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Faculty Research Publications



China Depth, Global Breadth

Peer Reviewed Journal Articles

Chen, J., Simsek, Z., Liao, Y., & Kwan, H. K.. forthcoming. "CEO self-monitoring and corporate entrepreneurship: A moderated mediation model of the CEO-TMT interface". *Journal of Management*. (FT50).

Abstract: Focusing on the interface between CEOs and top management teams (TMTs), we argue that CEO self-monitoring positively impacts a firm's pursuit of corporate entrepreneurship through the intervening role of TMT behavioral integration. We additionally argue that the impact becomes stronger as the firm's discretionary slack decreases because decreased slack creates an organizational context more favorable to the influences of both CEO self-monitoring and TMT behavioral integration. Results based on multi-source (CEOs and TMTs) and multi-wave data from 110 firms support the model and associated hypotheses. **Contact:** kwanhokwong@ceibs.edu

Che, Jiahua, Chung, Kim-Sau and Qiao, Xue. forthcoming. "Career Concerns, Beijing Style". *International Economic Review*. **Contact:** jiahuache@ceibs.edu

Duan, J., Wang, X. H., Janssen, O., & Farh, J. L.. 2021. "Transformational leadership and voice: When does felt obligation to the leader matter?". *Journal of Business and Psychology*.

Abstract: Drawing on the notion that felt obligation is an important motivation variable that drives employees' behavior, this study examines how leaders can evoke felt obligation in followers and to what extent such obligation can subsequently promote follower voice behavior. Using data from 384 Chinese employees and their 130 managers, we find that followers' felt obligation to the leader (FOTL) serves as a mediator in the relationship between transformational leadership and employee voice behavior and that the mediation effect of FOTL is moderated by followers' power distance orientation (PDO), such that the mediation effect is significant only for employees with low PDO. The theoretical and practical implications of these findings are discussed. **Paper:** <https://doi.org/10.1007/s10869-021-09758-z>

Contact: jifarah@ceibs.edu

Jin, Liyin, Xu, Qian, Wang, Yajin and Zhang, Ying. forthcoming. "The Divergent Impact of

the Reward Magnitude on Goal Eagerness and Engagement". *Organizational Behavior and Human Decision Processes*. (FT50). **Contact:** yajinwang@ceibs.edu

Lee, J. & David, E. M. . forthcoming. "Examining the indirect effects of embodied learning on adaptability: The mediating roles of challenge stressors and psychological capital". *Personnel Psychology*. (A*).

Contact: edavid@ceibs.edu

Lin, J., Wu, H., and Wu, H.. 2021. "Could government lead the way? Evaluation of China's patent subsidy policy on patent quality". *China Economic Review*. 69, 101663.

Abstract: As China aimed to transform her growth into an innovation-driven model, we study the impact of China's effort to promote technology inventions. By linking to Google Patents, we compile a comprehensive set of patent quality indicators. Based on Chinese provincial panel data from 1995 to 2010, we find that the effect of the implemented patent subsidy policies on quantity, as well as various quality metrics of patents, was significantly positive. Moreover, the explanation power of subsidy policies on both patent quantity and quality diminished as time goes by. We also find that the effect of these policies depended on the growth rate of experienced innovators rather than entrants. Since the implemented policies we study in this paper were designed to focus on subsidizing expenses incurred during the patenting process, our results show that the provided partial funding led the way for improving China's patent quality.

Paper: <https://www.sciencedirect.com/science/article/pii/S1043951X2100081X?dgcid=author>

Contact: howeiwu@ceibs.edu

Li, M., Xu, X., & Kwan, H. K.. 2021. "Consequences of workplace ostracism: A meta-analytic review". *Frontiers in Psychology*. 12, 641302.

Abstract: Workplace ostracism, which is regarded as "social death," is rampant in organizations and has attracted significant research attention. We extend the understanding of workplace ostracism by conducting a meta-analysis of studies of the relationships between workplace ostracism and its consequences. We also explore the moderating effects of national culture (i.e., collectivism vs.

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individualism) and the mediating effects of organization-based self-esteem (OBSE). The results of a meta-analysis of 95 independent samples (N = 26,767) reveal that exposure to workplace ostracism is significantly related to individuals' attitudes, well-beings, and behaviors. Moreover, the effects of workplace ostracism on belongingness, job satisfaction, emotional exhaustion, organizational citizenship behavior (OCB) toward individuals (OCBI), organizational deviance, and interpersonal deviance are stronger in individualist contexts than in collectivist contexts. However, the relationships between workplace ostracism and organizational identification and OCB are stronger in collectivist contexts than in individualist contexts. Our meta-analytical structural equation modeling also provides evidence of the mediating effects of OBSE on the relationships between workplace ostracism and organizational commitment, job satisfaction, and job performance. The implications and limitations of our study and future research directions are also discussed.

Contact: kwanhokwong@ceibs.edu

Qu, Xinxue, Lotfi, Aslan, Jiang, Zhengrui and Jain, Dipak C.. forthcoming. "Predicting Time to Upgrade for Successive Product Generations: An Exponential-Decay Proportional Hazard Model". *Production and Operations Management*. (FT50).

Abstract: In the presence of successive product generations, most consumers are repeat buyers, who may decide to purchase a future product generation before its release. As a result, after the new product generation enters the market, its sales often exhibit a declining pattern, thus rendering traditional bell-shaped product life-cycle models unsuitable for characterizing consumers' time to product upgrades. In this study, we propose an Exponential-Decay Proportional Hazard Model (Expo-Decay model) to predict consumers' time to product upgrade. The Expo-Decay model is parsimonious and easy to interpret and performs better than or as well as existing models in prediction accuracy. We apply the Expo-Decay model as well as three extensions to study consumers' upgrade behaviors for a sports video game series. Empirical results reveal that consumers' previous adoption and usage patterns can help predict their timing to product upgrades. In particular, we find that (i) consumers who have adopted the immediate past product generation are more likely to upgrade; (ii) players who play previous generations more often tend to upgrade earlier; (iii) consumers who specialize in a small subset of game modes demonstrate a lower probability to upgrade. When comparing the Expo-Decay model and its extensions, we find that more complex model extensions do not lead to better prediction performance than the baseline Expo-Decay model, while a time-variant extension that updates the values of covariates over time outperforms the baseline Expo-Decay model with static data.

Contact: dipakcjain@ceibs.edu

Sun, Jiong, Xie, Jinhong, Chen, Tao, Li, Fei, Wang, Gao. forthcoming. "Managing Reference-Group Effects in Sequential Product Upgrades". *Production and Operations Management*. (FT50).

Contact: wqao@ceibs.edu

Yang, Qian, Qian, Liping and Zhao, Xiande. forthcoming. "Does information technology governance strengthen or weaken contract control in digital platform relationships?". *Industrial Management & Data Systems*.

Contact: xiande@ceibs.edu

Ying, H, Zhang, SS, Zhao, XD and Zhang, M. forthcoming. "How to make project plans trustworthy: an investigation based on multi-criteria contractor selection". *International Journal of Logistics-Research and Applications*.

Abstract: The development of an optimum project plan is widely favoured by project owners as the path to the successful delivery of a project. This study aims to investigate the effect of multiple contractor evaluation criteria on the relationship between the quality of project plans and bidding outcomes for bidders. Based on signaling theory, we examine the main effects of project plan quality on bidding outcomes and the moderating effects of prior performance, quotation and advice quality. Data analysis of 614 construction projects shows that when a bidder has the lowest quotation, the positive effect of the quality of the project plan on the likelihood of being selected is significantly reduced. The moderating effects of advice quality and lowest quotation are contingent on the bidder's prior performance. This study contributes to contractor selection in the construction industry by revealing how evaluation criteria jointly affect project owners' trust in high-quality project plans.

Paper: <https://www.webofscience.com/wos/woscc/full-record/WOS:000680301500001>

Contact: xiande@ceibs.edu

Wang, Honglu, Zhang, Min, Ying, Hao and Zhao, Xiande. 2021. "The impact of blockchain technology on consumer behavior: a multimethod study". *Journal of Management Analytics*. 8, 3, 371-390.

Abstract: Blockchain is a ground-breaking technology that is transforming supply chain management. This study aims to empirically investigate the impacts of blockchain technology on consumer behavior. We conduct this research in collaboration with a Chinese e-commerce company that has introduced a blockchain platform for tracing. We use a multimethod design by combining natural experiment- and case study methods. First, we collected data from four industries (i.e. milk powder, seafood, alcohol and nutrition) to conduct the experiment, and the findings reveal that the firms that adopted the blockchain tracing system have an increase in product sales and a decrease in product returns compared to those that did not. Second, we conducted a multiple case study with four cases from the four industries. The findings reveal that the adoption of a blockchain tracing system improves supply chain transparency and process management, which then enhances consumer service and trust. This study contributes to the literature by providing empirical evidence that adopting blockchain technology can improve firms' marketing performance. The findings also reveal how the adoption of blockchain technology affects consumer behavior.

Paper: <https://www.tandfonline.com/eprint/X8NKF4NR8Z8JZXBYGAAA/full?target=10.1080/23270012.2021.1958264>

Contact: xiande@ceibs.edu

Wu, Xinyu, Wang, Qiang, Wang Liang & Zhao, Xiande. forthcoming. "Customer integration and the performance of third-party logistics firms: a moderated mediation model". *International Journal of Logistics Research and Applications*.

Abstract: Integration with client firms is the most important external relationship for third-party logistics (3PL) firms. Based on information processing theory, a conceptual model was developed to explore the mechanism of how customer integration contributes

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to 3PL firms' performance via differentiation and low-cost advantages, and the moderating effects of information technologies were examined in relation to the trend of digital transformation. Survey data were collected from 235 3PL firms in China and analysed using structural equation modelling. The results show that customer integration is positively related to the performance of 3PL firms, which is mediated by differentiation and low-cost advantages. In addition, information acquisition technologies and information processing technologies significantly moderate the effect of customer integration on differentiation advantages. These findings help to address the challenges faced by 3PL firms in the context of digital transformation and add to the literature on customer integration and logistics information technologies.

Paper: <https://www.webofscience.com/wos/woscc/full-record/WOS:000686396100001>
Contact: xiande@ceibs.edu

Wu, Howei & Xu, Bin. 2021. "A Review on did state-owned enterprises do better during COVID-19? Evidence from a survey of company executives in China". *Business and Economics Journal*. 12, S3, 1-2.

Contact: xubin@ceibs.edu
howeiwu@ceibs.edu

Xiang, Yi, Soberman, David and Gatignon, Hubert. forthcoming. "The Effect of Marketing Breadth and Competitive Spread on Category Growth". *Production and Operations Management*. (FT50).

Abstract: Understanding the patterns of demand evolution for a new category is important for firms to effectively manage capacity planning, market and service operations, and research and development. Our objective is to analyze how marketing at the industry level affects the evolution of primary demand in different stages of the product life cycle. We characterize the aggregate marketing activities in two constructs: marketing breadth and competitive spread. The first construct reflects the spread of spending across different marketing instruments at the industry level, and the second construct reflects the spread of spending across different firms. Though both constructs are related to the spread of spending within a category, we find that they have qualitatively different effects on category growth. An econometric model making use of the hierarchical nature of time observations within countries is estimated for each category. First, we find that high degrees of spending breadth impede market growth when the number of competitors is small (the category is young) but accelerate market growth when the number of competitors is higher (the category is maturing). Second, we find that high levels of competitive spread decrease category growth when spending levels are relatively low. However, as spending levels increase, the negative effect of competitive spread on demand growth all but evaporates.

Paper: <https://onlinelibrary.wiley.com/doi/10.1111/poms.13570>
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Trade Journal Articles

Greeven, Mark J., Xin, Katherine and Yip, George S.. 2021 Sep. "How Chinese Retailers Are Reinventing the Customer Journey". *HBR.org*.

Paper: <https://hbr.org/2021/09/how-chinese-retailers-are->

[reinventing-the-customer-journey](#)
Contact: katherinexin@ceibs.edu

Xin, K. R. & Yan, J.. 2021 Aug. "Who will win the future? 《寻找商界的“冠军模型”》". *Business Review*. 5.

Contact: katherinexin@ceibs.edu

Xin, K. R. & Yan, J.. 2021 July. "Jump out of "Involute" 《跨境电商：热潮背后的冷思考》". *Business Review*. 5.

Contact: katherinexin@ceibs.edu

Xu, Bin. 2021. "Dual Circulation, Consumption Stimulation or Regional Economic Integration...Which is the Way Forward for China's Economy in 2021?". *The LINK*. 1, 8-9.

Contact: xubin@ceibs.edu

Books

Prashantham, Shameen. 2021 Sep. *Gorillas Can Dance: Lessons from Microsoft and Other Corporations on Partnering with Startups*. WILEY.

Contact: sprashantham@ceibs.edu

Wu, Howei, Xu, Bin, Zhou Dongsheng, Chen, Danni, Li, Ruoshi, Ruan, Liyang. 2021. *China Business Survey 2021: On Business Performance and Adjustments of Companies in China during the COVID-19 Period*. CEIBS.

Contact: xubin@ceibs.edu
howeiwu@ceibs.edu
zdongsheng@ceibs.edu

Zhu, Tian. 2021. *Catching Up to America: Culture, Institutions, and the Rise of China*. Cambridge University Press.

Contact: ztian@ceibs.edu

Newspaper Articles

Han, Jian. 2021 Sept 12. Embracing the big picture, taking the long way, and achieving sustainable growth. *Harvard Business Review (Chinese Version) Official Wechat Account*.

Contact: jianhan@ceibs.edu

Sheng, Songcheng. 2021 Jul. 5. 专访中国人民银行调查统计司原司长盛松成：我国绿色发展仍面临较大的资金缺口 提几点建议. *经济学家圈*.

Contact: ssongcheng@ceibs.edu

Sheng, Songcheng. 2021 Jul. 10. 盛松成：什么才是中国房价持续上涨的真正原因? . *秦朔朋友圈*.

Contact: ssongcheng@ceibs.edu

Sheng, Songcheng and Shen, Xinfeng. 2021 Jul. 14. 央行为何

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不是定向降准而是全面降准? . *每日经济新闻*.

Contact: ssongcheng@ceibs.edu

Sheng, Songcheng. 2021 Aug. 5. 盛松成: 中美货币政策有何不同. *博智宏观论坛*.

Contact: ssongcheng@ceibs.edu

Sheng, Songcheng and Long, Yu. 2021. 美联储可能做了适合美国的货币政策抉择. *经济学家圈*.

Contact: ssongcheng@ceibs.edu

Xu, Bin. 2021 Feb 2. 区域性合作利于中国双循环新发展格局. *南方都市报*.

Contact: xubin@ceibs.edu

Cases

Bouteiller, Eric and Liu, Geng. 2021. "Merck's Keytruda: How to Overtake Competitors from Behind (A)". CC-321-058.

Bouteiller, Eric and Liui, Geng. 2021. "Merck's Keytruda: How to Overtake Competitors from Behind (B)". CC-321-059.

Contact: beric@ceibs.edu

Chen, Weiru and Liu, Geng. 2021. "阿斯利康中国的T型生态创新". CI-321-060.

Contact: weiruchen@ceibs.edu

Chen, Weiru and Zhao, Liman. 2021. "宝岛眼镜: 传统服务型零售业的数智未来". CI-321-051.

Contact: weiruchen@ceibs.edu

Fedaseyeu, Viktor and Chen, Bingliang. 2021. "Edugo: Evaluating Market Strategies of an AI-Driven Language-Learning Startup". CC-121-063.

Contact: viktar.fedaseyeu@ceibs.edu

Gong, Yan and Zhao, Ling. 2021. "钱大妈: 社区生鲜连锁模式的探路者". CI-821-061.

Contact: gongy@ceibs.edu

He, Jinyu, Wang, Qi and Xue, Iris. 2021. "乐象永续科技: 在可持续发展之路上披荆斩棘". CI-721-068.

Contact: jinyuhe@ceibs.edu
qwang@ceibs.edu

Lee, Byron Yee Sing, Ju, Huirong, David, Emily and Zhao, Liman. 2021. "Dialogue in the Dark China: Leadership Lessons Taken 'in the Dark' ". CC-421-066.

Contact: blee@ceibs.edu
edavid@ceibs.edu

Lee, Sae Young and Zhao, Eileen. 2021. "Woowa Brothers: Start-ups' Growth Dilemma (A)". CC-821-049.

Contact: saeylee@ceibs.edu

Lee, Siew Kim Jean and Ju, Huirong. 2021. "开能健康: 可持续发展的探索与实践". CI-721-064.

Contact: jeanlee@ceibs.edu

Sampler, Jeffrey Lynn and Chen, Der Chao. 2021. "NetSys Corporation: Digital Transformation ". CC-321-054.

Contact: jsampler@ceibs.edu

Siciliano, Gianfranco. 2021. "Italian Coffee in China-PIERSICI LLC". CC-121-053.

Contact: gianfranco.siciliano@ceibs.edu

Su, Xijia, Zhu, Qiong and Pan, Dingwen. 2021. "值得买: 一个内容社区导购平台的演变 (B)". CI-821-055.

Contact: sxijia@ceibs.edu

Su, Xijia, Zhu, Qiong and Pan, Dingwen. 2021. "挖酒网: 颠覆创业遇上不确定性 (B)". CI-821-052.

Contact: sxijia@ceibs.edu

Wang, Yajin and Cao, Zhijing. 2021. "贝泰妮: 产品+渠道打造国货品牌力". CI-521-062.

Contact: yajinwang@ceibs.edu

Wang, Taiyuan and Chen, Bingliang. 2021. "'医管家'追求卓越之路: 标准化还是创新?". CI-321-057.

Contact: taiyuan.wang@ceibs.edu

Wu, Ho-Mou and Cao, Zhijing. 2021. "华星光电: 面板龙头的突围挑战". CI-321-070.

Contact: hmwu@ceibs.edu

Wu, Ho-Mou and Cao, Zhijing. 2021. "腾讯出行: 从“数字化助手”到“产业共建者”". CI-321-069.

Contact: hmwu@ceibs.edu

Wu, Ho-Mou and Zhu, Qiong. 2021. "比亚迪新能源车是否会“掉队”? ". CI-321-056.

Contact: hmwu@ceibs.edu

Xue, Iris. 2021. "Kering: The Trailblazer in Crafting Sustainable Luxury". CI-721-067.

Contact: jinyuhe@ceibs.edu

Zhou, Dongsheng, Liu, Geng and Ruan, Liyang. 2021. "南丁格尔: 接缝处的生意". CI-321-050.

Contact: zdongsheng@ceibs.edu

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Zhou, Dongsheng and Ruan, Liyang. 2021. "泰瑞沙的中国市场战略". CI-521-065.
Contact: zdongsheng@ceibs.edu

Awards & Honors

Chng, Han Ming Daniel. 2021. Prof. Chng won the Outstanding Reviewer Awards for the Academy of Management Review journal.

Chng, Han Ming Daniel. 2021. Prof. Chng's paper entitled "the 'Tertius Gaudens': Multiple Large Shareholder Structure and Top Executive Expropriation" won the Best Paper Award for Strategic Leadership & Governance Track of Strategic Management Society.