

Newsletter

Faculty Research Publications



Published Articles

Bromiley, P., Rau, D., Zhang, Y.. forthcoming. "Is R&D Risky?". *Strategic Management Journal*. (FT45).

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Buckley, Peter J. and Prashantham, Shameen. 2016. "Global interfirm networks: the division of entrepreneurial labor between MNEs and SMEs". *Academy of Management Perspectives*. (FT45) 30, 1, 40-58.

Abstract: We advance a multifaceted and spatially anchored account of the who, the how, and the where of global interfirm networks through our novel conceptualization of the division of entrepreneurial labor between multinational enterprises (MNEs) and small and medium size enterprises (SMEs). The capability dimension pertains to the differential capability sets of SMEs and MNEs in exploration and exploitation, respectively (the who). The connectivity dimension posits network orchestration/participation and dialogue as differentially addressing the distinct facets of interdependence—viz., mutual dependence and power imbalance, respectively (the how). The contextual dimension concerns the differential approaches adopted in advanced versus emerging economies (the where).

Paper: <http://dx.doi.org/10.5465/amp.2013.0144>

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Ding, Yuan, Malleret, Veronique and Velamuri, Ramakrishna S.. forthcoming. "Institutional Complexity and the Strategic Behaviors of SMEs in Transitional Environments". *International Journal of Emerging Markets*.

Abstract: We study how five privately owned Chinese companies adapted their strategies in the 2000-2012 period to large-scale macro-level institutional changes. Drawing on recent developments in institutional theory, in particular on the constructs of institutional logics, institutional complexity and "organizational filters", we explain why our subject firms' range of strategic behaviors went from broad to narrow, as a function of i) the stage of institutional transition and ii) organizational filters, i.e., how the firms make sense of the institutional complexity based on their own attributes. We discuss the implications of our findings for managers of SMEs in transitional economies and researchers.

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Feng, Wei, Lee, Jean S K. and Kwong, Kwan Ho. forthcoming. "Impact of active construc-

tive leadership and passive corrective leadership on collective organizational commitment". *Leadership and Organization Development Journal*.

Contact: jeanlee@ceibs.edu

Hua, Xiuping, Chen, Yuhuilin & Prashantham, Shameen . 2016. "Institutional logic dynamics: private firm financing in Ningbo (1912–2008)". *Business History*. 58, 3, 378-407.

Abstract: This study examines the evolution of institutional logics and private firm financing practices in Ningbo, a commercial seaport city in China where the private sector has prospered for centuries, during 1912–2008. We argue that a three-fold institutionalisation process becomes evident when we view changes since 1912; namely institutionalisation, deinstitutionalisation and reinstitutionalisation of entrepreneurship and the associated financing of private firms. Two competing institutional logics, community and market logics, with the former being dominant but gradually giving way to the latter over time in the first stage (the Republican era of China), were eliminated in the second stage (the centrally-planned economy era), but have re-emerged and co-existed in the third stage (the economic reform era). However, unlike in the past, community logic is now subordinate and informal rather than dominant and formal, indicating that, although cyclical patterns are observed, institutional paths are not uniform.

Paper: <http://www.tandfonline.com/doi/full/10.1080/00076791.2015.1122707>

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Huo, B., Wang, Q., Zhao, X., & Schuh, S. C. forthcoming. "Threats and benefits of power discrepancies between organizations: A supply chain perspective". *International Journal of Production Research*.

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

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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: <http://www.tandfonline.com/doi/full/10.1080/00207543.2016.1159744>
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Kim, T.-Y., Wang, J., & Chen, J.. 2016. "Mutual Trust between Leader and Subordinate and Employee Outcomes". *Journal of Business Ethics*. (FT45).

Paper: DOI: [10.1007/s10551-016-3093-y](https://doi.org/10.1007/s10551-016-3093-y)
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Prashantham, Shameen. 2016. "初创企业生存术：与跨国公司合作". *Havard Business Review China*.

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Schuh, S. C., Van Quaquebeke, N., Keck, N., Goeritz, A., De Cremer, D., & Xin, K. R.. forthcoming. "Does it take more than ideals? How counter-ideal value congruence shapes employees' trust in the organization". *Journal of Business Ethics*. (FT45).

Abstract: Research on value congruence rests on the assumption that values denote desirable behaviors and ideals that employees and organizations strive to approach. In the present study, we develop and test the argument that a more complete understanding of value congruence can be achieved by considering a second type of congruence based on employees' and organizations' counter-ideal values (i.e., what both seek to avoid). We examined this proposition in a time-lagged study of 672 employees from various occupational and organizational backgrounds. We used difference scores as well as polynomial regression and response surface analyses to test our hypotheses. Consistent with our hypotheses, results reveal that counter-ideal value congruence has unique relations to employees' trust in the organization that go beyond the effects of ideal value congruence. We discuss theoretical and practical implications of this expanded perspective on value congruence.

Paper: <http://link.springer.com/article/10.1007/s10551-016-3097-7?no-access=true>
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Schonfelder, Karen, S. Velamuri, Ramakrishna S. and Liu, Wilson. forthcoming. "Evolution of international and Chinese anti-bribery and corruption compliance programs". *Corporate Governance*.

Abstract: The purpose of this study is to explore the regulatory framework in China and the extent to which Chinese multinationals have implemented and disclosed their anti-bribery and corruption (ABC) compliance implementation. We do this against the backdrop of the evolving international ABC compliance standards. Our study is based on reviews of the ABC compliance standards of international organizations, legislation passed by the US, UK and Chinese governments, semi-structured interviews with experts in the field, and com-

parisons of four Chinese corporations with strong international presence with four best-in-class Western corporations on their ABC program disclosures. We find a high level of convergence in the ABC standards published by the international organizations, and several positive features in the Chinese ABC regulatory frameworks. We show that transparent disclosure would represent an easy win for Chinese multinational corporations and contribute to raising their reputations internationally.

Contact: velamuri@ceibs.edu

Wang, Xiao-Hua, Kim, T.-Y. & Lee, D.-R.. forthcoming. "Cognitive Diversity and Team Creativity: The Moderating Effect of Transformational Leadership and the Mediating Effect of Team Intrinsic Motivation". *Journal of Business Research*.

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Zhang, Y., Gimeno, J.. forthcoming. "Earnings Pressure and Long-Term Corporate Governance: Can Long-Term-Oriented Investors and Managers Reduce the Quarterly Earnings Obsession?". *Organization Science*. (FT45).

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Cases

Lee, Jean S K., Chung, Rebecca Y., Lu, Yunting & An, Jing. 2016. "Neoglorry Holdings Group: The Succession Choice". 9B15C040.

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Awards and Honors

Ding, Yuan. 2016. Dean Ding Yuan's Paper entitled "Corporate Fraud and Managers' Behaviour: Evidence from the Press" Among SSRN's Top 10 Downloads.

News: <http://en.ceibs.edu/node/6344>

Chen, Jieping. 2016. No.10 on the 2015 rank of the World's Most Cited Chinese Researchers published by Elsevier.

Ding, Yuan. 2016. No. 20 on the 2015 rank of the World's Most Cited Chinese Researchers published by Elsevier.

Kim, Tae-Yeol. 2016. No. 22 on the 2015 rank of the World's Most Cited Chinese Researchers published by Elsevier.

Meyer, Klaus E.. 2016. No. 3 on the 2015 rank of the World's Most Cited Chinese Researchers published by Elsevier.

Ramasamy, Bala. 2016. No. 24 on the 2015 rank of the World's Most Cited Chinese Researchers published by Elsevier.

Xin, Katherine R. 2016. No. 6 on the 2015 rank of the World's Most Cited Chinese Researchers published by Elsevier.

Zhao, Xiande. 2016. No. 5 on the 2015 rank of the World's Most Cited Chinese Researchers published by Elsevier.

News: <http://en.ceibs.edu/node/5784>