

Newsletter

Faculty Research Publications



Peer Reviewed Journal Articles

Byza, O. A., Dörr, S. L., Schuh, S. C., Maier, G. W.. forthcoming. "When leaders and followers match: The impact of objective value congruence, value extremity, and empowerment on employee commitment and job satisfaction". *Journal of Business Ethics*. (FT50).

Contact: sschuh@ceibs.edu

Child, Travers B.. forthcoming. "Conflict and counterinsurgency aid: Drawing sectoral distinctions". *Journal of Development Economics*. (A*).

Contact: t.b.child@ceibs.edu

Chen, G., Smith, T. A., Kirkman, B. L., Zhang, P., Lemoine, J. & Farh, J. L.. forthcoming. "Multiple team membership and empowerment spillover effects: Can empowerment processes cross team boundaries?". *Journal of Applied Psychology*. (FT50).

Contact: jfarh@ceibs.edu

Chng, Daniel Han Ming, Kim, Tae-Yeol, Gilbreath, Brad and Andersson, Lynne. 2018 Aug. "Why People Believe in Their Leaders -- or Not". *MIT Sloan Management Review*. (FT50) 5, 59.

Contact: dchng@ceibs.edu
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David, E. M., Avery, D. R., Witt, L. A., Tonidandel, S., Brown, L., McKay, P., & Crepeau, L.. forthcoming. "Helping misfits to commit: How justice climate attenuates the effects of personality dissimilarity on organizational commitment". *Journal of Business & Psychology*.

Contact: edavid@ceibs.edu

Firth, M., He, X., Rui, O., Brockman, P., Mao, X.. forthcoming. "Relationship-Based Resource Allocations: Evidence from the Use of "Guanxi" during SEOs". *Journal of Financial and Quantitative Analysis*. (FT50).

Abstract: We examine the role of relationship-based resource allocations during the approval process of secondary equity offerings (SEOs) in the Chinese capital market. In this unique regulatory setting, SEO-seeking firms must have their applications approved by an

Issuance Examination Committee (IEC) of the China Securities Regulatory Commission (CSRC), a hybrid template between government-directed and market-directed models. We identify guanxi-based relationships as cases in which the partner of an intermediary professional firm (e.g., auditing or law) employed by the SEO applicant also serves on secondment as a full-time IEC member. Our results show that these guanxi-based relationships significantly increase the likelihood of SEO approvals, particularly for suspect SEO applicants with abnormal levels of earnings management, related-party transactions, and inter-company loans. More importantly, we find that guanxi-influenced SEO firms have significantly poorer performance in the post-SEO period, which indicates that it results in inefficient resource allocations. In addition, we show that these quid pro quo arrangements benefit IEC-member intermediaries through higher market shares and professional fee revenues. Overall, our evidence suggests that relationship-based resource allocations lead to negative spillover effects that impose social welfare losses.

Paper: <http://dx.doi.org/10.1017/S0022109018000807>

Contact: oliver@ceibs.edu

Hackett, Rick D., Wang, An-Chih, Chen, Zhijun, Cheng, Bor-Shiuan and Farh, Jiing-Lih. forthcoming. "Transformational Leadership and Organisational Citizenship Behaviour: A Moderated Mediation Model of Leader-Member-Exchange and Subordinates' Gender". *Applied Psychology: An International Review*.

Abstract: Transformational leadership (TL) enhances follower Organizational Citizenship Behavior (OCB) as mediated by leader-member exchange (LMX). However, the strength of the positive associations among TL, LMX and OCB is subject to significant variability. Accordingly, we draw on several theories (self-identity, role congruency, self-concept, and social exchange) to propose that followers' gender moderates the relationships between all three of these variables. We argue differences in societal expectations and/or underlying motivation combine to make leadership of lesser importance to OCB among females than males. Using 202 supervisor-subordinate dyads from Taiwan, a moderated mediation model of TL \rightarrow LMX \rightarrow OCB, with sub-

Inside this issue:

Peer Reviewed Journal Articles	22
Trade Journal Articles	1
Books/Monographs	2
Cases	29
Awards and Honors	12

Newsletter

Faculty Research Publications

ordinate gender as a moderator, was tested. As hypothesised, each of the positive associations among TL, LMX and OCB were weaker for females than for males, thus accounting for some of the variability in the strength of the associations typically observed. Relatedly, although LMX fully mediated the TL \square OCB relationship in the entire sample, this effect was not observed among female subordinates. Further research is required to assess the degree to which these findings apply beyond the Confucian Asian societal cluster.

Paper: <https://onlinelibrary.wiley.com/doi/abs/10.1111/apps.12146>

Contact: wac@ceibs.edu
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Huo, Baofeng, Li, Siyu and Zhao, Xiande. forthcoming. "Supply Chain Coordination and innovativeness: A Social Contagion and Learning Perspective". *International Journal of Production Economics*. (A*).

Contact: xiande@ceibs.edu

Kim, T.-Y., Wang, J., Chen, T., Zhu, Y., & Sun, O.. forthcoming. "Equitable or Equal Pay? Individual Differences in Pay Fairness Perceptions". *Human Resource Management*. (FT50).

Contact: tykim@ceibs.edu

Li, C., Liang, L. & Farh, J. L.. forthcoming. "Speaking up when water is murky: an uncertainty-based model linking perceived organizational politics to voice". *Journal of Management*. (FT50).

Contact: jlfarh@ceibs.edu

Moore, Celia, Mayer, David M., Chiang, Flora F. T., Crossley, Craig D., Karlesky, Matthew J. and Birtch, Thomas A. . forthcoming. "The Role of Ethical Leadership in Shaping Employee Moral Cognition and Misconduct". *Journal of Applied Psychology*. (FT50).

Contact: fchiang@ceibs.edu

Prashantham, Shameen and Eranova, Mariya. forthcoming. "Cultural differences in paradoxical tensions in strategy episodes". *Long Range Planning*.

Abstract: In this conceptual paper, we ask: How does the larger cultural context influence the way that groups of managers deal with paradoxical tensions in strategy episodes? We focus on three sources of tension in the conduct and design of strategy episodes – inclusion, formality and coordination/communication. We argue that in each case, cultural influences affect the extent to which these facets of strategy episodes are dealt with using a paradox lens. Specifically, in Western cultural contexts, managers tend to have a lower proclivity for adopting a paradoxical frame resulting in a separation of tensions in strategy episodes; by contrast, managers in Eastern cultural contexts such as China more readily adopt a paradoxical frame, and embrace tensions in strategy episodes. We suggest that, over time, non-paradoxical thinking likely promotes inter-episode plurality and planned emergence, while paradoxical thinking tends to foster intra-episode plurality and emergent planning. We contribute to a deeper understanding of strategy episodes as culturally embedded practices.

Paper: <https://www.sciencedirect.com/science/article/pii/>

[S0024630117305381?via%3Dihub#!](https://doi.org/10.1016/j.sbspro.2018.08.001)

Contact: sprashantham@ceibs.edu

Prashantham, Shameen, Kumar, Kothandaraman, Bhagavathula, Suresh and Sarasvathy, Saras D.. forthcoming.

"Effectuation, network-building and internationalisation speed". *International Small Business Journal*.

Abstract: We extend research on the speed of new venture internationalisation by distinguishing between effectual and non-effectual (i.e. causal) network-building approaches, and conceptualising their differential effects on the dimensions of initial entry speed, country (i.e. international) scope speed and international commitment speed. Drawing upon the extant literature on internationalisation speed, network building and effectuation theory, we argue that an effectual approach to network-building is positively associated with initial entry speed and international scope speed, but negatively associated with international commitment speed, while a causal approach is negatively associated with initial entry speed and international scope speed, but positively associated with international commitment speed. In addition, we contribute to effectuation scholarship by elaborating on the causal-effectual distinction in network-building and offering internationalisation speed as an important and interesting outcome variable.

Paper: <https://doi.org/10.1177/0266242618796145>

Contact: sprashantham@ceibs.edu

Sampller, Jeffrey L.. 2018 Sep. "Platforms That Grow Are More Than Matchmakers". *MIT Sloan Management Review*. (FT50).

Contact: jsampler@ceibs.edu

Stock, Ruth, Groß, Matthias and Xin, Katherine R. . forthcoming. "Will Self-Love Take a Fall? The Effect of Top Executives' Positive Self-regard on Firm Innovativeness". *Journal of Product Innovation Management*. (A*).

Contact: katherinexin@ceibs.edu

Wang, An-Chih (Andrew). forthcoming. "Developmental or exploitative? How Chinese leaders integrate authoritarianism and benevolence to cultivate subordinates". *Academy of Management Discoveries*.

Contact: wac@ceibs.edu

Wang, An-Chih, Tsai, Chou-Yu, Dionne, Shelley D., Yammarino, Francis J., Spain, Seth M., Ling, Hsiao-Chi, Huang, Min-Ping, Chou, Li-Fang and Cheng, Bor-Shiuan . forthcoming. "Benevolence-dominant, authoritarianism-dominant, and classical paternalistic leadership: Testing their relationships with subordinate performance". *The Leadership Quarterly*. (A*).

Abstract: We propose a new typology of paternalistic leadership styles based on how leaders demonstrate authoritarianism and benevolence, the two essential components of this type of leadership. Benevolence-dominant paternalistic leadership refers to leaders' sole dependence on the use of benevolence without their strong assertion of authority, whereas authoritarianism-dominant paternalistic leadership is based mainly on authoritarianism itself; classical paternalistic leadership, which best fits early observations of paternalistic leaders, refers to the salient combination of both leadership components. We used two distinct samples and methods to test this typology and the association with subordinate performance. Across the two studies, a field investigation with

Newsletter

Faculty Research Publications

Taiwanese military supervisor-subordinate dyads and a hypothetical scenario experiment with U.S. working adults, we found a positive relationship between classical paternalistic leadership and subordinate performance as strong as that between benevolence-dominant paternalistic leadership and performance. Our findings echo the phenomenon that paternalistic leaders tend to combine benevolence with authoritarianism to affect subordinate performance.

Paper: <https://doi.org/10.1016/j.leafqua.2018.06.002>

Contact: wac@ceibs.edu

Wang, Taiyuan and Zatzick, Christopher D.. forthcoming. "Human Capital Acquisition and Organizational Innovation: A Temporal Perspective". *Academy of Management Journal*. Abstract: Newcomers contribute to organizational innovation by bringing in new knowledge and ideas, on the one hand, and by collaborating and exchanging with incumbents, on the other. We propose that an organization's ability to use these contributions is influenced by hiring rate, hiring rate change, and hiring rate dispersion, which affect both the flow of new ideas into the organization and the level of collaboration between newcomers and incumbents. Using four years of data from a large, multi-industry sample, we find that hiring rate and hiring rate dispersion increase organizational innovation. We also find that increases in hiring rates from year to year are positively related to innovation for organizations with more collaborative work practices, while the relationship between hiring rate dispersion and innovation is less positive when organizations have more collaborative work practices. This study highlights how temporal patterns of hiring influence human capital acquisition and development.

Contact: taiyuan.wang@ceibs.edu

Wang, Taiyuan, Thornhill, Stewart and Zhao, Bin. 2018. "Pay-for-performance, employee participation, and SME performance". *Journal of Small Business Management*. 3, 56, 412-434.

Contact: taiyuan.wang@ceibs.edu

Wu, L.-Z., Birtch, T. A., Chiang, F. F.T. and Zhang, H.. 2018. "Perceptions of negative workplace gossip: a self-consistency theory framework". *Journal of Management*. (FT50) 5, 44, 1873-1898.

Contact: fchiang@ceibs.edu

Zhang, L.L. & Farh, J.L.. forthcoming. "Separating truth from error: A closer look at the effect of grouped versus intermixed questionnaire format". *Asia Pacific Journal of Management*.

Contact: jlfarh@ceibs.edu

Zhang, Yu and Gong, Yan. forthcoming. "Stock Return or Sales Growth? Multiple Performance Feedback and Strategic Investments Under Securities Analysts' Earnings Pressure". *Journal of Management Studies*. (FT50).

Abstract: Pressure to meet or beat earnings forecasts from securities analysts leads managers of publicly traded firms to improve short-term earnings by cutting strategic investments at the expense of long-term competitiveness. Drawing on the behavioral theory of the firm, we explore how different dimensions of performance feedback moderate managerial responses to this pressure. We find that the negative impact of earnings pressure

on a firm's strategic investments is strengthened when it receives performance feedback from lower stock returns but is weakened when the firm receives performance feedback from lower sales growth. When both dimensions of performance feedback are present, we find that sales growth has a stronger moderating effect. Our paper contributes to the developing literature on multiple dimensions of performance feedback by demonstrating how stock price and sales growth differentially influence managerial responses to earnings pressure. From a management standpoint, we highlight the possibility that performance feedback influence managerial responses to earnings pressures in ways that managers may not fully consider.

Paper: <https://doi.org/10.1111/joms.12392>

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Trade Journal Articles

Rui, Oliver (Meng). 2018 Feb. "家族基金常保家族创业精神". 家族办公室 (*Family Office*) . 32.

Contact: oliver@ceibs.edu

Books/Monographs

Jiang, Jianqing, Fan, Bing and Gao, Wenyue. 2018. 非洲金融明珠——标准银行集团史. 中国金融出版社.

Contact: jjiang@ceibs.edu

Lee, Jean S K. and Zhao, Liman. 2018. 传承密码：东西方家族企业传承与治理 (*Family Legacy : Selected Cases in Asia and Europe*) . 复旦大学出版社.

Contact: jeanlee@ceibs.edu

Cases

Chiang, Flora F.T.. 2018. "林经理领导下的沪上大酒店". CI-418-041.

Contact: fchiang@ceibs.edu

Chang, Vincent, Wang, Gao and Xu, Shiqi. 2018. "Essilor International SA.: Unlocking Digital Opportunities in China". CC-318-051.

Contact: wgao@ceibs.edu

Chang, Vincent, Wang, Gao and Xu, Shiqi. 2018. "La Roche AG: Introducing the Pioneering Patient Platform in China". C-318-050.

Contact: wgao@ceibs.edu

Chang, Vincent, Wang, Gao and Xu, Shiqi. 2018. "Biovation AG: The Market Entry Strategy in China". CC-318-049.

Contact: wgao@ceibs.edu

Chen, Weiru and Xu, Shiqi. 2018. "The Globalization Planning of WPG Holdings". CC-318-048.

Contact: weiruchen@ceibs.edu

Newsletter

Faculty Research Publications

Farh, Jiing-Lih (Larry) and Pi, Xin. 2018. "星巴克在中国：咖啡暖胃更暖心". CI-418-060.
Contact: jlfarh@ceibs.edu

Han, Jian and Zhang, Chi. 2018. "智慧零售与苏宁人力资源变革 (A)". CI-418-046.

Han, Jian and Zhang, Chi. 2018. "智慧零售与苏宁人力资源变革 (B)". CI-418-047.
Contact: jianhan@ceibs.edu

Lee, Byron Y., Zhao, Liman and Moran, Peter. 2018. "Canyou Group: Social Innovation Made by the Disabled". CC-718-042.
Contact: blee@ceibs.edu
pmoran@ceibs.edu

Lee, Jean S K., Chung, Rebecca and Tan, Leah. 2018. "BreadTalk Group: Transformation through Talent and Technology". CC-418-059. CI-418-059.
Contact: jeanlee@ceibs.edu

Lin, Chen. 2018. "瑞幸咖啡：八个月的消费品独角兽". CI-518-055.
Contact: linc@ceibs.edu

Lu, Jane (Wenzhen). 2018. "Hard Choices: Best Buy and Five Star in China (Condensed)". CC-318-061.
Contact: janelu@ceibs.edu

Rui, Oliver (Meng) and Zhang, Chi. 2018. "兴全基金的社会责任". CI-718-064.
Contact: oliver@ceibs.edu

Rui, Oliver (Meng) and Zhang, Chi. 2018. "猪八戒网：不忘初心". CI-718-063.
Contact: oliver@ceibs.edu

Rui, Oliver (Meng) and Zhu, Qiong. 2018. "朗诗：履行战略性企业社会责任(C)". CI-718-054.

Rui, Oliver (Meng) and Zhu, Qiong. 2018. "朗诗：履行战略性企业社会责任(B)". CI-718-053.
Contact: oliver@ceibs.edu

Wang, Gao, Xu, Leiping, Zhang, Zuoyi and Jiang, Yiyang. 2018. "资产云管家：医疗资产管理解决方案". CI-518-044.
Contact: wqao@ceibs.edu

Wang, Gao and Xu, Shiqi. 2018. "The Globalization Intent of FOSUN and ClubMed". CC-318-052.
Contact: wqao@ceibs.edu

Wang, Gao and Zhu, Qiong. 2018. "射入医疗影像行业的一脉阳光". CI-518-045.
Contact: wqao@ceibs.edu

Wang, Gao and Xu, Leiping. 2015. "九阳 (A)：豆浆机品类".

CI-515-058.

Wang, Gao and Xu, Leiping. 2015. "九阳 (B)：从"单品王"到"全品类"?". CI-515-059.

Wang, Gao and Xu, Leiping. 2015. "九阳 (C)：营销新挑战". CI-515-060.
Contact: wqao@ceibs.edu

Wang, Gao, Xu, Leiping and Jiang, Yiyang. 2018. "GE医疗：肺癌早筛早诊解决方案". CI-518-043.
Contact: wqao@ceibs.edu

Xin, Katherine R and Zhang, Lily. 2018. "国新国际：中国企业海外并购中的助力者 (A)". CI-318-036.

Xin, Katherine R and Zhang, Lily. 2018. "国新国际：中国企业海外并购中的助力者 (B)". CI-318-037.
Contact: katherinexin@ceibs.edu

Zhang, Hua and Qian, Wenying. 2018. "零氦：医疗大数据变现之路". CI-818-062.
Contact: zhua@ceibs.edu

Zhang, Hua and Zhong, Jin. 2018. "分步收购来福士". CI-118-058.
Contact: zhua@ceibs.edu

Zhang, Hua and Zhong, Jin. 2018. "来福士的蜕变". CI-418-057.
Contact: zhua@ceibs.edu

Zhang, Hua, Xin, Katherine and Zhong, Jin. 2018. "中集海工：海上独角兽". CI-318-056.
Contact: zhua@ceibs.edu
katherinexin@ceibs.edu

Awards & Honors

Bai, Guo (Ginkgo). 2018. The case "Advantech: Evolution of Its IoT Ecosystem Strategy" wins the Second runner-up award at the 2018 CEEMAN Case Writing Competition in cooperation with Emerald.
News: <http://www.ceibs.edu/media/news/awards-honors/14477>

Chen, Jieping, Han, Jian and Su, Xijia. 2018. The 2018 CEIBS Teaching Excellence Award.

Chng, Han Ming (Daniel) and Moran, Peter. 2018. The case "WinChannel's Digital Gambit to Revitalize Rural China" wins the Overall Winner award at the 2018 CEEMAN Case Writing Competition in cooperation with Emerald.
News: <http://www.ceibs.edu/media/news/awards-honors/14477>

Farh, Jiing-Lih (Larry) and Yu, Fang (Frank). 2018. The 2018 CEIBS Research Excellence Award.

Han, Jian. 2018. Recipient of the Academy of Management's (AoM) 2018 Human Resource Division Innovative Teaching Award in recognition of her work entitled "Integrating Reflec-

Newsletter

Faculty Research Publications

tion into Executive Education.” .

Han, Jian, Rui, Oliver (Meng) and Xu, Bin. 2018. The 2018 CEIBS Power of One Service Excellence Award for Faculty Members.

Kim, Tae-Yeol. 2018. 2018 Publons' Global Peer Review Awards: Top 1% in Economics & Business and Top 1% in Psychiatry/Psychology.

Abstract: The top 1% of reviewers in each field who performed the most verified pre-publication peer reviews on Publons for the 2018 global Peer Review Awards.

Ramasamy, Bala and Xu, Dingbo. 2018. The 2018 CEIBS Philanthropy Award for Faculty Members.

Rui, Oliver (Meng). 2018. The paper entitled “Analyst Team Diversity and Analyst Performance” received the Best Papers Award Honourable Mention Prize at the 2018 World Finance Conference (WFC).

Rui, Oliver (Meng). 2018. The paper "Analyst team diversity and analyst performance, World Finance Conference in Mauritius" won the Best Paper Awards at the World Finance Conference in Mauritius, July 25-27, 2018.

Sheng, Songcheng. 2018. Prof. Sheng was among a group of newly-appointed counselors of the Shanghai Municipal People's Government who received letters of appointments from Deputy Secretary of the CPC Shanghai Committee and the Mayor of Shanghai Ying Yong.

Zhao, Xiande. 2018. Prof. Zhao received the Zhong Jia Qing Operations Research Award and, in an article entitled “Charting Leadership in SCM Research from Asia and Europe” published in the International Journal of Production Economics, was recognised as one of the most influential scholars in Asia, placing either first or second according to various indicators used in the rankings.

Newsletter

Research Center Publications



Centre for Family Heritage Trade Journal Articles

Lee, Jean S K. and Zhao, Hua. 2018 June.
"社会情感财富如何驱动家业长青". *Chinese Family Business Review*.
Contact: jeanlee@ceibs.edu

Lee, Jean S K. and Tan, Ruofeng. 2018 Aug.
"小池塘的大鱼". *Chinese Family Business Review*.
Contact: jeanlee@ceibs.edu

Inside this issue:

Trade Journal Articles 2