

Newsletter

Faculty Research Publications



China Depth, Global Breadth

Peer Reviewed Journal Articles

Byza, O.A., Schuh, S.C., Dörr, S.L., Spörrle, M. Maier, G.W.. forthcoming. "Are two cynics better than one? Toward understanding effects of leader-follower (in-)congruence in social cynicism". *Journal of Organizational Behavior*. (A*).

Abstract: Prior research suggests that leaders' social cynicism can undermine important follower outcomes such as followers' motivation and performance. However, these studies have exclusively focused on leaders' social cynicism and neglected that followers' views on the social world might also influence the leadership process. On the basis of theories of social beliefs and person-supervisor fit, we offer an integrative perspective and predict that it is the congruence between leaders' and followers' social cynicism that shapes leadership dynamics. Data from 116 leader-follower dyads from a broad range of organizations and industries support our model: Polynomial regression and response surface analyses show significant congruence effects of leaders' and followers' social cynicism on followers' extra-role behaviors and followers' proactive work behaviors. These positive effects of congruence on follower outcomes are transmitted by leader-member exchange quality. Finally, congruence effects are stronger when leaders' and followers' social cynicism is low rather than high. Overall, our study suggests that it is the correspondence between leaders' and followers' social cynicism that influences followers' leader-member exchange, extra-role, and proactive behavior. We discuss the theoretical and practical implications of these findings for designing functional leader-follower dyads in organizations.

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Chen, Lujie, Zhao, X., Tang, Ou, Price, Lydia, Zhan, Shanshan and Zhu, Wenwen. forthcoming. "Supply chain collaboration for sustainability: A literature review and future research agenda". *International Journal of Production Economics*. (A*).

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Child, J., Hsieh, L., Elbanna, S., Karmowska, J., Marinova, S. T., Puthusserry, P., Tsai, T. & Zhang, Y.. 2017. "SME International Busi-

ness Models: The Role of Context and Experience". *Journal of World Business*.

Contact: terence@ceibs.edu

Currim, Imran S., Lim, Jooseop & Zhang, Yu. forthcoming. "Effect of Analysts' Earnings Pressure on Marketing Spending and Stock Market Performance". *Journal of the Academy of Marketing Science*. (FT50).

Abstract: Despite the clearly visible effects of analysts' pressures on C-level executives in the popular press, there is limited evidence on their effects on marketing spending decisions. This study asks two questions. First, how do analysts' pressures affect firms' short-term marketing spending decisions? Based on a sample of 2706 firms during 1987-2009 compiled from Institutional Brokers Earning System, COMPUSTAT, and CRSP databases we find that firms cut marketing spending. Second, more importantly, we ask if firms which remained more committed in the past to marketing spending under analysts' pressures have higher longer-term stock market performance. We find that the stock market performance of firms more committed to marketing spending under past periods of analysts' pressures is higher. The findings are replicated for R&D spending and are robust across measures, controls, and methodologies. Consideration of two industry-based moderators, R&D spending and revenue growth, and one firm-based moderator, whether the firm is among the industry's top four market share or other lower share firms, reveals that the findings are stronger for high R&D and growth industries and lower market share firms. One key implication is that top executives respond to analysts' pressures by cutting marketing spending in the short term; however, if they can resist these pressures, longer-term stock market performance is higher.

Contact: zyu3@ceibs.edu

Harford, Jarrad, Wang, Cong and Zhang, Kuo. 2017. "Foreign Cash: Taxes, Internal Capital Markets, and Agency Problems". *Review of Financial Studies*. (FT50) 30, 1490-1538.

Contact: congwang@ceibs.edu

He, Xianjie, Pittman, Jeffrey, Rui, Oliver M. and Wu, Donghui. forthcoming. "Do social ties between external auditors and audit

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committee members affect audit quality". *The Accounting Review*. (FT50).

Abstract: We examine whether social ties between engagement auditors and audit committee members shape audit outcomes. Although these social ties can facilitate information transfer and help auditors alleviate management pressure to waive correction of detected misstatements, cozy interpersonal relations can undermine auditors' monitoring of the financial reporting process. We measure social ties by alma mater connections, professor-student bonding, and employment affiliation and audit quality by the propensity to render modified audit opinions, financial reporting irregularities, and firm valuation. Our evidence implies that social ties between engagement auditors and audit committee members impair audit quality. In additional results consistent with expectations, we generally find that this relation is concentrated where social ties are more salient, or firm governance is relatively poor and agency conflicts are more severe. Implying reciprocity stemming from social networks, we also report some suggestive evidence that audit fees are higher in the presence of social ties between an engagement auditor and the audit committee. Collectively, our analysis lends support to the narrative that the negative implications—namely, worse audit quality and higher audit fees—of these social ties may outweigh the benefits.

Contact: oliver@ceibs.edu

Nandialath, A., David, E. M., Das, D., & Mohan, R.. forthcoming. "Modeling the determinants of turnover intentions: A bayesian approach". *Evidence-based HRM: A Global Forum for Empirical Scholarship*.

Abstract: Turnover intentions are important attitudes that constitute the most proximal indicator of actual turnover behavior. Despite the multitude of studies examining the antecedents of intentions to leave, conflicting empirical results are quite common. We argue and demonstrate that conflicting results could be on account of uncertainty in model specification. Addressing this controversy, we used a sample of Indian call-center employees to provide evidence of the relative validity of various predictors independent of model uncertainty. In doing so, we demonstrated the advantages of using Bayesian modeling techniques when compared to traditional regression-based methods. Our model-averaged results suggest that perceived organizational support and job satisfaction are the most robust predictors of intentions to leave. Our results also indicate that Bayesian methods are likely to be fairly effective in tackling an often-understudied problem of model uncertainty and their implications for research in human resource management.

Contact: edavid@ceibs.edu

Park, Seung Ho, Li, S. and Selover, D.. forthcoming. "The culture dividend: a hidden source of economic growth in emerging market countries". *Cross Cultural and Strategic Management*.

Abstract: Many economists tend to ignore culture as a factor in economic growth, either because they discount the value of culture or because they have no simple way to quantify culture. As a result, the role of culture has been under-researched in the literature. Our study is the first to extensively examine the role of culture in labor productivity growth using multiple large-scale data sources. We show that culture plays an important role in productivity gains across countries, contributing in general to the study

of the effects of culture on economic development, and that culture can be empirically measured and linked to an activity that directly affects the economic growth—labor productivity.

Contact: spark@ceibs.edu

Park, Seung Ho and Wu, J.. forthcoming. "The role of institutional complexity on emerging market multinationals' innovation". *Global Strategy Journal*.

Abstract: This study examines the role of international institutional complexity, which is defined as the scope and multiplicity of institutional dimensions across foreign markets, on emerging market multinational companies (EMMCs)' innovation performance. We propose that the international institutional complexity provides learning opportunities for EMMC's innovation performance but also incurs higher management costs to handle information overload from overextended internationalization. We further propose that the host exposure and the heterogeneity of an EMMC's top management team (TMT) moderate the main effect of international institutional complexity on EMMC innovation. The empirical testing utilizes a longitudinal panel data of 7,072 foreign expansion steps by 767 Chinese firms between 2001 and 2010, offering strong support for the proposed hypotheses.

Contact: spark@ceibs.edu

Ramasamy, Bala and Yeung, Mathew. 2017. "Market Integration in the BRI". *The Belt and Road Initiative and the Role of ESCAP, Bangkok: United Nations ESCAP*.

Abstract: Improvements in trade along the in the six BRI corridors will be supported by advances in "hard" infrastructure, complemented by "soft" infrastructure such as facilitation efforts including border administration. Using a gravity model, the analysis shows that higher volumes of trade in goods and services will occur under different scenarios. The econometric findings show the importance of soft infrastructure in enhancing export performance. Improvements in the efficiency of border administration have the largest positive impact on exports. A 1% increase in the efficiency of border administration can increase exports by 1.5%. Similarly, a 1% increase in transport infrastructure efficiency can increase exports by 0.7%. In other words, trade facilitation measures and the development of soft infrastructure are key to trade development along all BRI corridors. Potential trade gains from improvements in trade facilitation and other trade enablers vary from corridor to corridor and from country to country. The analysis suggests that trade gains from incremental trade facilitation improvements would be highest for the China-Mongolia-Russia (CMR), the China-Pakistan (CP) and the China-Indochina peninsula (ICP) corridors, in that order. Furthermore, the study shows trade benefits along corridors can be maximized by adopting an integrated and multi-sectorial approach to corridor development. The ICP and CAWA corridors will benefit more from projects combining trade facilitation and transport infrastructure development. These trade benefits can be maximized by balancing a mix of trade facilitation measures with ICT, transport and energy infrastructure development. The greatest returns are derived from corridors that allow for multi-sectorial interventions that combine different types of linear infrastructure. For example, developing a railway, an oil pipeline, a fiber optic cable, electric power transmission lines, or a highway along the same right-of-way offer cost and time savings. By concentrating projects in transport, ICT and trade in a single corridor, the BRI can increase total economic

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benefits while reducing marginal costs.

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Schuh, S. C., Zheng, X., Xin, K. R., & Fernandez, J. A. forthcoming. "The interpersonal benefits of leader mindfulness: A serial mediation model linking leader mindfulness, leader procedural justice enactment, and employee exhaustion and performance". *Journal of Business Ethics*. (FT50).

Abstract: Although it is an increasingly popular assumption that leader mindfulness may positively affect leader behaviors and, in turn, employee outcomes, to date, little empirical evidence supports this view. Against this backdrop, the present research seeks to develop and test a serial mediation model of leader mindfulness. Specifically, we propose that leader mindfulness enhances employee performance and that this relationship is explained by increased leader procedural justice enactment and, subsequently, reduced employees' emotional exhaustion. We conducted three studies to test this model. Study 1 involved employees from a wide range of organizations in the United States (N = 275 employees). Study 2 used a sample of leaders and employees from China and measured our model variables at three different points in time (N = 182 employees and 54 leaders). Both studies provide consistent support for our hypotheses. Finally, Study 3 involved a lab experiment in which 62 senior executives were assigned to either a mindfulness induction or to a control condition. Again, results revealed a significant and positive link between leader mindfulness and leader procedural justice enactment. In sum, these findings expand our understanding of mindfulness to the domain of leadership, a key area of organizational research. Moreover, they complement prior studies by showing that mindfulness dynamics go beyond intrapersonal effects but also influence the attitudes and behaviors of others. We discuss our findings in light of their contributions to the mindfulness, ethics, and leadership literatures and point out implications for practice.

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Schuh, S. C., Zhang, X.-a., Morgeson, F. P., Tian, P., & Van Dick, R.. forthcoming. "Are you really doing good things in your boss's eyes? Interactive effects of innovative work behavior and LMX on supervisor ratings of job performance". *Human Resource Management*. (FT50).

Abstract: Organizations increasingly depend on employee efforts to innovate. However, the quality of relationships between leaders and employees may affect the recognition that employees receive for their innovative work behaviors. Drawing from a social cognition perspective, we tested a model in which leader-member exchange (LMX) moderates the impact of employee innovative work behavior on supervisory ratings of employee performance. Results from two multi-source studies combining self, colleague, and supervisor ratings consistently showed that employees receive more favorable performance ratings by engaging in innovative work behavior when they have high quality LMX relationships. Moreover, we found that this interactive relationship was mediated by leader perceptions of innovative employee efforts, providing support for a moderated mediation model. Implications for the literatures on performance appraisal, LMX, and innovation

are discussed.

Contact: sschuh@ceibs.edu

Trade Journal Articles

Sheng, Songcheng and Long, Yu. 2017. "我国外汇储备的合理规模与运用". *中国金融*. 10.

Contact: ssongcheng@ceibs.edu

Sheng, Songcheng. 2017. "中国无“缩表”压力——专访央行参事盛松成". *《财经》杂志(Caijing Journal)*. 12.

Contact: ssongcheng@ceibs.edu

Xin, K. R. & Yan, J. . 2017 Apr. "How to Keep the Company on Track 《公司如何不跑偏》". *Business Review*. 5.

Contact: katherinexin@ceibs.edu

Xin, K. R. & Yan, J.. 2017 May. "Enabling the Enterprise Transformation 《为变革赋能》". *Business Review*. 5.

Contact: katherinexin@ceibs.edu

Xin, K. R. & Yan, J.. 2017 June. "Case Study for Future 《面向未来的案例学习》". *Business Review*. 5.

Contact: katherinexin@ceibs.edu

Newspaper Articles

Sheng, Songcheng and Song, Hongwei. 2017 May 22. 从南京新政看房地产调控长效机制. *中国房地产报*.

Contact: ssongcheng@ceibs.edu

Sheng, Songcheng and Long, Yu. 2017 April 24. 汇率稳定的实践与房价调控策略——方法论视角. *金融时报*.

Contact: ssongcheng@ceibs.edu

Cases

Cai, Jiangnan (John) and Zhao, Yongchao. 2017. "健医科技:商业健康险的平台模式". CI-017-022.

Contact: jncai@ceibs.edu

Cai, Jiangnan (John) and Gao, Lei. 2017. "从传统商业到服务创新——上海医药的医院智能供应链系统". CI-017-020.

Contact: jncai@ceibs.edu

Cai, Jiangnan (John) and Zhang, Li. 2017. "贝登医疗—医疗器械流通领域的变革者". CI-017-021.

Contact: jncai@ceibs.edu

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Cai, Jiangnan (John) and Chen, Shanggen. 2017. "创新的可持续发展 and 转型——名医主刀的挑战". CI-017-019.
Contact: jincal@ceibs.edu

Chang, Vincent and Zhao, Liman. 2017. "The ICONtvTM: A Korean Startup's Entry into China". CC-817-009.
Contact: vchang@ceibs.edu

Chen, Weiru and Qian, Wenying. 2017. "平安集团“行”战略的转型：从好车到好车主". CI-417-029.
Contact: weiruchen@ceibs.edu

Chen, Weiru and Qianwenying. 2017. "欧普照明的转型之路：电商事业部的探索和发展". CI-816-094.
Contact: weiruchen@ceibs.edu

Farh, Jiing-Lih (Larry) and Pi, Xin. 2017. "任正非的华为之道：一个“硬汉”的企业哲学". CI-417-028.
Contact: jlfarh@ceibs.edu

Gong, Yan and Zhao, Liman. 2017. "盘古餐饮：烧烤第一连锁的迭代式发展". CI-817-008.
Contact: gongy@ceibs.edu

Gong, Yan and Qian, Wenying. 2017. "evcard：中国分时租赁的先行者". CI-817-007.
Contact: gongy@ceibs.edu

Gong, Yan, Chen, Weiru and Zhao, Ziqian. 2017. "芬尼克兹的内部创业：企业裂变，有章可循？". CI-317-004.
Contact: gongy@ceibs.edu
weiruchen@ceibs.edu

Lee, Jean S K., Han, Jian and Zhao, Ziqian. 2017. "奔跑的京东（B）". CI-417-024.
Contact: jeanlee@ceibs.edu
jianhan@ceibs.edu

Lee, Jean S K., Zhao, Liman and Lu, Yunting. 2017. "华商黄世伟：让企业沿着爱的力量走下去". CI-417-012.
Contact: jeanlee@ceibs.edu

Lee, Jean S K., Lu, Yunting, Zhao, Liman. 2017. "诗肯柚木：企业接班进行时(A)".

Lee, Jean S K., Lu, Yunting and Zhao, Liman. 2017. "诗肯柚木：企业接班进行时(B)".
Contact: jeanlee@ceibs.edu

Lin, Chen. 2017. "分答Fenda：内容变现与社群经济". CI-517-003.
Contact: linc@ceibs.edu

Lin, Chen. 2017. "摩拜Mobike：一夜爆红的共享单车". CI-517-002.
Contact: linc@ceibs.edu

Rui, Oliver (Meng) and Yu, Feng. 2017. "南自电网：社会责任从善待员工开始". CI-417-018.
Contact: oliver@ceibs.edu

Tsai, Terence and Zhu, Qiong. 2017. "花间堂的张蓓时代". CI-317-036.
Contact: tterence@ceibs.edu

Velamuri, Ramakrishna S., Yu, Feng and Zhang, Shiqi. 2017. "宜芝多：成长的挑战". CI-817-023-V.
Contact: rvelamuri@ceibs.edu

Xiang, Yi. 2017. "苏泊尔小家电". CI-517-016.
Contact: yixiang@ceibs.edu

Xin, Katherine R. and Zhang, Ling. 2017. "中航国际：通用航空发动机业务的全球化之路(A)". CI-317-032.

Xin, Katherine R. and Zhang, Ling. 2017. "中航国际：通用航空发动机业务的全球化之路(B)". CI-317-033.

Xin, Katherine R. and Zhang, Ling. 2017. "中航国际：通用航空发动机业务的全球化之路(C)". CI-317-034.

Xin, Katherine R. and Zhang, Ling. 2017. "中航国际：通用航空发动机业务的全球化之路(D)". CI-317-035.
Contact: katherinexin@ceibs.edu

Yeung, Arthur and Zhang, Ling. 2017. "SEB & Supor (A)". CC-317-030.

Yeung, Arthur and Zhang, Ling. 2017. "SEB & Supor (B)". CC-317-031.
Contact: ayeung@ceibs.edu

Zhang, Hua and Qian, Wenying. 2017. "进货宝：快消品B2B电商的新探索". CI-817-037.
Contact: zhua@ceibs.edu

Zhang, Hua. 2017. "友邻优课启动引擎：网红名师". CI-817-014.
Contact: zhua@ceibs.edu

Zhang, Hua, Qian, Wenying and Wang, Xiaozhou. 2017. "买材网：B2B电商的新媒体路探索". CI-817-006.
Contact: zhua@ceibs.edu

Zhang, Weijiong, Zhao, Liman and Kuai, Dimeng. 2017. "申洲国际集团". CI-317-001.
Contact: zweijiong@ceibs.edu

Zhu, Xiaoming, Qian, Wenying and Zhu, Yifan. 2017. "第一反应：数字经济时代的全民互救平台". CI-017-027.
Contact: zxiaoming@ceibs.edu

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Zhu, Xiaoming and Zhu, Qiong. 2017. "拍拍贷一年半的蜕变". CI-017-026.
Contact: zxiaoming@ceibs.edu

Zhu, Xiaoming and Zhu, Qiong. 2017. "上海中心：科技助推精益创新". CI-017-025.
Contact: zxiaoming@ceibs.edu

Zhu, Xiaoming, Song, Yanbo and Ni, Yingzi. 2017. "思路迪：肿瘤精准医疗领域的创新布局". CI-017-017.
Contact: zxiaoming@ceibs.edu

Zhu, Xiaoming. 2017. "九院：个性化医疗的先驱". CI-017-015.
Contact: zxiaoming@ceibs.edu

Zhu, Xiaoming. 2017. "京东：从“人海”向“无人”跨越". CI-017-013.
Contact: zxiaoming@ceibs.edu

Zhu, Xiaoming, Qian, Wenying and Ni, Yingzi. 2017. "科大讯飞：从智能语音巨头到人工智能的二次探索". CI-017-005.
Contact: zxiaoming@ceibs.edu

Awards & Honors

Zhang, Yu. 2017. The paper 'Commitment to marketing spending through recessions', published in European Journal of Marketing in 2016 was selected by the journal's editorial team as a "Highly Commended" paper in the 2017 Emerald Literati Network Awards for Excellence.
News: www.emeraldgrouppublishing.com/authors/literati/awards.htm?year=2017

Zhao, Xiande. 2017. The Paper "Supply chain evolution - theory, concepts and science" published in International Journal of Operations & Production Management being selected by the journal's editorial team as a Highly Commended paper in the 2017 Emerald Literati Network Awards for Excellence.
News: www.emeraldgrouppublishing.com/authors/literati/awards.htm?year=2017

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Research Center Publications



CEIBS-GLP Centre of Innovations in Supply Chain and Service Peer Reviewed Journal Articles

Chen, Lujie, Zhao, X., Tang, Ou, Price, Lydia, Zhan, Shanshan and Zhu, Wenwen. forthcoming. "Supply chain collaboration for sustainability: A literature review and future research agenda". *International Journal of Production Economics*. (A*).
Contact: clujie@ceibs.edu
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Fu, W., Wang, Q. and Zhao, X.. 2017. "The influence of platform service innovation on creation activities and the network effect". *Journal of Service Management*. 2, 348-388.

Abstract: Purpose – The purpose of this paper is to explore the properties of platform service innovation and its relationship to value co-creation activities and the network effect. This is done over the course of a platform's evolution through three stages: emergence, expansion and maturity.

Design/methodology/approach – Based on grounded theory, this study adopts a multiple case study research design. An in-depth analysis of the case data is done using ATLAS.TI software.

Findings – At the emergence stage, platform service innovations focus on building infrastructure. Platform owners stimulate the network effect directly via platform service innovations, rather than indirectly via value co-creation activities. At the expansion stage, the platform service innovations focus on building

relationships among platform owner and different sides of participants. Platform owners stimulate the network effect indirectly, via value co-creation activities, rather than directly via platform service innovations. At the maturity stage, platform service innovations focus on building an environment for the platform ecosystem. Platform owners stimulate the network effect indirectly, via value co-creation activities rather than directly.

Originality/value – This research contributes to the service innovation literature by exploring the properties of platform service innovation and its relationship to value co-creation activities and the network effect from a longitudinal perspective. The principal managerial implication is that platform managers need to consider the developmental stage of the platform, as a mismatching of stage of development (emergence/expansion/maturity) and focus (an orientation toward building infrastructure, relationships or environment) may lead to a failure to stimulate or enhance the network effect.

Contact: xiande@ceibs.edu

Li, S., He, Y. and Chen, L. forthcoming. "Dynamic strategies for supply disruptions in production-inventory systems". *International Journal of Production Economics*. (A*)

Contact: clujie@ceibs.edu

Liu, W., Wang, S. and Chen, L. forthcoming. "The role of control power allocation in service supply chains: Model analysis and empirical examination". *Journal of Purchasing & Supply Management*.
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CEIBS Shoushan Centre for Wealth Management

Trade Journal Articles

Rui, Meng. 2017 Jan. “防备2017年黑天鹅 扩展财富管理生态边界”. *家族企业 (China Family Business Review)* .2.
Contact: oliver@ceibs.edu

Rui, Meng. 2017 Feb. “制定传承百年的家族信条”. *家族办公室 (Family Office)* .40.
Contact: oliver@ceibs.edu

Rui, Meng and Liu, Xinjie. 2017 Apr. “家族办公室的新趋势”. *家族企业 (China Family Business Review)* .113.
Contact: oliver@ceibs.edu

Rui, Meng. 2017 Apr. “构建均衡的家族企业治理架构”. *家族办公室 (Family Office)* . 38.
Contact: oliver@ceibs.edu

Rui, Meng and Liu, Xinjie. 2017 May. “家族办公室模式需要理性选择”. *家族企业 (China Family Business Review)* .108-111.
Contact: oliver@ceibs.edu

Rui, Meng and Liu, Xinjie. 2017 Jun. “家族办公室的资产配置策略”. *家族企业 (China Family Business Review)* .108-110.
Contact: oliver@ceibs.edu

Rui, Meng and Liu, Xinjie. 2017 Jun. “公益创投基金的双线操作”. *家族办公室 (Family Office)* .38.
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