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: jncai@ceibs.edu

Contact: jncai@ceibs.edu

Contact: jncai@ceibs.edu

Contact: jncai@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: jncai@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: jncai@ceibs.edu

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?
Contact: sprashantham@ceibs.edu

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 owned enterprises, we find that the role of institutional controls is significant and that the effects are more pronounced in China than in Western countries.
Paper: http://dx.doi.org/10.1016/j.jwb.2015.11.004
Contact: sprashantham@ceibs.edu

Contact: jncai@ceibs.edu
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.

Contact: kmeyer@ceibs.edu

Contact: xiande@ceibs.edu

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](https://www.researchgate.net/publication/297741136_Threats_and_benefits_of_power_discrepancies_between_organisations_a_supply_chain_perspective)
Contact: xiande@ceibs.edu

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.

Contact: xiande@ceibs.edu

Paper: [http://dx.doi.org/10.1108/IMR-04-2014-0115](http://dx.doi.org/10.1108/IMR-04-2014-0115)
Contact: xiande@ceibs.edu
Newsletters  
Faculty Research Publications


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, 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


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 fulfillment. In addition, organizational tenure moderates the relationship between two external dimensions (i.e. adaptability and mission) of organizational culture and perceived psychological contract fulfillment. This study extends the current theoretical framework of organizational culture by demonstrating the underlying mechanism and boundary conditions 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.


Contact: xiande@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: xiaiande@ceibs.edu


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

Contact: xiande@ceibs.edu


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.


Contact: kmeyer@ceibs.edu


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-
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.

Contact: kmeyer@ceibs.edu

Contact: kmeyer@ceibs.edu

Contact: kmeyer@ceibs.edu

Contact: kmeyer@ceibs.edu

Contact: kmeyer@ceibs.edu

Contact: kmeyer@ceibs.edu

Contact: kmeyer@ceibs.edu

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

Contact: sprashantham@ceibs.edu

Contact: sprashantham@ceibs.edu

Contact: bramasamy@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 multinational 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
Newsletter
Faculty Research Publications

Contact: bramasamy@ceibs.edu

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 have a 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.
Contact: bramasamy@ceibs.edu

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

Abstract: We provide a meta-analytic 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 workplace (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

Contact: xiande@ceibs.edu

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 effectiveness 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. Demand 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
Contact: xiande@ceibs.edu

Contact: xiande@ceibs.edu

Contact: zdongsheng@ceibs.edu xubin@ceibs.edu uan@ceibs.edu
Books

Fernandez, Juan, Xu, Bin, Zhou, Dongsheng and Puyuelo, Maria. 2016. China Business Survey 2016. CEIBS. Contact: fjuan@ceibs.edu
xubin@ceibs.edu
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
rvelamuri@ceibs.edu

Chang, Vincent, Velamuri, Rama and Zhao, Liman. 2016. "River Security: Entrepreneurial Team". CC-816-029. Contact: vchang@ceibs.edu
rvelamuri@ceibs.edu

Chang, Vincent, Velamuri, Rama and Zhao, Liman. 2016. "River Security: Disruptive Innovation". CC-816-030. Contact: vchang@ceibs.edu
rvelamuri@ceibs.edu


Chen, Weiru and Zhao, Ziqian. 2016. "泰德煤网：大宗能源商品如何互联网+". CI-316-014. Contact: weiruchen@ceibs.edu

Han, Jian and Zhu, Qiong. 2016. "ZUK:一艘从联想划出的小船". CI-416-002. Contact: jianhan@ceibs.edu

Lee, Jean and Zhao, Liman. 2016. "仪尔乡都：精神的传承". CI-816-028. Contact: jeanlee@ceibs.edu

Lee, Jean and Zhao, Ziqian. 2016. "新希望六合：独女上市公司接班路". CI-316-017. Contact: jeanlee@ceibs.edu

Liang, Neng, Zhang, Lei. 2016. "H集团削藩之争（A）：总裁的请假条". CI-316-013. Contact: liangneng@ceibs.edu

Liang, Neng, Zhang, Li and Zhang, Lei. 2016. "H集团削藩之争（B）：不过如此". CI-316-024. Contact: liangneng@ceibs.edu

Liang, Neng and Xie, Chun. 2016. "江苏民企招聘外企高管（C）：CEO李海涛". CI-316-034. Contact: liangneng@ceibs.edu

Prashantham, Shameen and Zhao, Liman. 2016. "A Chinese Startup Partnering With Many MNCs". CC-816-012. Contact: sprashantham@ceibs.edu

Rui, Oliver and Zhao, Ziqian. 2016. "美的集团：职业经理人的长期激励". CI-116-011. Contact: oliver@ceibs.edu

Rui, Oliver and Xie, Chun. 2016. "维信理财：互联网时代的数据金融服务商". CI-116-018. Contact: oliver@ceibs.edu

Xin, Katherine R. and Zhang, Lily. 2016. "柳工：全生命周期解决方案的难题". CI-316-005. Contact: katherinexin@ceibs.edu

Yeung, Arthur, Ding, Yuan, Xin, Katherine R. and Zhang, Lily. 2016. "Tata Integrating Jaguar Land Rover". CC-316-003. Contact: dyuan@ceibs.edu
katherinexin@ceibs.edu

Zhang Hua and Zhao, Ziqian. 2016. "舒派：从大学里走出来的智能硬件产品公司". CI-816-004. Contact: zhua@ceibs.edu

Zhang, Hua and Zhu, Qiong. 2016. "京东众筹的价值". CI-816-031. Contact: zhua@ceibs.edu

Zhang, Hua and Zhu, Qiong. 2016. "暖游：缝隙中生长". CI-816-032. Contact: zhua@ceibs.edu

Zhang, Weiijong. 2016. "新通联包装股份有限公司". CI-316-001. Contact: zweijiong@ceibs.edu

Zhou, Dongsheng and Zhao, Ziqian. 2016. "AK Club：海品牌的空降CEO". CI-516-022. Contact: zdongsheng@ceibs.edu

Zhou, Dongsheng and Zhao, Ziqian. 2016. "AK Club：海品牌的逆袭解困". CI-516-023. Contact: zdongsheng@ceibs.edu

Zhu, Xiaoming, Xie, Chun and Xiao, Yingjun. 2016. "戴克戎:医疗3D打印的院士级创业路". CI-016-016. Contact: zxiaoming@ceibs.edu

Zhu, Xiaoming and Zhao, Liman. 2016. "上海市儿童医院：智慧医疗的先行者". CI-016-015. Contact: zxiaoming@ceibs.edu
Contact: zxiaoming@ceibs.edu

Contact: zxiaoming@ceibs.edu

Contact: zxiaoming@ceibs.edu

Zhu, Xiao Ming and Li, Xinxin. 2016. "科大讯飞是一个能飞得很远的创业项目吗?". CI-816-027.
Contact: zxiaoming@ceibs.edu

Awards and Honors


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.
CEIBS Shoushan Centre for Wealth Management

Published Articles

Contact: oliver@ceibs.edu

Contact: oliver@ceibs.edu

Contact: oliver@ceibs.edu

Contact: oliver@ceibs.edu

Contact: oliver@ceibs.edu

Contact: oliver@ceibs.edu

Contact: oliver@ceibs.edu

Contact: oliver@ceibs.edu