

Newsletter

Faculty Research Publications



Published Articles

Troilo, Gabriele, De Luca, Luigi M., and Atuahene-Gima, Kwaku. forthcoming. "More Innovation with Less? A Strategic Contingency View of Slack Resources, Information Search, and Radical Innovation". *Journal of Product Innovation Management*. (A*)

Abstract: This study investigates the nonobvious interrelationship between slack resources and radical innovation. While organizational slack and innovation literature has implicitly recognized a link between these constructs, at least two important aspects of their relationship have been overlooked. First, little attention has been paid to the mechanisms by which slack resources become beneficial for radical innovation. Drawing on information search and organizational learning theories, we propose distal search activity—searching for information outside the current knowledge domain of the firm—as a mediating variable between slack resources and radical innovation. Second, little consideration has been given to the strategic orientation of the firm as the context in which slack resources are deployed to enhance radical innovation. Adopting Miles and Snow's typology of strategic archetypes, we propose a moderating role of strategy in the slack resources—distal search—radical innovation chain of relations. We tested our hypotheses on a sample of Chinese high-technology firms, using multiple informant survey data and regression analysis. Our results indicate that slack resources are positively related to radical innovation, and that this relationship is partially mediated by distal search. Thus, there appear to be two routes (one direct, one indirect) to transform slack resources into radical innovation. Further, moderation analysis shows that the effect of slack resources on distal search is strongest among analyzers, while the effect of distal search on radical innovation is strongest among defenders. In sum, our results suggest that analyzers are relatively more dependent on the amount of slack resources compared to other strategy types, that is, resource constraints would have a more negative effect on analyzers. We discuss theoretical and managerial implications of our study and conclude by suggesting future research opportunities.

Paper: <http://onlinelibrary.wiley.com/doi/10.1111/jpim.12094/abstract>

Contact: kwaku@ceibs.edu

Cai, J., Shuang Lv. 2013. "The Good Opportunity to Release Medical Resources". *Liao Wang East Weekly*. 2013 (49).

Cai, J.. 2013. "ObamaCare is a Mirror". *China Social Security*. 2013 (12).

Cai, J.. 2013. "Health Reform: Difficult for the US to Pass the Plan, but Difficult for China to Implement the Plan". *China Economic Weekly*. 2013 (47).

Cai, J., Zhulin Ding. 2013. "Discussion: Health Reform Restarting". *China Health*. 2013 (12).

Cai, J.. 2013. "Opening Society and Deepening Reform". *China Health Talents*. 2013 (11).

Cai, J., 2013. "The Special Opportunity for the Shanghai Free Trade Zone". *China Health*. 2013 (11).

Cai, J., 2013. "Pursuing the New Upgraded Version of China's Health Development". *China Health*. 2013 (11).

Cai, J., Zhulin Ding. 2013. "Who Are Responsible for Mental Health?". *China Health*. 2013 (11).

Cai, J.. 2013. "'Donkey' and 'Elephant' Fighting". *China Health*. 2013 (10).

Cai, J.. "My experience of physician and patient relationship in the US". *Shanghai Observer*, a new web journal affiliated with Jiefang Daily. December 9, 2013.

Cai, J.. "How the society-run medicine breakthrough the trap". *Jiefang Daily*. November 6, 2013.

Cai, J.. "Healthcare has gained new growth opportunity". *China Pharmaceutical News*. October 28, 2013.

Cai, J.. "Let the social forces be the driving engine". *Wen Hui Daily*. October 17, 2013.

Cai, J.. "Can the sunshine industry breakthrough glass ceiling". *China Pharmaceutical News*. October 14, 2013.
Contact: jncai@ceibs.edu

Bosch, M. J., Lee, Y., & Cardona, P.. 2013. "Multicultural validation of a three-dimensional framework of managerial competencies: A comparative analysis of its application in Asian versus non-Asian countries". *Asian Business & Management*. 12, 433–453.
Abstract: In this article, we examine the struc-

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tural stability of a three-dimensional model of managerial competencies across 11 non-Asian countries (Brazil, Colombia, Ireland, Germany, Greece, Mexico, Peru, Poland, Russia, Spain and the United States) and 4 Asian countries (China, Pakistan, Philippines and Thailand). The results indicate that the three competency dimensions (external, interpersonal and personal) are stable across countries. We further investigate potential variation across countries in terms of the weight allocated to different competencies. We discovered that Asian countries place heavier emphasis on external and interpersonal dimensions; non-Asian countries tend more toward the personal dimension. In addition, key managerial implications, particularly with regard to leadership development, are discussed.

Paper: <http://www.palgrave-journals.com/abm/journal/v12/n4/abs/abm20138a.html>

Contact: pcardona@ceibs.edu

Lim, V. K. G., & Kim, T.-Y.. 2014 Jan. "The Long Arm of the Job: Parents' Work-Family Conflict and Youths' Work Centrality". *Applied Psychology: An International review*. Vol. 63, Issue 1, 151-167.

Abstract: This study developed and tested a structural model that examined the relationships among parents' work-family conflict, frustration, non-supportive parenting behaviors, and children's work centrality. Data were collected from a sample that included undergraduates and their parents. Results of structural equation modeling analyses supported a spillover effect of paternal and maternal work-family conflict on their frustration. Findings also showed that paternal frustration was significantly related to non-supportive paternal parenting behaviors. However, maternal frustration was not significantly related to non-supportive maternal parenting behavior. Paternal non-supportive parenting behavior was significantly and negatively associated with children's work centrality while maternal non-supportive parenting behavior was not. Implications of the findings are discussed.

Paper: <http://onlinelibrary.wiley.com/doi/10.1111/j.1464-0597.2012.00527.x/full>

Contact: tykim@ceibs.edu

Kim, T.-Y., Li, X.-W., & Leung, K.. forthcoming. "A Dynamic Approach to Fairness: Effects of Temporal Changes of Fairness Perceptions on Job Attitudes". *Journal of Business and Psychology*.

Abstract: Purpose: To examine whether and how temporal changes in fairness perceptions are associated with employee attitudes beyond the influence of the current fairness perceptions.

Design/Methodology/Approach

A two-wave longitudinal design was used. Data were collected from current employees across a wide variety of business organizations in Hong Kong. A total of 151 survey questionnaires were collected and used for all analyses.

Findings

The changes in fairness perceptions significantly explained the variance in job satisfaction beyond the current fairness perceptions. In addition, the positive changes in fairness perceptions were related to job satisfaction and affective organizational commitment more strongly than did the negative changes.

Implications

The results indicate that to fully understand the impact of justice perceptions, we need to consider not only the current justice perception but also the changes in fairness perceptions. Our findings are also important to developing and refining change theory by suggesting that

we need to take into account the nature of the changes when examining the effects of the changes in fairness perceptions.

Originality/Value

This work is one of the few studies that have examined the effects of justice changes incorporating the direction of changes (i.e., the relative impact of positive vs. negative changes in fairness) on employee outcomes and how changes in fairness perceptions are associated with employee attitudes outside the United States.

Paper: <http://link.springer.com/article/10.1007/s10869-013-9341-6>

Contact: tykim@ceibs.edu

Yayavaram, Sai, and Chen, Weiru. forthcoming. "Changes in Firm Knowledge Couplings and Firm Innovation Performance: The Moderating Role of Technological Complexity". *Strategic Management Journal*. (FT45).

Abstract: We investigate the effect of changes in a firm's knowledge couplings on its innovation performance. We develop arguments to explain how changes in couplings among existing knowledge domains and those between new and existing knowledge domains affect the generation of valuable inventions. We also examine how observed domain complexity, an indicator of the inherent interdependencies among knowledge domains, moderates the effects of changes in a firm's knowledge couplings on innovation performance. Our results suggest that a change in couplings among existing knowledge domains hurts innovation outcomes, but not when the degree of domain complexity is high, whereas coupling new and existing knowledge domains leads to improved outcomes, but not when the degree of domain complexity is high.

Paper: <http://onlinelibrary.wiley.com/doi/10.1002/smj.2218/abstract>

Contact: weiruchen@ceibs.edu

Cao, Jerry, Ding, Yuan, and Zhang, Hua. forthcoming. "Social capital, informal governance and post-IPO firm performance: A study of Chinese entrepreneurial firms". *Journal of Business Ethics*. (FT45).

Abstract: Social capital can serve as informal governance in weak investor protection regimes. Using hand-collected data on entrepreneurs' political connections and firm ownership, we construct several original measures of social capital and examine their effect on the performance of entrepreneurial firms in China after their initial public offerings (IPOs). Political connections or a high percentage of external investors tend to enhance firm performance, but intra-group related-party transactions commonly lead to performance decline. These forms of social capital have a strong influence on the performance of Chinese firms, whereas formal governance variables such as board size or board independence have little effect. Although social capital may serve as an informal governance mechanism and effectively substitute for formal governance mechanisms in an emerging market, this role of social capital raises several ethical concerns, notably the development of rent-seeking and crony capitalism.

Contact: dyuan@ceibs.edu; zhua@ceibs.edu

Peng, S. Pan, J., Hao, D., and Han, J., and Li, L.. 2013. "Economic Transition and Innovation: Visions, Challenges, and Solutions". *Management World (管理世界)*.

Contact: jianhan@ceibs.edu

Lee, Jean. 2013 Sep. "The relationship between gender-role and transformational leadership". *Harvard Business Review (China)*.

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Faculty Research Publications

Article: <http://www.hbrchina.org/2013-09-10/113284697.html>
Contact: jeanlee@ceibs.edu

Lee, Jean & Chung R.. 2013. "Michelin overcame cultural gulf at Shanghai joint venture", *Financial Times*, July.

Introduction: In 2008 Shanghai Michelin Warrior Tyre Company was among the worst-performing Michelin factories worldwide. The seven-year-old organisation was a joint venture between Shanghai Tyre and Rubber Company, a Chinese state-owned enterprise, and the French tyre maker. Its products were inferior and its safety record was very low by international standards. Reject rates for its tyres and turnover of production line staff were both high. There was a persistent cultural and organisational gulf between the two partners. Reversing the situation had been beyond successive plant managers.

Article: <http://www.ft.com/cms/s/9e8ef2c2-f561-11e2-b4f8-00144feabdc0.html>

Contact: jeanlee@ceibs.edu

Cui, Lin, Meyer, Klaus E., & Hu, Helen. forthcoming. "What drives firms' intent to seek strategic assets by foreign direct investment? A study of emerging economy firms". *Journal of World Business*. 49(4).

Abstract: What drives firms, particularly those from emerging economies, to engage in competitive catch-up with world leaders? We study the first step leading to catch-up, namely the managerial intent to acquire strategic assets that help closing the gap. Theoretically grounded in the awareness-motivation-capability (AMC) framework of competitive dynamics, we identify key factors contributing to firms' strategic intent to catch-up by acquiring strategic assets abroad. Using a sample of 154 Chinese firms, we find that firms' strategic assets seeking intent of foreign direct investment is influenced by their exposure to foreign competition, their governance structure, and relevant financial and managerial capabilities.

Paper: <http://dx.doi.org/10.1016/j.jwb.2013.12.003>; <http://www.sciencedirect.com/science/article/pii/S1090951613000916>

Contact: kmeyer@ceibs.edu

Dixon, Sarah, Meyer, Klaus E. & Day, Marc. forthcoming. "Building dynamic capabilities of adaptation and innovation: A study of micro-foundations". *Long Range Planning*.

Abstract: What are the microfoundations of dynamic capabilities that sustain competitive advantage in a highly volatile environment, such as a transition economy? We explore the detailed nature of these dynamic capabilities along with their antecedents by tracing the sequence of their development based on a longitudinal case study of an organization subject to an external context of radical transition — the Russian oil company, Yukos.

Our rich qualitative data indicate two distinct types of dynamic capabilities that are pivotal for organizational transformation. Adaptation dynamic capabilities relate to routines of resource exploitation and deployment, which are supported by acquisition, internalization and dissemination of extant knowledge, as well as resource reconfiguration, divestment and integration. Innovation dynamic capabilities relate to the creation of completely new capabilities via exploration and path-creation processes, which are supported by search, experimentation and risk taking, as well as project selection, funding and implementation. Second, we find that sequencing the two types of dynamic capabilities, helped the organization both to secure short-term competitive advantage, and to create the basis for long-term competitive advantage. These dynamic capability constructs advance theoretical understanding of what dynamic capabilities are, whilst their sequenc-

ing explains how firms create, leverage and enhance them over time.

Paper: <http://www.sciencedirect.com/science/article/pii/S0024630113000575>

Contact: kmeyer@ceibs.edu

Meyer, Klaus E. & Estrin, S.. forthcoming. "Local context and global strategy: Extending the integration responsiveness framework to subsidiary strategy". *Global Strategy Journal*.

Abstract: The integration-responsiveness (IR) framework is a leading analytical tool of global strategy but it is less valuable in explaining the heterogeneity of strategic choice for subsidiaries within an MNE. We propose an IRE framework of subsidiary strategy that complements the IR framework for the subsidiary level with a third dimension – selling to local versus export markets (E). Resource-based considerations suggest that subsidiary strategies must fit the resources both the parent MNE and the local context. We examine how our three dimensions of subsidiary strategy are locally contingent. We suggest that local resource endowments, local competition, and the distance between the home and host country influence the use of responsiveness and exporting strategies, but only to a small degree integration strategies. We find empirical support for hypotheses developed from these arguments using survey data from MNE subsidiaries in two Central and Eastern European economies.

Contact: kmeyer@ceibs.edu

Meyer, Klaus E. & Thein, H.H.. 2014. "Business under adverse home country institutions: The case of international sanctions against Myanmar". *Journal of World Business*. 49(1), 156-171.

Abstract: We expand the institutional perspective of international business by exploring the range of institutions outside the host country that influence international business. We use a critical case, Myanmar, to explore the dynamics of institutional constraints and the reaction of business to such constraints. Our in-depth case analysis focuses on four industries for the period 1996–2011. On this basis, we develop the concept of 'low profile strategy' and propose a conceptual framework of home country pressures influencing multinational enterprises' international operation, and the variation of their impact across industries and firms. This framework provides a foundation for future work on the extra-territorial effects of institutions in international business.

Paper: <http://www.sciencedirect.com/science/article/pii/S1090951613000230>

Contact: kmeyer@ceibs.edu

Xu, Dean and Meyer, Klaus E.. 2013. "Linking Theory and Context: "Strategy Research in Emerging Economies" since Wright et al". *Journal of Management Studies*. (FT45) 50(7), 1322-1346.

Abstract: Emerging economies provide a laboratory for investigating the interaction between firm strategies and local contexts. Mike Wright and colleagues (2005) have shaped this research agenda by creating legitimacy for this line of research, and by outlining how research in four types of strategy contexts can advance theories. We assess how this agenda has progressed in eight leading journals in the past decade, particularly during the five years following their review, with the aims to identify broad trends of theorizing, and to outline future research challenges.

Paper: <http://onlinelibrary.wiley.com/doi/10.1111/j.1467-6486.2012.01051.x/abstract>

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Faculty Research Publications

Yeung, Matthew C.H., Ramasamy, Bala, Chen, Junsong, Palivoda, Stan. 2013 Dec. "Customer satisfaction and consumer expenditure in selected European countries". *International Journal of Research in Marketing*. (A*) Volume 30, Issue 4, pp. 406-416.

Abstract: The relationship between customer satisfaction and company performance has been extensively researched at both the consumer and firm levels. However, little is known about the impact of customer satisfaction at the economy-wide level, especially in Europe. This study aims to link customer satisfaction to personal consumption expenditure using panel data collected from 1999 to 2011 and covering nine European countries. Our findings suggest a significant relationship between customer satisfaction and consumer expenditure in these countries. In addition, economic structure, culture, political economy and socio-economic factors have been examined to understand the impact of cross-country differences on this relationship. The results reflect the importance of satisfied consumers on the economy as a whole; thus, efforts at boosting customer satisfaction should become a national agenda.

Paper: <http://dx.doi.org/10.1016/j.ijresmar.2013.06.001>; <http://www.sciencedirect.com/science/article/pii/S0167811613000803>

Contact: bramasamy@ceibs.edu

Wu, Yiping(吴一平), and Rui, Oliver(芮萌). 2013. "制度差异、地方腐败与收入不平等". *经济社会体制比较*. 166, 165-178.

Abstract: 本文利用1988-2006年中国省级面板数据,采用动态面板数据估计了腐败对收入不平等的影响。忽视收入不平等的惯性及腐败内生性将会导致有偏估计。本文研究发现,控制经济发展水平、城市化等因素并作相关的稳健性检验以后,对于制度较完善的东部地区而言,腐败对收入不平等没有显著影响;但对于制度相对不完善的非东部地区而言,腐败与收入不平等之间呈现倒U形关系。随着经济发展水平和城市化水平的不断提高,东部地区与非东部地区的收入不平等程度都会逐渐降低。

Paper: <http://www.cctb.net/qkzz.jsp?rootClassInfold=141&qkfnf=2013&qkq=889>

Contact: oliver@ceibs.edu

Wu, Wenfeng, Firth, Michael, and Rui, Oliver. 2014 Feb. "Trust and the provision of trade credit". *Journal of Banking and Finance*. (A*) 39, 146-159.

Abstract: State-controlled listed firms in China receive preferential treatment when borrowing from commercial banks; in contrast, private controlled firms rely on informal finance and on trade credit. We argue for and find evidence that private firms located in higher social trust regions use more trade credit from suppliers, extend more trade credit to customers, and collect receivables and pay payables more quickly.

These findings are enhanced for firms located in provinces with weak protection of property rights. Our results are robust to different measures of social trust, legal environment, and endogeneity. Overall, our results show that social trust helps private firms overcome institutional difficulties in financing their activities.

Paper: <http://www.sciencedirect.com/science/article/pii/S0378426613004329>

Contact: oliver@ceibs.edu

Wu, Wenfeng, Rui, Oliver, and Wu, Chongfeng. 2013 Jan. "Interregional competition, Ownership, and firm taxation". *Economics of Transition*. 21, 17-51.

Abstract: This paper examines how ownership type and institutional environment affect firm taxation. Using a sample of Chinese-listed firms from 1999 to 2006, we find that private firms enjoy a lower effective tax rate than local state-owned enterprises. In addition, the preferential taxation of private firms is associated with local government incentives to promote local economic growth. We find that private firms located in regions with a lower level of privatization receive preferential tax treatment. Our results also suggest that decentralization and interjurisdictional competition lead to financial interdependence between local governments and private firms.

Paper: <http://onlinelibrary.wiley.com/doi/10.1111/ecot.12001/abstract>

Contact: oliver@ceibs.edu

Sampler, Jeff and Earl, Michael J.. 2014. "What is Your Information Footprint? ". *Sloan Management Review*. (FT45) Winter (forthcoming).

Introduction: This Article develops a framework for how companies can begin to explore different methods of extracting value from information.

Paper: <http://sloanreview.mit.edu/x/55226>

Contact: jsampler@ceibs.edu

Xu, Bin. October 31, 2013. "Building Shanghai Free Trade Zone as a Think Tank for China's Institutional Reform". *Wen Hui Bao*.

Contact: xubin@ceibs.edu

Ng, Stephen, Zhao, Xiande, Fan, Xiucheng, Rungtusanatham, Johnny M.. forthcoming. "TQM and brand-building by Chinese original brand manufacturers: impact on business performance". *International Journal of Production Research*.

Abstract: To gain competitive advantage, original brand manufacturers (OBMs) need to understand how operations and marketing cooperate to achieve performance. Doing so can guide OBMs to make appropriate actions to develop their operational and marketing capability, and foster collaboration between the two functions. Using data collected from 560 Chinese OBMs, the authors investigated the joint impact of total quality management (TQM) initiated by operations and brand-building undertaken by marketing on product quality, brand performance and customer satisfaction and loyalty. The results revealed that the two efforts interact and generate gains that individual efforts cannot realize. Not only their interaction generates additional value to product quality, the results also broadly substantiated the authors' hypothesis that TQM and brand-building take different paths to affect customer satisfaction and loyalty. In total, although brand-building, as matter of inputs, may impose stronger influences on the performances, OBMs should not neglect TQM, as investing in both is critical to the firm's long-term success.

Paper: <http://www.tandfonline.com/doi/abs/10.1080/00207543.2013.842021#preview>

Contact: xiande@ceibs.edu

Zhao, Xiaobo, Zhao, Xiande, Wu, Yaozhong. 2013 Mar. "Opportunities for research in behavioral operations management". *International Journal of Production Economics, Special Issue on Behavioral Operations Management/Production Economics*. Volume 142, Issue 1, pp.1-2.

Paper: <http://www.sciencedirect.com/science/article/pii/S092552731300011X>

Contact: xiande@ceibs.edu

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Ye, Fei, Zhao, Xiande, Prahinski, Carol, and Li, Yina. 2013 May. "The impact of institutional pressures, top managers' posture and reverse logistics on performance - Evidence from China". *International Journal of Production Economics*. Volume 143, Issue 1, pp. 132-143.

Abstract: Based on institutional theory, this study investigates the effects of three institutional pressures on top managers' posture towards reverse logistics implementation: government, customer, and competitor pressures. Survey data from 209 manufacturers of Pearl River Delta (PRD) in China reveal that institutional pressures have a statistically significant positive influence on top managers' posture towards reverse logistics implementation. In addition, while top managers' posture is strongly related to product recovery, it is not related to product return. We also find that product recovery has a significant positive effect on a firm's economic and environmental performance. Conversely, the results suggest that product return negatively affects a firm's economic performance and has no effect on environmental performance. We highlight the managerial implications.

Paper: <http://www.sciencedirect.com/science/article/pii/S0925527312005130>

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Books

Ding, Yuan, Stolowy, Herve and Lebas, Michel. 2013 Sep. 财务报告与分析: 一种国际化视角(Translation: *Financial Reporting & Analysis: A Global Perspective*). 机械工业出版社China Machine Press.

Contact: dyuan@ceibs.edu

Fernandez, Juan Antonio, Cuñat, Javier, Puyuelo, Maria, And Zapata, Carlos. 2013. *LatAm business in China* (in Spanish).

Contact: fjuan@ceibs.edu

Lee, Jean S K.. 2013. *Organizational Behavior* (3rd Edition). Tsinghua University Publication.

Contact: jeanlee@ceibs.edu

Sampller, Jeffrey, L.. 2014 Sep. *Making Strategy Relevant - Developing Strategic Shock Absorbers*. J. Wiley.

Contact: jsampler@ceibs.edu

Xin, Katherine R. 2013. *Five Star Model of Talent Development: Key to Improving Organizational Effectiveness* (in Chinese), which is ranked as #3 on the topic of Human Resources Management by Amazon. China Machine Press.

Contact: katherinexin@ceibs.edu

Book Chapters

Cuervo-Cazurra, A, Meyer, K.E. & Ramamurti, R. forthcoming. "Explaining the Internationalization of emerging economy multi-

nationals: The relative resource specialization of firm and environment mechanism", Yaprak, A. & Demirbag, M., eds.. *Handbook of Emerging Market Multinationals*. Edward Elgar.

Abstract: We study how the conditions of the country of origin of a firm influence its internationalization, analyzing emerging economy multinational companies (EMNCs) as a laboratory for extending theory. EMNCs have been observed to vary from advanced economy MNCs (AMNCs), suggesting that the home context is the critical explanation. We propose relative resource specialization as the mechanism explaining differences and argue that firms in emerging economies develop a lower degree of resource specialization and wider sets of resources in response to underdevelopment at home. These more varied sets of resources lead EMNCs to have lower levels of internationalization and different patterns of foreign expansion than AMNCs.

Contact: kmeyer@ceibs.edu

Meyer, Klaus E. forthcoming. "Process perspectives on the growth of emerging economy multinationals", A. Cuervo-Cazurra & R. Ramamurti, eds.. *Understanding Multinationals from Emerging Markets*. Cambridge: Cambridge University Press.

Abstract: Recent studies of emerging economy (EE) multinational enterprises (MNEs) have shed new light how origins and historical contexts shape the strategies and growth paths of MNEs (Cuervo-Cazurra, 2012; Meyer & Thaijongrak, 2013; Ramamurti 2012; Verbeke and Kano, 2012). While we may not need new theories to explain EE MNEs, they direct our attention on aspects of MNEs that may also exist elsewhere, yet were not considered typical, and thus received limited attention in the scholarly literature. Moreover, this research has highlighted the inherently static nature of mainstream theories, which thus contribute little to explaining the evolution of MNEs over time, or the difference between mature and inexperienced MNEs, such as EE MNEs. Therefore, in this chapter, I review the prime dynamic model in the IB field, the internationalization process model (IPM), and discuss how it can contribute to advancing our theoretical understanding of EE MNEs (and thence MNEs in general).

Contact: kmeyer@ceibs.edu

Cases

Yip, George S. 2013. "Foreword", Brooks C. Holtom, Erich C. Dierdorff, and GMAC. *Disrupt or Be Disrupted – A blueprint for change in management education*. San Francisco: Jossey-Bass. pp. vii – ix.

Contact: gyip@ceibs.edu

Callarman, Thomas E. and Zhang, Linda. 2013. "DO THEY HAVE TO MOVE? Logistic cost analysis of Shanghai textile and apparel industrial transfer". CC-613-071. ECCH- 613-050-1.

Introduction: With the labour cost increase and industry cluster, shanghai textile and apparel companies are facing the challenges of labour cost increase and transportation cost increase. Therefore, they need to make a decision about whether moving from Shanghai to Jiangsu Province. Under the guide of Fisher's supply chain model, this case analyse the logistic cost of a general Shanghai textile and apparel from the comparison of Shanghai and Jiangsu in the aspects of international transportation cost and labour cost.

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Lee, Jean, Chung, Rebecca, Zhu, Jenny, Xie, Jane. 2013. "Leading Change at Michelin's Shanghai Factory (A)". CC-412-006, ECCH-413-119-1.

Lee, Jean, Chung, Rebecca, Zhu, Jenny, Xie, Jane. 2013. "Leading Change at Michelin's Shanghai Factory (B)". CC-412-051, ECCH-413-120-1.

Introduction: This is a series of two cases on change leadership. This case series explores how a change process was applied in a factory in Shanghai by a leader who came from another country, with a different culture and language. The plant was a joint venture (JV) between a Chinese state-owned enterprise, Shanghai Tire & Rubber (Group) Co, Ltd, and a France-based private company, Michelin Corporation, which was an international leader in tire manufacturing. Case A describes the difficult situation facing the leader, Bertrand Ballarin. In 2008, the JV, Shanghai Michelin Warrior Tire Co, Ltd, remained in poor performance since its creation in 2001. Ballarin, a Frenchman, was recently transferred from Michelin's factory in France to take the position of the JV's plant manager. Michelin headquarters was pressing Ballarin to implement the Management System of Daily Production to improve the factory's performance, but Ballarin felt that the plant's employees were not ready. He was contemplating what to change in this factory and how to do so. Case B illustrates what Ballarin did to improve the JV's performance from July 2008 to the end of 2011. This case series is particularly useful for demonstrating what characteristics and skills are needed for successfully leading a change process, particularly when the leader is placed in a new environment with a different culture and language.

Link: <http://www.thecasecentre.org/educators/products/view?id=118372>

Contact: jeanlee@ceibs.edu

Lee, Jean, Chung, Rebecca, Jing, A.. 2013. "The Alibaba Group's Corporate Values". CC-413-055, ECCH-413-125-1.

Introduction: This multifaceted case focuses on corporate values, authentic leadership, and responsible leadership, with the concepts of morality and business ethics woven throughout. It explores how Alibaba Group built its corporate values and preserved them during a crisis. It also illustrates how the authentic leadership of Jack Ma, the Group's founder and board chairman at the time, influenced the Group's corporate values, and how his responsible leadership framed Alibaba's response to the crisis, even at the expense of talent and short-term performance.

Link: <http://www.thecasecentre.org/educators/products/view?id=118469>

Contact: jeanlee@ceibs.edu

Pucik, Vladimir. 2013. "Global Mindset (A): Should the Best Go "Global"?" CC-313-075, ECCH-313-282-1.

Pucik, Vladimir. 2013. "Global Mindset (B): What Shall We Do with Our Cash?" CC-313-076, ECCH-313-283-1.

Pucik, Vladimir. 2013. "Global Mindset (C) - Who Will Pay for What Brazil Needs?" CC-313-077, ECCH-313-284-1.

Introduction: This is part of a case series. The three short 'Global Mindset' cases give students the opportunity to experience common dilemmas facing managers in multinational firms trying to balance global and local objectives. In case (A), a local general manager is requested to nominate his star manager to a global task force, jeopardizing delivery of local results. In case (B), an expatriate executive has to develop a plan to retain (or let go) a local sales leader who is not happy about shifting resources from his region to new markets. In case (C), a senior executive is asked to resolve a conflict between her two subordinates over who will carry the cost of developing a new

product for a single market: the local subsidiary or the newly created global R&D function? In all three cases, the actors influencing decisions have legitimate (but opposing) point of views which need to be reconciled for a common benefit.

Contact: vpucik@gmail.com

Awards and Honors

Ding, Yuan. 2014. Prof. Ding was invited to join the Editorial Board of Auditing: A Journal of Practice and Theory (AJPT). AJPT is the world top journal in Auditing and ranked as A* in Australian Business School Dean's list. Prof. Ding's term as a member of the Editorial Board would be three years starting from June 1, 2014.

Meyer, Klaus E.. 2013. Best Reviewer Award 2013, Journal of International Business Studies (JIBS, FT45).

Rui, Oliver (Meng). 2013. The research paper "官员访问、资源获取与融资约束—基于中国家族上市公司的实证研究" co-authored by Rui, Meng (Oliver) in cooperation with Chen, Deqiu, Chen, Yunsen, won Mao Lixiang Family Business Research Excellence Award, third prize, October.

News: <http://www.fbr.com.cn/html/news/newsresearch/20131021/1670.html>

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