

Newsletter

Faculty Research Publications



China Depth, Global Breadth

Published Articles

Treleven, M.D., Penlesky, R.J., Callarman, T. E., Watts, C.A., and Bragg, D. J. . forthcoming. "Animated PowerPoint Presentations for Teaching Operations and Supply Chain Management: Perceived Value and Electronic Exchange of Files". *American Journal of Business Education*.

Abstract: This paper presents the innovation of sharing animated PowerPoint presentations used in teaching operations and supply chain management techniques and concepts through an international electronic exchange. The plan for the exchange is presented and discussed. The potential benefits to faculty and students of using PowerPoint animations in operations and supply chain management classes are discussed. Evidence of these benefits is also provided. Readers are provided with information about how to join the exchange.

Contact: tecallarman@ceibs.edu

Wu, Jintao, Chen, Junsong, and Dou, Wenyu. 2012. "The Impact of Customer Creativity on Variety Seeking in the Context of Composite Need". *Journal of Marketing Science*. Vol. 8, No. 3.

Contact: cjunsong@ceibs.edu

Nguyen, B., Simkin, L., and Chen, Junsong. 2012 Aug. "Don't Plot against Your Customers". *Business Review*. pp.122-130.

Paper: [http://www.ebusinessreview.cn/viewflahs-a25a02aa\\$dfd5\\$455e\\$908f\\$c79bef73c74f.html](http://www.ebusinessreview.cn/viewflahs-a25a02aa$dfd5$455e$908f$c79bef73c74f.html)

Contact: cjunsong@ceibs.edu

Van Dijke, M., De Cremer, D., Mayer, D., & van Quaquebeke, N.. 2012. "How Empowering Leadership Can Make Procedural Fairness More and Less Effective". *Organizational Behavior and Human Decision Processes*. (FT45) Vol. 117, pp. 235-248.

Contact: ddecremer@ceibs.edu

De Cremer, D., Leunissen, J., Reinders Folmer, C., &

van Dijke, M.. 2012. "Sorry limited". *Business Strategy Review*. Vol. 23(3), pp. 76-77.

Article:

<http://onlinelibrary.wiley.com/doi/10.1111/j.1467-8616.2012.00882.x/abstract>

Contact: ddecremer@ceibs.edu

Wubben, M., De Cremer, D., & van Dijk, E.. 2012. "Is Pride Prosocial? Communicated Pride and Cooperation in Resource Dilemmas". *Cognition and Emotion*. Vol. 26(6), pp. 1084-1097.

Contact: ddecremer@ceibs.edu

Boksem, M.A.S., Kostermans, E., Tops, M., & De Cremer, D.. 2012. "Individual differences in asymmetric resting-state frontal cortical activity modulate ERPs and performance in a Global-Local attention task". *Journal of Psychophysiology*. Vol. 26(2), pp. 51-62.

Abstract: Recent research has demonstrated that individual differences in approach motivation modulate attentional scope. In turn, approach and inhibition have been related to different neural systems that are associated with asymmetries in relative frontal activity (RFA). Here, we investigated whether such individual differences in asymmetric hemispheric activity during rest, and self-report measures of approach motivation (as measured by the behavioral inhibition system, BIS/behavioral activation system, BAS scales) would be predictive of the efficiency of attentional processing of global and local visual information, as indexed by event-related potentials (ERPs) and performance measures. In the reported experiment, participants performed a visual attention task in which they were required to either attend to the global shape or the local components of presented stimuli. Electroencephalogram was recorded during task performance and during an initial "resting state" measurement. The results showed that only the BAS-Reward Responsiveness subscale was associated with left RFA during rest, while BIS, BAS-Drive, and BAS-Fun Seeking were associated with more right-lateralized RFA. Importantly, left RFA during the "resting state"

Inside this issue:

Published Articles	20
Books	2
Book Chapters	1
Cases	1
Awards and Honors	4

Newsletter

Faculty Research Publications

measurement was associated with increased P3 (right-lateralized) amplitudes and decreased P3 latencies on trials requiring a global focus. In turn, these ERPs were associated with enhanced performance on trials requiring a global focus. These results provide the first evidence for a positive association between left RFA during rest and increased efficiency of right-lateralized brain mechanisms that are involved in processing global information.

Paper: <http://psycnet.apa.org/journals/jop/26/2/51/>

Contact: ddecremer@ceibs.edu

Hoogervorst, N., De Cremer, D., van Dijke, M., & Mayer, D.. 2012. "When leaders sacrifice: The effects of sense of power and belongingness on leader's self-sacrifice". *The Leadership Quarterly*. (A*) Vol. 23(5), pp. 883-896.

Abstract: Past research on leader self-sacrifice has focused entirely on the effects of this leader behavior on followers and its implications for organizations. The present research focused on antecedents of leader self-sacrifice. We argued that self-sacrifice is positively influenced by leaders' sense of belongingness to the group they supervise. Furthermore, leaders' subjectively sensed power can serve as a moderator of this effect. We expected this because a high sense of power is known to facilitate goal pursuit. Given that organizational goals often prescribe serving the interests of the organization, leaders' sense of belongingness should promote self-sacrifice particularly among leaders low in subjective power; leaders high in subjective power should display self-sacrifice regardless of their sense of belongingness. Two field studies supported these predictions. A final experiment supported a critical assumption underlying our argument in showing that the sense of power \times sense of belongingness interaction is restricted to situations that prescribe cooperative goals. When situations prescribe competitive goals, this interaction was absent.

Paper:

<http://www.sciencedirect.com/science/article/pii/S104898431200046>

[X](#)

Contact: ddecremer@ceibs.edu

Reinders Folmer, C., Klapwijk, A., De Cremer, D., & van Lange, P.. 2012. "One for All: What Representing a Group May Do to Us". *Journal of Experimental Social Psychology*. 48(5), pp. 1047-1056.

Abstract: Collective bargaining, business alliances, diplomacy between nations — interactions between group representatives include topics that may have some of the greatest impact on our lives. Nevertheless, the nature of such interactions is poorly understood. How do representatives approach such interactions? What goals do they pursue, and what expectations do they have of their counterpart? In the present research, we advance a theoretical framework with which to understand the mindset that is activated by the role of representative. In two studies, we measure what goals (Study 1) and expectations (Study 2) become salient in this role, compared with the related roles of individual or group member. Our

findings reveal that representatives may display a more competitive mindset, consisting of more competitive goals and expectations of others. As competition can be harmful, rather than beneficial to the group, care should be taken when relying on representatives, so that we may exploit their strengths while curtailing their weaknesses.

Paper:

<http://www.sciencedirect.com/science/article/pii/S002210311200074>

[1](#)

Contact: ddecremer@ceibs.edu

Boksem, M., Kostermans, E., Milivojevic, B., & De Cremer, D.. 2012.

"Social status determines how we monitor and evaluate our performance". *Social, Cognitive and Affective Neuroscience*. Vol. 7, pp. 304-313.

Abstract: Since people with low status are more likely to experience social evaluative threat and are therefore more inclined to monitor for these threats and inhibit approach behaviour, we expected that low-status subjects would be more engaged in evaluating their own performance, compared with high-status subjects. We created a highly salient social hierarchy based on the performance of a simple time estimation task. Subjects could achieve high, middle or low status while performing this task simultaneously with other two players who were either higher or lower in status. Subjects received feedback on their own performance, as well as on the performance of the other two players simultaneously. Electroencephalography (EEG) was recorded from all three participants. The results showed that medial frontal negativity (an event-related potential reflecting performance evaluation) was significantly enhanced for low-status subjects. Implications for status-related differences in goal-directed behaviour are discussed.

Paper:

<http://scan.oxfordjournals.org/content/early/2011/03/18/scan.nsr010>

[ull](#)

Contact: ddecremer@ceibs.edu

Reinders Folmer, C., & De Cremer, D.. 2012. "Bad For Me Or Bad For Us? Interpersonal Orientations and the Impact of Losses on Unethical Behavior". *Personality and Social Psychology Bulletin*. Vol. 38, Issue 6, pp. 760-771.

Contact: ddecremer@ceibs.edu

Van Dolen, W., De Cremer, D., De Ruyter, K.. 2012. "Social value orientations, other's fairness and trust in marketing communication". *Psychology & Marketing*. Vol. 29(5), pp. 306-321.

Contact: ddecremer@ceibs.edu

Sonmez, M., Yang, Deli and Fryxell, Gerald. forthcoming. "Interactive Role of Consumer Discrimination and Branding against Counterfeiting: A Study of Multinational Managers' Perception of Global Brands in China". *Journal*

Newsletter

Faculty Research Publications

of Business Ethics. (FT45).

Abstract: Prior research has examined consumer intentions to purchase fakes, branding strategies and anticounterfeiting actions, but little attention seems to have been paid to the role of consumers' ability to discern fakes and branding strategies against counterfeiting. This article, thus, based on a study of 128 multinational managers' experience in China, examines these inter-relationships. As a result, we address how knowledgeable and experienced managers in branding, consumer consumption and anticounterfeiting effort perceive consumers' ability to discriminate fakes from originals interacts with branding strategies, and how such relationship influences the effectiveness of anti-counterfeiting effort. Our findings suggest that consumer discrimination itself has no significant effect on anti-counterfeiting success. However, it significantly interacts with branding strategies to predict a means to mitigate brand damage. That is, consumers' ability to discriminate fakes from originals appears to undermine efforts to mitigate brand damage from counterfeiting, at least in China when branding is based on improving product features or advertising and promotion. However, if branding emphasises after sales service, consumers' ability to discriminate was found to enhance firms' ability to limit counterfeiting damage to brands. Such interactions, however, did not help stop counterfeiting, except that branding based on reliability appears to have such a positive effect.

Paper:

<http://www.springerlink.com/content/b53nv41725286341/?MUD=MP>

Contact: frvxell@ceibs.edu

Lim, V. K. G., & Kim, T.-Y.. forthcoming. "Bringing Work into Home: Parents' Work-Family Conflict, Frustration, and Youths' Work Beliefs". *Applied Psychology: An International Review*.

Abstract: The study of work-family conflict has continued to increase in importance in the past few decades. The processes and mechanisms through which work affects the family have often been explained using the spillover mechanisms. Spillover, an intra-individual contagion process, occurs when an employee's work experiences carry over into the home or when emotions and experiences from home are carried over to the work domain. Most of the current studies on spillover effects are conducted at the level of the individuals and/or between spouses. Much less research attention however, has been devoted toward investigating the effects of work-family conflict on other family members, such as the children. This study examines the effect of parents' work-family conflict on their children. This focus is of theoretical and practical importance as it helps increase the understanding of how parents' work experiences permeate the family in ways that have consequences for their children. This study has three main objectives. First, it expands the scope of the work-family literature by examining the effect of parents' work-family conflict on their children's work beliefs in an Asian context, specifically Hong Kong. Second, this research contributes to the work-family literature by developing and testing a model that clarifies the processes through which parents' work experience affects their frustration and their children's perceived parental frustration, parenting behavior and beliefs

about work. Third, this study builds upon and extends previous theoretical efforts on work and family by systematically linking this stream of work with the literature on emotion, youths' work beliefs and attitudes.

Contact: tykim@ceibs.edu

Wang, Xiao-Hua, Kim, T.-Y. & Lee, D.- R. Cognitive Diversity and Team Creativity: The Moderating Effect of Transformational Leadership and the Mediating Effect of Team Intrinsic Motivation. *Academy of Management Best Paper Proceedings 2012*.

Contact: tykim@ceibs.edu

Moran, C. M., Diefendorff, J. M., Kim, T.-Y., & Liu, Z.-Q.. forthcoming. "A profile approach to self-determination theory motivations at work". *Journal of Vocational Behavior*. (A*).

Abstract: Self-determination theory (SDT) posits the existence of distinct types of motivation (i.e., external, introjected, identified, integrated, and intrinsic). Research on these different types of motivation has typically adopted a variable-centered approach that seeks to understand how each motivation in isolation relates to employee outcomes. We extend this work by adopting cluster analysis in a person-centered approach to understanding how different combinations or patterns of motivations relate to organizational factors. Results revealed five distinct clusters of motivation (i.e., low introjection, moderately motivated, low autonomy, self-determined, and motivated) and that these clusters differentially related to need satisfaction, job performance, and work environment perceptions. Specifically, the self-determined (i.e., high autonomous motivation, low external motivation) and motivated (i.e., high on all types of motivation) clusters had the most favorable levels of correlates; whereas the low autonomy (i.e., least self-determined) cluster had the least favorable levels of these variables.

Paper:

<http://www.sciencedirect.com/science/article/pii/S0001879112001339>

Contact: tykim@ceibs.edu

Leonard, K. M., Cosans, C., Pakdil, F., Kim, T.-Y., et al. 2012 Mar.

"Cooperation across Cultures: An Examination of the Concept in 16 Countries". *International Journal of Intercultural Relations*. Vol. 36, Issue 2, pp. 238-247.

Abstract: Businesses are coordinated organizations, and cooperation among employees reduces overall organizational costs. Understanding how important cooperation is among different cultures is important, as business becomes increasingly global. However, cross-cultural literature on cooperation deals with firm alliances, joint ventures, and other firm interrelationships, but not on societal differences in cooperation. Is cooperation similar across cultures? Using proxies, this study sought to operationalize cooperation and examine its underpinnings in countries, using the cultural dimensions of individualism and power distance. Although the initial hypotheses stated that cooperation would look different across

Newsletter

Faculty Research Publications

these dimensions, the international set of 6452 respondents showed that the overwhelming majority had a similar view of cooperation. The study adds to our understanding of cooperation in different societies and contexts, and suggests that there may be a universal view of cooperation across cultures.

Paper:

<http://www.sciencedirect.com/science/article/pii/S0147176711000381>

Contact: tykim@ceibs.edu

Firth, M., Rui, Oliver M. and Wu, X.. 2012. "Rotate Back or Not after Mandatory Audit Partner Rotation?". *Journal of Accounting and Public Policy*. Vol. 31, pp. 356-373.

Abstract: Many countries have implemented rules that require an audit partner to rotate off the audit of a specific client after a certain period of time in the belief that rotation will improve independence and will allow for a fresh look at the audit. The rules are either silent on whether or when a partner can rotate back or else they specify a cooling-off period after which the rotated-off partner can resume the audit. Using archival data from China, a country with a 2-year cooling-off period, this paper explores the determinants of whether the audit partner rotates back or not when the cooling-off period expires, and whether audit quality is weakened by the audit partner rotation-back practice. We find that the audit partner rotation-back practice can be explained by factors relating to switching costs, agency conflicts, client desirability, and the audit partner's capacity constraint considerations. Interestingly, we find that clients suffering greater audit adjustments immediately prior to the expiration of the cooling-off period are more likely to be associated with subsequent audit partner rotation-back. Furthermore, we find that rotation-back partners tend to treat former clients more favorably than non-rotation-back cases using modified audit opinions as our proxy for audit quality. Overall, our findings offer preliminary explanations for and shed light on the consequences of rotation-back practice arising from mandatory audit partner rotation requirements and lend support to regulatory concerns on rotation-back practice among audit partners.

Paper:

<http://www.sciencedirect.com/science/article/pii/S0278425412000415>

Contact: oliver@ceibs.edu

Du, J., Rui, Oliver M. and Wong, S.. 2012. "Financing-motivated mergers and acquisitions: Evidence from corporate China". *Asia-Pacific Journal of Financial Studies*. Vol. 46, Issue 3, pp. 313-346.

Abstract: In China's state-dominated financial system, many firms, especially non-state-owned or private organizations, face serious restrictions in gaining access to bank and equity market financing. This kind of highly discriminatory financial repression policy has induced some unique post-takeover financing activities, which are consistent with the desire to acquire firms in order to capitalize on their privileges in getting access to

external finance. Specifically, takeovers by acquirers facing more serious financing obstacles (private acquirers) tend to show less salient symptoms of tunneling and display patterns of more efficient investment than takeovers by acquirers suffering less serious financing obstacles (state acquirers). Market reaction analysis suggests that these takeovers pose different implications for acquirers' shareholder value, with takeovers by private acquirers being viewed as value enhancing but takeovers by state acquirers being viewed as value reducing.

Paper: <http://onlinelibrary.wiley.com/doi/10.1111/j.2041-6156.2012.01075.x/abstract>

Contact: oliver@ceibs.edu

Ramasamy, B. and Yeung, M.. forthcoming. "Ethical Ideologies Among Senior Managers in China". *Asian Journal of Business Ethics*.

Abstract: The ethical judgment of Chinese business leaders has become increasingly important particularly due to the important role that China plays in the global economy. Previous studies tend to categorize Chinese managers as more relativist and thus more lenient in their ethical judgments. In this study we survey 256 senior managers from mainland China and find that they are in fact less relativist and more idealist than the global average. A significant portion of them are absolutists which imply that these managers believe that positive consequences should result from ethical decisions based on universal moral rules. Our findings question the implications made by previous researchers that among Chinese managers there is a less than clear demarcation between right and wrong. We conclude that business leaders in China would be more supportive of codes of conduct and other ethical behavior because of the ethical position they hold.

Paper: <http://www.springerlink.com/content/k3070146u8101271/>

Contact: bramasamy@ceibs.edu

Books

De Cremer, D., & Pillutla, M.. 2012 Oct. *Making negotiations predictable: What science tells us?*. Palgrave Macmillan.

Abstract: Everybody in business is involved in negotiating internally and externally. The impact of this can have consequences for revenue and profitability, so it is more important than ever to be an effective negotiator for business success. In *Making Negotiations Predictable*, two global experts give crucial insights into getting it right.

Paper:

<http://www.palgrave.com/products/title.aspx?pid=591358>**Contact:** ddecremer@ceibs.edu

Wu, Jinglian and Ma, Guochuan (吴敬琏, 马国川). forthcoming. 重启改革议程—中国改革二十讲 (*Translation: Restarting Our Reform Initiatives- 20 Lectures on China's Reform*).

Newsletter

Faculty Research Publications

Contact: wilian@ceibs.edu

Book Chapters

Kim, T.-Y. 2012. "Forming and Reacting to Organizational Justice among Chinese Employees", M. H. Bond & X. Huang (Eds.). *The Handbook of Chinese Organizational Behavior: Integrating Theory, Research, and Practice*. Edward Elgar. pp.307-325.

Paper: <http://www.bookdepository.co.uk/Handbook-Chinese-Organizational-Behavior-Xu-Huang/9780857933393>

Contact: tykim@ceibs.edu

Cases

Callarman, Thomas E., Lockstrom, Martin and Zhang, Linda. 2012.

"Global Sourcing at Anheuser-Busch InBev: Tapping (Beer) Into the Chinese Supplier Market". 9B12D015, Richard Ivey School of Business.

Abstract: This case concerns the difficulties of global sourcing for an international brewery company with branches in six geographical zones. In 2006, Pierre Baltussen came to China to set up the company's international procurement office and by the end of the year it was up and running. Not only were risks such as delivery delays and rising costs constantly lurking around the corner, but in 2010 his company, Brazilian-Belgian brewer InBev, had acquired the almost equally large US brewer Anheuser-Busch to form the world's largest brewer, AB InBev. This posed further complications. How could Baltussen now successfully roll out his sourcing vision for China and manage internal as well as external challenges?

Order:

<http://www.ecch.com/educators/search/results?s=10C447A0D164E2E8B857E9B199526F94>

Contact: tecallarman@ceibs.edu

Awards and Honors

Two CEIBS professors were awarded research grants in the amount of RMB1180,000 from The National Natural Science Foundation of China (NSFC) for their following research projects:

- Prof. Weiru Chen: "Chinese Organizational Growth and Dynamic Capability Building: Differential Leadership Perspective", over the period of 2013 through 2016

- Prof. Dean XU: "Competition and Mutualism: Foreign Entrants and Local Firms in China", over the period of 2013 through 2016
In addition, Prof. Yan Zhang (Anthea) has also received a research grant from NSFC for her joint project with Professor Xinchun Li and Haixiong Qiu of Zhongshan University.

Prof. Tae Yeol Kim has received a research grant in the amount of 20,000,000 Korean Won from Korea Research Foundation, South Korea for his research project in humanities & social sciences entitled "A Multi-level Study on the Effects of Functional Diversity on Creativity: The Mediating Role of Intrinsic Motivation".

The case study 'L V Prasad Eye Institute', co-authored by Prof. Rama-krishna Velamuri won in the Entrepreneurship & Indian Family Business category in the 2012 ISB-Ivey Case Competition.

News: <http://www.ceibs.edu/media/archive/104868.shtml>

The paper "Ownership Structure and Insider Trading: Evidence from China," co-authored by Prof. Oliver Rui, has won the 3rd annual Chinese Finance Association (TCFA) Best Paper Award.

News: <http://173.201.187.149/index.php/en/annual-conference/2012-conference/2012-best-paper-awards.html>