and business ethics in theory and practice.

**Contact:** [tykim@ceibs.edu](mailto:tykim@ceibs.edu)

**Park, Seung Ho and Ungson, G.. forthcoming. "Blind spots in global strategy: applications in emerging markets". *Cross Cultural and Strategic Management*.**

**Abstract:** This study applies the concept of blind spot to illustrate the misapplication of extant global strategies to emerging markets. We discuss cases of multinationals and indigenous local companies to draw insights on firm operations in emerging markets. We unpack four specific blind spots that have resonated repeatedly in their operations: (1) an adherence to unqualified scaling, (2) the intractability of localization, (3) the opacity of non-government intervention, and (4) an undue attention to disruption rather than transformation. The study concludes with recommendations that can help companies be better aware of the blind spots and manage more effectively in emerging markets.

**Contact:** [spark@ceibs.edu](mailto:spark@ceibs.edu)

**Prashantham, Shameen. 2016 June. "Winning internationally, without deep pockets". *Economist Intelligence Unit Executive Briefing*.**

**Paper:** [http://viewswire.eiu.com/index.asp?lay-out=EBArticleVW3&article\\_id=1794275963&channel\\_id=778114477](http://viewswire.eiu.com/index.asp?lay-out=EBArticleVW3&article_id=1794275963&channel_id=778114477)

**Contact:** [sprashantham@ceibs.edu](mailto:sprashantham@ceibs.edu)

**Prashantham, Shameen. 2016 Mar. "Dancing with Gorillas". *Business Today*.**

**Paper:** <http://www.businesstoday.in/management/mncs-are-now-increasingly-engaging-with-start-ups/story/230443.html>

**Contact:** [sprashantham@ceibs.edu](mailto:sprashantham@ceibs.edu)

**Ramasamy, Bala. 2016 Apr. "Why China could never sign on to the Trans-Pacific Partnership". *The Conversation*.**

**Paper:** <http://theconversation.com/why-china-could-never-sign-on-to-the-trans-pacific-partnership-56361>

**Contact:** [bramasamy@ceibs.edu](mailto:bramasamy@ceibs.edu)

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**Ramasamy, Bala.** 2016 Apr. "Why China could never sign on to the Trans-Pacific Partnership". *The New Zealand Herald*. [http://www.nzherald.co.nz/business/news/article.cfm?c\\_id=3&objectid=11624494](http://www.nzherald.co.nz/business/news/article.cfm?c_id=3&objectid=11624494).

Contact: [bramasamy@ceibs.edu](mailto:bramasamy@ceibs.edu)

**Ramasamy, Bala & Yeung, Matthew C. H.** 2016. "Diversity and Innovation". *Applied Economics Letters*. 23, 14, 1037-1041.

**Abstract:** Although the effect of culture on national innovation levels is well-established, previous literature assumes cultural homogeneity within a nation. In this article we analyse two aspects of diversity – ethnic and values – and their impact on national innovation output. We show that ethnic diversity or fractionalization and values diversity are distinct and while the former has a negative effect on innovation, the latter contributes positively. However, countries are bound to have both types of diversity. We find that countries that are ethnically homogenous but diverse in values orientation are the best innovators.

**Paper:** <http://www.tandfonline.com/doi/pdf/10.1080/13504851.2015.1130785>

Contact: [bramasamy@ceibs.edu](mailto:bramasamy@ceibs.edu)

**Santangelo, Grazia, Meyer, Klaus E. & Jindra, B.** forthcoming. "MNE subsidiaries' outsourcing and insourcing of R&D: The role of local institutions". *Global Strategy Journal*.

**Abstract:** Multinational Enterprises (MNEs) face multiple institutional contexts across and within countries. We analyze sub-national institutions in the local environment of MNE subsidiaries to investigate their impact on subsidiaries' knowledge sourcing strategies. Drawing on institutional and transaction costs economics, we argue that their degree of local R&D outsourcing is greater in high quality sub-national institutional contexts. However, the quality of local institutions has less impact on the degree of R&D outsourcing by subsidiaries more open to external knowledge. These subsidiaries are more experienced in collaborating with external partners, and thus have developed internal mechanisms to protect their intellectual property even in low quality institutional contexts. We test our arguments on a survey of MNE subsidiaries in four Eastern member states of the European Union.

Contact: [kmeyer@ceibs.edu](mailto:kmeyer@ceibs.edu)

**Steffens, N. K., Haslam, S. A., Schuh, S. C., Jetten, J., Van Dick, R.** forthcoming. "A meta-analytic review of social identification and health in organizational contexts". *Personality and Social Psychology Review*. (A\*).

**Abstract:** We provide a meta-analytical review examining two decades of work on the relationship between individuals' social identifications and health in organizations (102 effect sizes,  $k=58$ ,  $N=19,799$ ). Results reveal a mean-weighted positive association between organizational identification and health ( $r=.21$ ,  $T=.14$ ). Analysis identified a positive relationship for both workgroup ( $r=.21$ ) and organizational identification ( $r=.21$ ), and in studies using longitudinal/experimental ( $r=.13$ ) and cross-sectional designs ( $r=.22$ ). The relationship is stronger (a) for indicators of the presence of well-being ( $r=.27$ ) than absence of stress ( $r=.18$ ), (b) for psychological ( $r=.23$ ) than physical health ( $r=.16$ ), (c) to the extent that identification is shared among group members, and (d) as the proportion of female participants in a sample decreases.

Overall, results indicate that social identifications in organizations are positively associated with health but that there is also substantial variation in effect size strength. We discuss implications for theory and practice and outline a roadmap for future research.

Contact: [sschuh@ceibs.edu](mailto:sschuh@ceibs.edu)

**Wang, Z., Wang, Q., Zhao, X. and Lyles, M.** forthcoming. "Interactive Effects of External Knowledge Sources and Internal Resources on the Innovation Capability of Chinese Manufacturers". *Industrial Management & Data Systems*.

Contact: [xiande@ceibs.edu](mailto:xiande@ceibs.edu)

**Yang, Q., Zhao, X., Yeung, H. Y. J. and Liu, Y.** 2016 Feb. "Improving logistics outsourcing performance through transactional and relational mechanisms under transaction uncertainties: Evidence from China". *International Journal of Production Economics*. (A\*).

**Abstract:** Although previous studies have extensively examined the effectiveness of the two important control mechanisms in inter-firm relationship management—contracts and relational norms—their relative usefulness under different transaction constraints is still unclear. This study extends existing research on relationship management by exploring the effects of various transaction constraints on the use of contracts and relational norms. It also examines the effects of these two mechanisms on outsourcing performance. The analysis of data from 264 Chinese firms engaged in logistics outsourcing indicates that demand volatility has a negative effect on contracts but has no significant effect on relational norms. Supply volatility exerts an inverse U-shape effect on relational norms, but has no significant effect on contracts. When technology uncertainty prevails, firms are likely to increase their use of either contracts or relational norms. In contrast, when vendor contribution is highly unpredictable, firms will simultaneously reduce their use of contracts and relational norms. Furthermore, although relational norms enhance satisfaction more effectively than contracts, their positive effects on financial performance are not significantly different. These findings enrich relationship management research, especially with regard to control mode selection in situations of transaction uncertainty.

**Paper:** [https://www.researchgate.net/publication/292678081\\_Improving\\_logistics\\_outsourcing\\_performance\\_through\\_transactional\\_and\\_relational\\_mechanisms\\_under\\_transaction\\_uncertainties\\_Evidence\\_from\\_China](https://www.researchgate.net/publication/292678081_Improving_logistics_outsourcing_performance_through_transactional_and_relational_mechanisms_under_transaction_uncertainties_Evidence_from_China)

Contact: [xiande@ceibs.edu](mailto:xiande@ceibs.edu)

**Zhang, S., Wang, Z., Zhao, X. and Zhang, M.** forthcoming. "Effects of institutional support on innovation and performance: Roles of dysfunctional competition". *Industrial Management and Data Systems*.

Contact: [xiande@ceibs.edu](mailto:xiande@ceibs.edu)

**Zhou, Dongsheng, Xu, Bin and Fernandez, Juan.** 2016. "The Two Faces of the Chinese Economy". *The LINK*. 2, 56-59.

Contact: [zdongsheng@ceibs.edu](mailto:zdongsheng@ceibs.edu)  
[xubin@ceibs.edu](mailto:xubin@ceibs.edu)  
[uan@ceibs.edu](mailto:uan@ceibs.edu)

# Newsletter

## Faculty Research Publications

### Books

Fernandez, Juan, Xu, Bin, Zhou, Dongsheng and Puyuelo, Maria. 2016. *China Business Survey 2016*. CEIBS.

Contact: [fjuan@ceibs.edu](mailto:fjuan@ceibs.edu)  
[xubin@ceibs.edu](mailto:xubin@ceibs.edu)  
[zdongsheng@ceibs.edu](mailto:zdongsheng@ceibs.edu)

### Cases

Chang, Vicent and Rama Velamuri. 2016. "From Hotelvp to Get: How to Get There?". CC-816-020.

Contact: [vchang@ceibs.edu](mailto:vchang@ceibs.edu)  
[rvelamuri@ceibs.edu](mailto:rvelamuri@ceibs.edu)

Chang, Vincent, Velamuri, Rama and Zhao, Liman. 2016. "River Security: Entrepreneurial Team". CC-816-029.

Contact: [vchang@ceibs.edu](mailto:vchang@ceibs.edu)  
[rvelamuri@ceibs.edu](mailto:rvelamuri@ceibs.edu)

Chang, Vincent, Velamuri, Rama and Zhao, Liman. 2016. "River Security: Disruptive Innovation". CC-816-030.

Contact: [vchang@ceibs.edu](mailto:vchang@ceibs.edu)  
[rvelamuri@ceibs.edu](mailto:rvelamuri@ceibs.edu)

Chang, Vincent and Xie, Chun. 2016. "The ICONtv: Fast Growth with Genuine Spirit ". CC-816-033.

Contact: [vchang@ceibs.edu](mailto:vchang@ceibs.edu)

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## Awards and Honors

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Park, Seung Ho. 2016. Prof. Park's paper "Institutional Complexity and Innovations in Emerging Market Multinationals" with Wu, J. & Zhuo, S. was named Best Paper Proceedings of 2016 Academy of Management Annual Meeting.

**Abstract:** This study examines the role of institutional complexity in innovation performance of emerging market multinationals (EMMs). This relationship also depends on top management team (TMT)-related factors, i.e., TMT foreign ties and TMT heterogeneity, and the stage of EMMs' international expansion. The empirical testing utilizes a panel data of Chinese EMMs' internationalization and innovation activities.

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## Research Center Publications



### CEIBS Shoushan Centre for Wealth Management Published Articles

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