

Newsletter

Faculty Research Publications



China Depth, Global Breadth

Published Articles

Cai, Jiangnan (John). 2013. "提升人民健康为终极目标(Translation: Improving citizens' health is ultimate goal)". *中国卫生(China Health)*. 2013(3).
Contact: jncal@ceibs.edu

Song, Wei, Li, Pei, and Cai, Jiangnan (John). 2013. "我国大病医保的筹资、经办与费用控制:如何建立大病医保制度'圆桌会议综述(Translation: "Fund-raising, operation, and cost control of national catastrophic health insurance: 'how to set up catastrophic health insurance system' Roundtable Summary)". *中国卫生政策研究(China Journal of Health Policy)*. 2013 (1).
Contact: jncal@ceibs.edu

Cai, Jiangnan (John), Ding, Zhulin. 2013. "大病医保, 钱从何处来? (Translation: Catastrophic health insurance, where is the money from?)". *中国卫生(China Health)*. 2013(1).
Contact: jncal@ceibs.edu

Fernandez, Juan A., Xu, Bin, and Zhou, Dongsheng. 2013. "Companies Adapting to China's New Business Climate". *The LINK*. 2013(1).
Abstract: With the Chinese economy experiencing rising labour costs and slower growth rates in recent years, companies in China – both domestic and foreign – must adjust their business strategies to adapt to the new business environment. This trend is spot on, according to the CEIBS Business in China Survey 2013 which polled 1,214 executives from Chinese and foreign companies doing business in China.

The CEIBS Business in China Survey is an annual poll of business executives working in China for both Chinese-owned and foreign-owned companies. The 2013 survey was completed by 1,214 executives in November/December 2012, with 768 from Chinese companies and 446 from foreign enterprises. Among them were 539 CEOs, GMs, and company owners, and 388 Vice Presidents, Vice General Managers or Directors, while the rest represented all the remaining business functions: HR, Finance, Marketing, Sales, Operations and Research & Development. Of the respondents, 81% are from the Chinese mainland, 3% from Taiwan, Hong Kong or Macao, and 16% from 28 different countries. The great majority of them (92%) have more than 10 years work experience, with 40% of them having more

than 20 years work experience. This broad and experienced sample added rich and valuable perspectives to the survey.

Paper:
<http://www.ceibs.edu/link/home/02/109373.shtm>
Contact: fjuan@ceibs.edu; xubin@ceibs.edu; zdongsheng@ceibs.edu

Kim, S., Han, J. and Zhao, L. forthcoming. "Dual Institutional Pressures and MNC' Reactions to Indigenous Practice: the Case of Gonghui (Government-endorsed unions) in China". *Industrial and Labor Relations Review*. (A*).

Abstract: Over the last decade, Chinese authorities have pressed foreign-owned firms to recognize Gonghui, the government-endorsed unions in China. While some foreign-owned firms promptly conformed to the heightening pressure of union recognition, others were determined to maintain union-free workplaces. This study examines the antecedents of foreign-owned firms' varied positions towards union recognition in the mid-2000s, a time when the government-led union recognition campaign in China was gaining strength. Drawing on a dual institutional pressure perspective, we theorize that the likelihood of a foreign-owned firm's union recognition is associated with the home country's industrial relations system and the host country's subnational variation of institutional environments. Specifically, we hypothesize that a foreign-owned firm is more likely to recognize unions if it originated from a nation where the legitimacy of collective employee representation is high and if it is located in a Chinese city where union recognition is prevalent. We found support for the hypothesized relationships by employing cross-classified multilevel modeling on a large dataset (10108 foreign-owned firms cross-embedded in 32 home countries and 755 Chinese cities). This study contributes to the industrial relations literature by presenting the results of a systematic examination of multinational corporations' employment relations in China, a matter of growing concern for academics, practitioners, and the general public.

Contact: jianhan@ceibs.edu

Lee, D.-R. & Kim, T.-Y.. 2013. "The Effects of Supervisor Humor on Employee Creativity: The Role of Intrinsic Motivation and Team Human Capital". *Korean Journal of Management*. 21(1). 1-35.

Contact: tykim@ceibs.edu

Leung, G. L., Diefendorff, J. M., Kim, T.-Y., & Bian, L.

Inside this issue:

Published Articles	10
Books	5
Book Chapters	2
Cases	22
Awards and Honors	5

Newsletter

Faculty Research Publications

forthcoming. "Personality and Participative Climate: Antecedents of Distinct Voice Behaviors". *Human Performance*.

Contact: tykim@ceibs.edu

Kim, T.-Y., Aryee, S., Loi, R., & Kim, S.-P. forthcoming. "Person-Organization Fit and Employee Work Outcomes: Test of Social Exchange Model". *International Journal of Human Resource Management*.

Contact: tykim@ceibs.edu

Rui, Oliver, Wang, Nali, and Niu, Jianjun. 2013 Jan.

"从6S到5C: 华润的价值管理试验(Translation: From 6S to 5C: the pilot financial value management system at China Resources)". *Harvard Business Review (Chinese version)*. 2013(3).

Paper: <http://cn.hbr.org/2013-01-05/112410526.html>

Contact: oliver@ceibs.edu

Zheng, Zhigang, Sun, Juanjuan, Rui, Meng (Oliver). Dec 2012.

"任人唯亲的董事会文化和经理人超额薪酬问题(Translation: Cronyism of Board Culture and Excessive Executive Compensations)".

经济研究(Economic Research Journal). 2012(12), pp.111-124.

Abstract:

本文从任人唯亲的董事会文化视角实证考察了我国上市公司中存在的经理人超额薪酬问题。在控制了导致经理人超额薪酬的潜在制度因素后, 本文的研究表明经理人超额薪酬与任人唯亲的董事会文化有关, 而通过由股东(控股公司)而不是上市公司发放董事(长)薪酬将有助于打破任人唯亲的董事会文化, 减缓经理人超额薪酬问题。本文从而以经理人超额薪酬为例说明我国上市公司董事会监督的有效性不仅体现在独立董事的比例、董事会的规模以及经理人是否兼任董事长等公司层面的制度(设计)特征上, 而且与董事会的文化特征有关。在我国上市公司治理实践中如何寻找和设计合理的机制来打破任人唯亲等坏的董事会文化的路径依赖, 建立和倡导良好的董事会文化由此变得十分重要。

Paper:

<http://www.eri.cn/cn/mlInfo.aspx?m=20120214105017157674&n=20130104144549187932&tip=0>

Contact: oliver@ceibs.edu

Books

Ribera, Jaume, Callarman, Thomas E., Cheng, Clark, and Castillo, Cristina. Dec 2012. *China Auto Industry 2012*. GAM Digital, S. L. (Spain).

Abstract: China in 2009 became the world's largest and fastest growing auto market. Though the rate of auto sales has slowed somewhat recently due in part to government policies that have seen restrictions on new car registrations enacted in some cities in order to control traffic and

pollution, the Chinese car market is still robust and growing as more of China's emerging middle class buy cars. The Chinese auto manufacturing industry is of strategic importance both for the Chinese economy and the global auto industry. Chinese auto parts manufacturers are also becoming increasingly important players in the global market.

In their book, Prof. Ribera and Prof. Callarman provide a detailed look at how the industry operates in China. It's an excellent guide for those wanting to know about this important sector of the Chinese economy, particularly for those whose business deals with or is impacted by the auto sector.

Link: <http://www.ceibs.edu/images/knowledge/research/books/2013/02/19/996EB0FF62813907EE0DFE71FC337521.pdf>

Contact: rjaume@ceibs.edu; tecallarman@ceibs.edu

Chen, Weiru and Yu, Zhuoxuan. Jan 2013. *平台战略: 正在席卷全球的商业模式革命 (Platform Strategy: Business Model in Revolution)*. 中信出版社 China Citic Press.

Abstract:

平台商业模式的精髓, 在于打造一个完善的、成长潜能强大的“生态圈”。它拥有独树一帜的精密规范和机制系统, 能有效激励多方群体之间互动, 达成平台企业的愿景。纵观全球许多重新定义产业架构的企业, 我们往往就会发现它们成功的关键——

建立起良好的“平台生态圈”, 连接两个以上群体, 弯曲、打碎了既有的产业链。

平台生态圈里的一方群体, 一旦因为需求增加而壮大, 另一方群体的需求也会随之增长。如此一来, 一个良性循环机制便建立了, 通过此平台交流的各方也会促进对方无限增长。而通过平台模式达到战略目的, 包括规模的壮大和生态圈的完善, 乃至对抗竞争者, 甚至是拆解产业现状、重塑市场格局。

本书系统性地探讨了“平台”这个改变人类商业行为与生活方式的概念, 并且创新性地研发出了系统框架, 解释平台战略的建构、成长、进化、竞争、覆盖等战略环节。本书立足于本土, 以中国本土的互联网企业作为案例研究分析的对象, 对腾讯、阿里、起点中文网、世纪佳缘、拉卡拉、维络城、大众点评等企业从平台战略的角度进行了解析和点评, 对于企业管理者和创业者都极具启发意义。

Link: <http://www.wingsbook.com/product.php?d=6682>

Contact: weiruchen@ceibs.edu

De Cremer, David. June 2013. *The Proactive Leader: How to Overcome Procrastination and be a Bold Decision-Maker*. Palgrave Macmillan.

Abstract: Procrastination is a business's worst enemy, but it is most damaging when it affects the ability to lead...

Too many decisions are taken too slowly or not at all, because of the dithering behavior of our leaders, often leading to failure of the project, or worse, the organization. See how procrastination has led to major contemporary leadership failures and learn how to recognize and resolve the problem in yourself and others.

Link: <http://www.amazon.com/The-Proactive-Leader-Procrastination-Decision-Maker/dp/1137290269>

Contact: ddecremer@ceibs.edu

Fernandez, Juan, Xu, Bin, Zhou, Dongsheng, Puyuelo, Maria, and Li, Jun-

Newsletter

Faculty Research Publications

Jun. 2013. *Business in China Survey 2013*. CEIBS.

Link: <http://www.ceibs.edu/media/archive/images/2013/02/20/FC9AD31D0509CD45BA2E849F7329B082.pdf>

Contact: fjuan@ceibs.edu; xubin@ceibs.edu; zdongsheng@ceibs.edu

Thompson, Mike. J. and Bevan, David (Eds.). Mar 2013. *Wise Management in Organisational Complexity*. Palgrave Macmillan, Basingstoke, UK.

Abstract: The book is a collection of 13 essays representing an interdisciplinary response to widely debated concerns on the state of management under the stresses of 'sound-bite' communications and of organisational complexity. Aristotle's principles of wisdom are applied in contemporary management and governance, and are linked to the larger idea of human potential and the Common Good. A Chinese philosophical perspective on Confucian meritocracy and Wangdao management brings a fresh perspective to an insightful anthology of analysis and reflection relevant to managers, researchers and teachers in management education. The reader is challenged to explore the practice of wisdom and to find new inter-disciplinary, methodological and pedagogical approaches for its application. Interest in wisdom as a topic for research has been growing across the disciplines of organisational studies, leadership studies, philosophy and psychology. The authors demonstrate an alternative to the disciplinary silo approach to management studies and offer a challenging alternative to current research methods.

Paper: <http://www.ceibs.edu/ecclar>

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Book Chapters

Daemmrich, Arthur and Bredgaard, Thomas 2013. "The Welfare State as an Investment Strategy: Denmark's Flexicurity Policies", Bardhan, A., Jaffee, D., and Kroll, C. (eds.). *The Oxford Handbook of Offshoring and Global Employment*. Oxford University Press. 159-179.

Abstract: This chapter examines how the welfare state can serve as a national strategy to invest in economic competitiveness and sustainable national prosperity, as well as the significant policy challenges associated with operating an open economy in a period of increased labor mobility. We begin by tracing the origin and evolution of the Danish welfare state, with a focus on the development of flexicurity policies that combine flexible rules on capital with social assistance, education, and skill training for labor. Next, the chapter considers immigration and the politics of employment as globalization intensified since the 1980s. A final analytical section discusses Danish flexicurity and the current global financial crisis. The specific Danish combination of external numerical flexibility, income security, and employment security is the result of bargains struck over time as the country's employers and workers adjusted to economic change. Denmark's social welfare institutions thus became a national strategy to invest in creating a well-trained and flexible workforce, although not as the result of a single deliberate plan. This makes it challenging for countries with other institutional preconditions to import Danish flexicurity in a single step.

Link: <http://www.oup.com/us/catalog/general/subject/Economics/Developmental/?ci=9780199765904>

Contact: adaemmrich@ceibs.edu

Thompson, Mike J. 2013. "Reframing Business Ethics in the Management Education Curriculum", Rothlin, S. and Haghirian, P. (Eds.). *The*

Asian Dimension of Teaching International Business Ethics. Springer, New York. pp.133-145.

Abstract: The Cretan Minotaur of Greek mythology was a raging monster with the head of a bull and the body of a man. It represented uncontrollable lusts and powerful egoistic expressions in humankind. King Minos built a huge and complicated underground labyrinth-prison for the deadly Minotaur to dwell in. This maze of chambers was so complex that it was impossible to escape without help. In the tragedies of the 2008 financial crisis, the senior management of Lehman Brothers have been cast as players in *The Devil's Casino*, the title of Vicky Ward's book of the Lehman Brothers story (Ward 2010). The Lehman Minotaur was ultimately destroyed by its egoism and greed with the weak U.S. Securities and Exchange Commission (SEC) playing the part of the weak King Minos feeding the financial flows to satisfy the monster's ravenous appetite. In his account of the Madoff Ponzi scheme, Harry Markopolis describes how "for years" he "observed and experienced the SEC protecting large perpetrators of abuse at the expense of the investors whom the SEC is supposed to protect ... when it comes to large corporations and institutionalised Wall Street, the SEC uses kid gloves..."

Link: [http://link.springer.com/chapter/10.1007/978-3-642-36022-](http://link.springer.com/chapter/10.1007/978-3-642-36022-0_10#)

[0_10#](#)

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Cases

Atuahene-Gima, Kwaku, and Afful-Kwaw, Patricia Akua. 2013. "UT Bank: Business Model Innovation for Creating Innovative Customers in Africa". CC-513-004.

Contact: kwaku@ceibs.edu

Velamuri, Ramakrishna, Atuahene-Gima, Kwaku, and Afful-Kwaw, P. 2013. "UT Bank: Setting up and growing a Company for SMEs, the informal sector and people at the bottom of the pyramid". CC-813-005.

Contact: rvelamuri@ceibs.edu; kwaku@ceibs.edu

Atuahene-Gima, Kwaku, Afful-Kwaw, P., and et al. 2013. "FarmCare Services Ltd: Serving as a conduit for the development of a service oriented approach to maize and soya bean production in Ghana". CC-513-007.

Contact: kwaku@ceibs.edu

Atuahene-Gima, Kwaku, Afful-Kwaw, P. 2013. "Pozzolana Cement: Developing and Marketing a New Cement Additive in Ghana". CC-513-008.

Contact: kwaku@ceibs.edu

Atuahene-Gima, Kwaku, Afful-Kwaw, P. 2013. "mPedigree: Social Innovation for the Healthcare Sector". CC-513-009.

Contact: kwaku@ceibs.edu

Daemmrich, Arthur. 2013. "Business, Government, and the International Economy". CC-213-037.

Contact: adaemmrich@ceibs.edu

Newsletter

Faculty Research Publications

McKern, Bruce, and Yuan, Daisy. 2013. "Innovation in China's Security Vehicle Business". CC-313-022.

Contact: bmckern@ceibs.edu

Schütte, Hellmut, Bhattacharyya, Sumelika, Probert, J.. 2013. "Chasing Gold: Li-Ning, Nike, Adidas in China". CC-313-001, ECCH 313-001-1.

Abstract: Li Ning, the incredible Chinese gymnast who won 106 medals during his career, swept China with his eponymous sportswear brand launched in 1990. The Li-Ning brand dominated the Chinese sportswear market till foreign giants like Nike and Adidas decided to focus on China in the early 2000s. Based on published sources, the case traces and compares the development of three of the largest sportswear brands operating in China - Li-Ning, Nike and Adidas. It also contrasts the performances of domestic and foreign brands in general and explores the reasons that underlie the difference in performance. The learning objectives are to: (1) examine the reasons a domestic company performed well in an emerging market and the growth strategy it adopted; (2) to understand the strategies of successful international firms in the market; (3) to analyze how market changes necessitated adaptation and the extent to which various companies adapted their growth strategies; and (4) to inspect the inherent advantages and disadvantages foreign and domestic brands possess in an emerging market.

Paper: <http://www.ecch.com/educators/search/results?s=357992B9FD088989DCB331974C8CC76F>

Contact: hschutte@ceibs.edu

Schütte, H.; Probert, J.; Bhattacharyya, S.. 2013. "Dating at IKEA China: An unexpected management challenge". CC-713-002, ECCH713-001-1.

Abstract: When IKEA opened its Shanghai Xuhui store in 2003, it adopted some strategies, such as opening the store in the city centre rather than in the suburbs, that were different from its norm. After all, the Chinese market was different and therefore required different strategies. However, little had it anticipated that 'being different' would entail congregation of as many as 700 senior persons at its restaurant for dating purposes! What normally would have been good business for the restaurant became an unexpected management challenge as the dating seniors only partook of free coffee, which came along with their IKEA family card. The case illustrates the challenges that the store faced and how it met them while maintaining the IKEA vision to the greatest extent possible. The learning objectives are to: (1) understand how different geographies can bring unexpected managerial challenges for international managers; (2) examine China-specific experience of a company; (3) analyze the importance of company vision in the face of management challenges.

Paper: <http://www.ecch.com/educators/search/results?s=358D51BCEDF9065F7322FAC9AD8A0A2B>

Contact: hschutte@ceibs.edu

Schütte, H, Chen, S., and Probert, J.. 2013. "'Drilling Holes' into China: Bosch Power Tools ". CC-313-003, ECCH 313-003-1.

Abstract: Bosch was the world market leader for power tools and also claimed the number one position in China. But its managers in China were becoming concerned about the rise of local competitors. Traditionally, they had looked at market share from a value (RMB or Euro) perspective, but increasingly they realized that in terms of volume (unit sales) their leadership was not assured. The Bosch managers saw that their traditional professional-use power tools were unaffordable for the middle segment of the market, let alone the bottom end. These fast-growing segments represented the volume market, where customers were highly price-sensitive tradesmen. There was evidence that products with a simple design and localized product specifications would be better suited to China and should be sold at a significantly lower price. This,

according to the Asia-Pacific team, would ensure much better market acceptance. But given the products were still more expensive than local competitor products, whether Bosch could be really affordable to drill into the 'wall' of China's mid-price market - and, more strategically, into other emerging markets around the globe? Meanwhile, could Bosch have different products in the market without creating brand confusion? How would the company avoid margin erosion and manage the additional distribution challenges?

Paper: <http://www.ecch.com/educators/search/results?s=35A188BEB467D18E55C92375A4F12FFE>

Contact: hschutte@ceibs.edu

Schütte, H., Bhattacharyya, S., Probert, J.. 2013. "Challenges of Chinese International Assignees: Module Caselets". CC-413-017, ECCH413-023-1.

Abstract: China's increasing integration with the world economy has led to a dramatic rise in the number of Chinese staff sent by their companies to live and work overseas. Working abroad creates opportunities and challenges on both the professional and the personal front that employees do not typically face in their home country. This series of short cases records the experiences of some Chinese employees sent on assignment to Europe. How would people from a country, which was closed to the outside world in a large way till as late as 1978 and that had its own rich and strong cultural traditions embossed in its people deeply, cope when sent to live and work abroad? The cases are intended to illustrate some of the common problems faced. In some cases the employer has taken steps to resolve certain issues - but what else might be done to overcome or avoid difficulties? Learning objectives: Target: MBA, EMBA students of any stream who, as managers, will deal with international assignees and/or lead expatriate lives. The learning objectives are: 1) To acquaint students with some common international human resource management and intercultural adjustment issues. 2) To specifically understand such issues in the Chinese international assignee context. 3) The case presents 8 stories of Chinese international assignees (working in Europe), based primarily on field interviews, so that students may not attribute problems individual interviewees face to idiosyncratic personality traits but look for genuine cross-cultural problem trends that recur for many individuals.

Paper: <http://www.ecch.com/educators/search/results?s=36053D119EB7D8E70B079315BB5F8DF2>

Contact: hschutte@ceibs.edu

Schütte, Hellmut, and Yang, Wei. 2013. "Salon Hair Care from the Shelf: Henkel in China". CC-313-021(Eng), ECCH 313-033-1. CI-313-021(Chn).

Abstract: Henkel considered using a salon brand Syoss to enter the Chinese retail mass market. Syoss was introduced from Japan to Europe and proved successful in Henkel's major European markets. But will its launch in China be successful confronting strong international competitors in the hair care? This case discusses issues such as MNC global strategy and local adaptation, the MNC's moves from the premium market to the mass market, marketing and branding.

Paper: <http://www.ecch.com/educators/search/results?s=360B4948E31D2FD812551CA7EBD7C0F4>

Contact: hschutte@ceibs.edu

Thompson, Mike J., and De Reuver, Astrid. 2013. "Investing in Huang Insurance Technologies (A)". CC-113-018.

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Thompson, Mike J. and De Reuver, Astrid. 2013. "Investing in Huang Insurance Technologies (B)". CC-113-019.

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Newsletter

Faculty Research Publications

Tsikriktsis, Nikos, Kanousi, Argy and Stergiopoulos, Constantinos. 2013. "Zara's Asian Challenge (Long Version)". CC-613-035.
Contact: nikos@ceibs.edu

Tsikriktsis, Nikos, Kanousi, Argy and Stergiopoulos, Constantinos. 2013. "Zara's Asian Challenge (Short Version)". CC-613-036.
Contact: nikos@ceibs.edu

Wang, Gao, and Zhang, Rui. 2013. "百花牌'蜂产品'". CI-513-034(Chn).
Contact: wgao@ceibs.edu

Zhang, WeiJiong. 2013. "熔盛重工集团控股有限公司(D)". CI-313-023.
Contact: zweijiong@ceibs.edu

Zhang, Yan. 2012. "美的集团换帅". CI-312-050(Chn).
Contact: yanzh@ceibs.edu

Zhang, Yan (Anthea). 2013. "雷士照明之创投之争". CI-313-020(Chn).
Contact: yanzh@ceibs.edu

Zhao, Xiande, Yang, Qian and Xu, Leiping. 2013. "汽车经销商: 天顺的困扰". CI-613-024.
Contact: xiande@ceibs.edu

Zhao, Xiande, Yang, Qian and Xu, Leiping. 2013. "空调经销商: 维达的烦恼". CI-613-025.
Contact: xiande@ceibs.edu

Awards and Honors

The case "BLUE MONDAY". CC-409-024. (ECCH case number: 710-030-1), co-authored by Professor Henri-Claude de Bettignies wins the Ethics and Social Responsibility category in the European Case Clearinghouse (ecch) Case Awards 2013. This is the first time CEIBS has won this prestigious case award.
News: <http://www.ecch.com/educators/casemethod/ecchawards/winners/2013>, <http://www.ceibs.edu/media/archive/109420.shtml>

The case "Hard Choices: Best Buy and Five Star in China" co-authored by Professor of Management Dr. Terence Tsai, Case Writer Zhu Jianhua (Jenny Zhu), and Research Fellow Dr. Xu Leiping (Raymond Xu) topped the Emerging Chinese Global Competitors category of the EFMD 2012 Case Writing Competition, Brussels.
News: <http://www.ceibs.edu/media/archive/109657.shtml>

The paper "Doing well to do good: business model innovations in India's private sector healthcare delivery organizations", co-authored by Prof.

Ramakrishna Velamuri, has won First Best Paper Award, Annual Global Conference on Entrepreneurship and Technology Innovation (AGCETI 2012), Indian Institute of Technology, Kanpur, India.
News: http://siic.iitk.ac.in/conferences/agceti2012/?page_id=281

The case "South Beauty Group: In Quest of a Beautiful Growth Strategy" and teaching notes, by Profs. Ramakrishna Velamuri and Research Fellow Dr. Xu Leiping (Raymond) won CEIBS Dean's Award for Best Case of 2012.
News: <http://www.ceibs.edu/media/archive/108917.shtml>

The case "A Story of Lala's Promotion", by Ms. Zhang Rui (Christina) and Professor of Marketing Wang Gao won 2012 CEIBS New Case Writer Competition.
News: <http://www.ceibs.edu/media/archive/108917.shtml>