

Newsletter

Faculty Research Publications



Published Articles

Cai, J., 2014. "Cai Jiangnan: Work for Health, Explore for Reform". *Inquire for Health journal*.

Cai, J, Ding, Z.. 2014. "Risks in Medical Investment". *Chinese Health journal*.

Cai, J., 2014. "Be Cautious of Avoiding the Problem of Over-Investment in Real Estate". *Chinese Health journal*. 2014(2).

Cai, J., 2014. "Socialization of Medical Resources Is the Direction for Health reform". *Chinese Health journal*. 2014(2).

Cai, J., 2014. "Why Is Health Reform So Difficult". *China Social Security Journal*. 2014(1).

Cai, J., 2014. "No Disappearance Issue of Public Property for The Not-for-profit Hospitals". *Health News (《健康报》)*, March 17, 2014.

Cai, J., 2014. "Reforming Urban Hospitals Should be the Focus", *China Medicine Newspaper (《中国医药报》)*, March 17, 2014.

Cai, J., 2014. "Break Subsidizing Medical Services with Drug Income Need to Change the Current Market Structure", *Daily Economic Newspaper (《每日经济新闻》)*, March 10, 2014.
Article: <http://www.mjxw.com/shtml/mjxw/20140310/45987.shtml>

Cai, J., 2014. "Private-Public Partnership May Help to Realize Multiple Employment of Physicians", *Health News (《健康报》)*, March 3, 2014.

Cai, J., 2014. "Turning-point for Health Reform: Innovation in Top Design, Relying on Market Forces", *China Medicine Newspaper (《中国医药报》)*, February 17, 2014.

Cai, J., 2014. "Market Drive for the Deep-Water Reform", *Medical Economy Newspaper (《医药经济报》)*, January 29, 2014.

Cai, J., 2014. "Medical resources Need to Be Socialized", *Medical Economy Newspaper (《医药经济报》)*, January 22, 2014.

Cai, J., 2014. "Social Operation of Healthcare Still Pending", *Medical Economy Newspaper (《医药经济报》)*, January 8, 2014.

Cai, J., 2014. "Socialization of Medical resources: Breakthrough in Health Reform", *China Medicine Newspaper (《中国医药报》)*, January 13, 2014.
Contact: jcai@ceibs.edu

Carter, C., Ellram, L.M., Kaufmann, L., Autry, C.W., Zhao, X., and Callarman, T.E.. 2014. "50 Years of the Journal of Supply Chain Management: Looking Back and Moving Forward". *Journal of Supply Chain Management*.
Contact: tecallarman@ceibs.edu

Chen, Charles J.P., Ding, Yuan and Xu, Bin. 2014. "Convergence of Accounting Standards and Foreign Direct Investment". *The International Journal of Accounting*. Volume 49, Issue 1, 53-86.

Abstract: Since the development of the eclectic paradigm by Dunning (1977; 1988; 1993), many studies have investigated different forms of location advantages that attract foreign direct investment (FDI). In this study, we consider accounting standards as a component of the institutional infrastructure of a location and hypothesize that the convergence of domestic and International Financial Reporting Standards (IFRS) promotes FDI as it reduces information processing costs for foreign investors. We also hypothesize that the effect of reduced information costs is stronger for partner countries whose accounting systems showed greater pre-convergence differences because they magnify the facilitating role of accounting standard convergence for FDI. Using bilateral FDI data from 30 OECD countries between 2000 and 2005, we find evidence generally consistent with these hypotheses.

Paper: <http://www.business.illinois.edu/accountancy/research/vkzcenter/conferences/greece/papers/Chen.pdf>
Contact: ccharles@ceibs.edu; dyuan@ceibs.edu; xubin@ceibs.edu

Chen, Shimin, with Zhu, Hongjun, and Zhang, Cheng. 2013. "Market Sentiment, Accounting Information Quality and IPO Initial Returns". *Journal of Finance and Economics*. 9 (39), 70-81.
Contact: cshimin@ceibs.edu

Chen, Shimin, with Wen, Donghua, and Pan, Fei. forthcoming. "The Performance Impact of

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Total Quality Management: A Structural Equation Modeling Study". *Journal of Management Science in China*.
Contact: cshimin@ceibs.edu

Chen, Weiru. 2013 Apr. "Watch out your profit pool". *Harvard Business Review (Chinese)*.
Contact: weiruchen@ceibs.edu

Chen, Weiru. 2013 May. "How should traditional firms react to platform wave". *Forbes (Chinese)*.
Contact: weiruchen@ceibs.edu

Chen, Weiru. 2013 Oct. "Platform strategy in O2O (online to offline)". *Tsinghua Business Review*.
Contact: weiruchen@ceibs.edu

Cronqvist, Henrik and Siegel, Stephan. forthcoming. "The Origins of Savings Behavior". *Journal of Political Economy*. (FT45).
Abstract: What are the origins of individual savings behavior? Using data on identical and fraternal twins matched with data on their savings behavior, we find that an individual's savings propensity is governed by both genetic predispositions, social transmission from parents to their children, and gene-environment interplay where certain environments moderate genetic influences. Genetic variation explains about 35 percent of the variation in savings rates across individuals, and this genetic effect is stronger in less constraining, high socioeconomic status environments. Parent-child transmission influences savings for young individuals and those who grew up in a family environment with less competition for parental resources. Individual-specific life experiences is a very important explanation for behavior in the savings domain, and strongest in urban communities. In a world progressing rapidly towards individual retirement savings autonomy, understanding the origins of individuals' savings behavior are of key importance to economists as well as policy makers.
Contact: hcronqvist@ceibs.edu

Hu, Albert, & Liu, Zhengning. forthcoming. "Trade Liberalization and Firm Productivity: Evidence from Chinese manufacturing industries". *Review of International Economics*.
Abstract: We examine the impact of tariff reduction following China's WTO entry on the productivity of Chinese manufacturing firms using a firm-level panel database that comprises all of China's manufacturing firms with an annual turnover above five million yuan and that spans the period of 2000 to 2006. We use an instrumental variable estimator to account for the endogeneity of the tariff reduction. Our results indicate that China's trade liberalization in the five years following its WTO entry has led to a 0.94 percent annual increase in total factor productivity for Chinese manufacturing firms. However, the overall productivity gain from the tariff reduction is a net result of a productivity depressing effect of output tariff reduction and a productivity enhancing effect of input tariff reduction. Both effects have diminished in magnitude over the years after China joined WTO. Firm heterogeneity and turnover plays an important role in generating gains from trade liberalization. The surviving firms have managed to cope with and take advantage of lower tariffs. The extent to which the tariff reduction affects Chinese firms' productivity is also dependent on the ownership structure of the firms with foreign-invested firms being the clear winner.
Paper: <http://www.fas.nus.edu.sg/ecs/scape/doc/25Jan13/A1-3.pdf>
Contact: alberthu@ceibs.edu

Huo, B., Zhao Xiande, and Lai, F.. forthcoming. "Supply Chain

Quality Integration: Antecedents and Consequences". *IEEE Transactions on Engineering Management*.
Contact: xiande@ceibs.edu

Huo, B., Qi, Y., Wang, Z., Zhao, X.. forthcoming. "The impact of supply chain integration on firm performance: The moderating role of competitive strategy". *Supply Chain Management: An International Journal*.
Contact: xiande@ceibs.edu

Jian, Z., Wang, C., Zhao, Xiande. 2013. "Network Competence's Impact on Service Innovation Performance: Mediating Role of Relationship Learning". *Journal of Service Science and Management*. 6, 256-265.
Contact: xiande@ceibs.edu

Kim, T.-Y., Liden, R. C., Kim, S.-P., & Lee, D.-R.. forthcoming. "The Interplay between Follower Core Self-Evaluation and Leadership". *Journal of Business and Psychology*.
Contact: tykim@ceibs.edu

Lee, Jean S K.. 2013 Oct. "Why Women Say No to Board". *CEIBS Business Review*. 50-54.
Contact: jeanlee@ceibs.edu

Leila K., Gilbreath, B., & Kim, T.-Y., & Grawitch, M. J.. 2014. "Come Rain or Come Shine: Supervisor Behavior and Employee Job Neglect". *Leadership & Organization Development Journal*. 35, pp. 210-225.
Abstract: Purpose – The purpose of this paper is to investigate the extent to which supervisor behavior is associated with employees' job neglect.
Design/methodology/approach – The paper investigates the extent to which supervisor behavior is associated with employees' job neglect. Findings – Results from hierarchical regression analyses support the hypothesis that both positive and negative supervisor behaviors have significant effects on job neglect. Negative supervisor behavior was more strongly associated with job neglect than positive supervisor behavior.
Research limitations/implications – Changing the style of supervision might help to reduce job neglect of employees, benefitting the organization by reducing the associated costs of job neglect and counterproductive behavior.
Originality/value – The findings provide additional evidence for the important effects supervisors can have on employees. They also indicate that – in addition to studying abusive supervision – there is a need to consider the effects of a broad spectrum of supervisor behavior.
Paper: <http://www.emeraldinsight.com/journals.htm?articleid=17107863&show=abstract>
Contact: tykim@ceibs.edu

Leung, G. L., Diefendorff, J. M., Kim, T.-Y., & Bian, L.. 2014. "Personality and Participative Climate: Antecedents of Distinct Voice Behaviors". *Human Performance*. 27, 25-43.
Abstract: Based on the work of Van Dyne, Ang, and Botero (2003), the concept of voice, generally defined as speaking up, was expanded to include three types of voice behaviors: prosocial, acquiescent, and defensive. Prosocial voice is a fundamentally positive form of voice, whereas acquiescent and defensive voice behaviors reflect more negative forms of voice. We examined individual-level personality traits of Agreeableness and Extraversion and group-level participative

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climate as predictors of supervisor ratings of each voice behavior. Testing these ideas with a multilevel design in a sample of Chinese workers and their managers, results demonstrated support for links of Agreeableness, Extraversion, and participative climate with supervisor ratings of voice behaviors. Further, group-level participative climate moderated relationships between individual-level Agreeableness and voice behaviors.

Paper: <http://www.tandfonline.com/doi/abs/10.1080/08959285.2013.854363>
Contact: tykim@ceibs.edu

Li, S. Park, S.H., and Bao, R.. forthcoming. "How much can we trust the financial report? Earnings management in emerging economies". *International Journal of Emerging Markets*.

Abstract: The success and reliability of business transactions and research in emerging markets depend on the quality of financial information. Due to the institutional and historical backgrounds, financial information provided by firms in emerging markets has often been questioned for their accuracy. This study examines the reliability of financial information through various descriptive and statistical analyses in major emerging markets, including Brazil, Russia, India, and China (the BRICs). The results show significant and systemic signs of misreporting of financial information in these countries, particularly in China and Russia, which are further examined to understand the possible reasons behind their more severe misreporting. The study then concludes with practical and specific recommendations for investors, managers, and policy makers on how to detect and avoid potential risks due to inaccurate financial information and improve the overall quality of decision making.

Contact: spark@ceibs.edu

Li, S. and Park, S.H.. 2014. "China's family business succession problem," *Financial Times*, Feb. 27, 2014. Article: <http://blogs.ft.com/beyond-brics/2014/02/27/guest-post-chinas-family-businesses-have-a-succession-problem/#axzz2uWvq5a0a>.

Contact: spark@ceibs.edu

Meng, Z., Tan, J., and Park, S. H.. forthcoming. "From voids to sophistication: institutional environment and MNC CSR crisis in emerging markets". *Journal of Business Ethics*. (FT45).

Abstract: Why do multinational corporations (MNCs) frequently encounter corporate social responsibility (CSR) crises in leading emerging markets in the new century? Existing research about institutional impacts on MNC CSR has developed a void-based account about how the flawed institutional system allows misdeeds to happen. But the fact that such misdeeds have turned into increasing CSR crises in the new century along with institutional change is rarely taken into account. This paper combines studies of institutional voids, institutional entrepreneurship and stakeholder theory to develop a concept of institutional sophistication, which refers to both the top-down maturation of the regulatory system that standardizes firm behavior and the bottom-up diversification and intensification of grassroots initiatives that redefine stakeholder membership. Based on this concept, we developed a framework to comprehensively demonstrate how both institutional voids and sophistication drive the MNC CSR crisis in leading emerging markets. Empirically, we established an original database that includes 309 publicized CSR crises encountered by major foreign MNCs in China, India and Russia, 2000-2011. Through a content analysis, the paper reveals six common sophistication processes that drive the MNC crisis across contexts and also specifies stakeholder strategies that make these processes happen and vary by social problems and national contexts. We also discussed the value of studying corporate social irresponsible behavior in under-

standing the institution-MNC relationship.

Paper: <http://link.springer.com/content/pdf/10.1007/s10551-013-1751-x.pdf>

Contact: spark@ceibs.edu

Meyer, Klaus E., Ding, Yuan, Li, Jing, and Zhang, Hua. 2014 Apr. "Overcoming distrust: How state-owned enterprises adapt their foreign entries to institutional pressures abroad". *Journal of International Business Studies*. (FT45).

Abstract: State-owned (SO) enterprises are subject to more complex institutional pressures in host countries than private firms. These institutional pressures arise from a weak legitimacy of 'state ownership' in some countries, which arises from a combination of ideological conflicts, perceived threats to national security, and claimed unfair competitive advantage due to support by the home country government. These institutional pressures directed specifically at SO firms induce them to adapt their foreign entry strategies to reduce potential conflicts and to enhance their legitimacy.

Testing hypotheses derived from this theoretical argument for subsidiaries of listed Chinese firms, we find that SO firms adapt mode and control decisions differently from private firms to the conditions in host countries, and these differences are larger where pressures for legitimacy on SO firms are stronger. These findings not only extend institutional theory to better explain differential effects on different entrants to an organizational field, but demonstrate how foreign investors of idiosyncratic origins may proactively build legitimacy in host societies.

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

Miller, S. R., Indro, D. C., Richards, M., & Chng, D. H. M.. 2013. "Financial implications of local and nonlocal rival isomorphism: A signaling paradox". *Journal of Management*. (A*) 39(7): 1979-2008.

Paper: <http://jom.sagepub.com/content/early/2013/06/27/0149206313493323.full.pdf>

Contact: dchng@ceibs.edu

Peng, S., and Han, Jian. 2014. "Managing Customer Experience in China: Key Challenges and Trends". *Harvard Business Review (Chinese version)*.

Contact: jianhan@ceibs.edu

Rajamani, S. S. and Velamuri, S. Ramakrishna. forthcoming. "Corporate Venture Capital Programs in China and India". *ISB Insight*.

Abstract: Corporate Venture Capital (CVC) is a distinct subset of the Venture Capital (VC) industry, wherein a firm invests corporate funds directly in external start-up companies, typically in return for a minority stake. CVCs differ from the broader VC industry in the rationale behind the investments; they do not focus on financial returns alone, but also seek to fulfill strategic objectives. This study aims to understand CVC programs in India and compares CVC deal activity in India and China.

Contact: rvelamuri@ceibs.edu

Rajamani, S. S. and S. Ramakrishna Velamuri. forthcoming. "Corporate Venture Capital Programs in China and India". *CEIBS Business Review (in Chinese)*.

Abstract: Corporate Venture Capital (CVC) is a distinct subset of the Venture Capital (VC) industry, wherein a firm invests corporate funds directly in external start-up companies, typically in return for a minority stake. CVCs differ from the broader VC industry in the rationale behind the investments; they do not focus on financial returns alone, but

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also seek to fulfill strategic objectives. This study aims to understand CVC programs in India and compares CVC deal activity in India and China.

Contact: rvelamuri@ceibs.edu

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

Abstract: 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

Treleven, M.D., Penlesky, R.J., Callarman, T.E., Watts, C.A., and Bragg, D.J.. 2014 Jan. "Using PowerPoint Animations to Teach Operations Management Techniques and Concepts". *Decision Sciences Journal of Innovative Education*. 12, pp. 3-19.

Contact: tecallarman@ceibs.edu

Tsai, Terence et al.. forthcoming. "Mamma Mia! Made in China - Challenges in Developing the Musical Industry". *Asian Case Research Journal (ACRJ)*.

Contact: terence@ceibs.edu

Tsai, Terence. 2013 Mar. "制造脑与通路脑能否并行?". 《商业周刊》.

Contact: terence@ceibs.edu

Wood, Jack Denfeld. 2013. "Type A Personality Theory". *Encyclopedia of Management Theory*.

Contact: jackwood@ceibs.edu

Xu, Xiaonian. 2013. "结构性病变须结构性调整根治". *中国民商 (China Business Review)*. 2013(8), pp. 62-63.

Xu, Xiaonian. 2013. "城镇化不能当灵丹妙药". *上海企业(Shanghai Business)*. 2013(8).

Xu, Xiaonian. 2013. "中国经济改革的五件大事". *企业家 (Entrepreneur)*. 2013(2), p.19.

Xu, Xiaonian. 2013. "改革不应与民争利". *资本市场(Capital Markets)*. 2013(7), pp.15-16.

Xu, Xiaonian. 2013. "经济转型需要傻一点的政府". *IT时代周刊 (IT Time Weekly)*. 2013(12), p.8.

Xu, Xiaonian. 2013. "扩张政策会引发'三次探底'". *中国经济信息 (China Economic Information)*. 2013(9).

Xu, Xiaonian. 2013. "应设立国家改革委". *资本市场(Capital Markets)*. 2013(3), pp.62-63.

Xu, Xiaonian. 2013. "结构性衰退将持续较长时间". *IT时代周刊(IT Time Weekly)*. 2013(23).

Xu, Xiaonian. 2013. "商鞅、邓小平为什么能成功". *同舟共进(TONG*

ZHOU GONG JIN). 2013(12).

Contact: xxiaonian@ceibs.edu

Yip, George, & McKern, Bruce . 2014. "Innovation in emerging markets -- the case of China". *International Journal of Emerging Markets*. Vol. 9, Issue 1, pp.2 - 10.

Abstract: Purpose – Multinational companies are increasingly locating R&D activities in emerging markets, particularly China. This paper aims to focus on why China is moving from imitation to innovation, how MNCs are evolving their R&D activities in China, the challenges they face, and how they deal with these challenges.

Design/methodology/approach – As this is a viewpoint paper, the authors do not report any methodology other than the general research that the authors have been conducting for the last two years, primarily interviews with companies.

Findings – The key finding is that China is moving from imitation to innovation and that multinational companies should develop strategies for conducting R&D there.

Originality/value – This is a fairly original paper in that there has been only limited research on innovation in China.

Paper: DOI: [10.1108/IJoEM-11-2013-0182](https://doi.org/10.1108/IJoEM-11-2013-0182)

Contact: gyip@ceibs.edu

Yang, Y., Read, S. J., Denson, T. F., Xu, Y., Zhang, J., & Pedersen, W. C.. 2014. "The key ingredients of personality traits: Situations, behaviors, and explanations". *Personality and Social Psychology Bulletin*. (A*) 40, 79-91.

Abstract: The trait and social cognitive perspectives are considered disparate approaches to understanding personality. We suggest an integrative view in which three elements derived from the social cognitive perspective (i.e., situations, behaviors, and explanations [SBEs]), form the basis of personality traits. Study 1 demonstrated strong associations between traits and SBEs across the Big Five dimensions. Studies 2 through 7 tested the discriminative validity, internal structure, and unique contributions of the individual components of SBEs. Studies 8 and 9 demonstrated that the strong associations between traits and SBEs generalize to different cultures. The present work suggests that SBEs may be a universal folk psychological mechanism underlying personality traits.

Paper: http://www.yu-yang.com/papers/Yang_Read_Denson_Xu_Zhang_Pedersen_In_Press_PSPB.pdf

Contact: yvu@ceibs.edu

Young, M., Tsai, Terence., Almstrong, D., Liu, S.. forthcoming. "Perspectives – how the 'theory of the firm' can shed light on how strategic choices are made in emerging economies". *Asian Pacific Journal of Management*.

Contact: terence@ceibs.edu

Zhang, M., Zhao Xiande, Lai F., Lee, D.. forthcoming. "Developing Mass Customization Capability through Supply Chain Integration". *IEEE Transactions on Engineering Management*.

Contact: xiande@ceibs.edu

Zhao, M., Park, S.H., Zhou, N.. forthcoming. "MMC strategy and social adaptation in emerging markets". *Journal of International Business Studies*. (FT45).

Abstract: Emerging markets experience institutional and social changes over time that present different stakeholder expectations for

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multinational corporations (MNCs). MNCs are often accused of social misdeeds and experience public crises during the changes, leaving questions how they adapt to the local social transition to sustain operations. Conventional adaptation strategies put too much emphasis on maximizing economic returns by arbitraging national differences and catering to local market and consumer characteristics. The economic orientation may fail to address evolving and diverse stakeholder expectations, easily leading to public crises. This study conceptualizes economic adaptation and social adaptation as two sets of knowledge and capabilities that would have equally important impacts on MNCs' sustainable operations in emerging markets. The empirical testing examines consumer rights-related public crises experienced by 180 MNCs in China. The results suggest that MNCs' social adaptation activities have significantly positive effects in mitigating public crises while certain aspects of economic adaptation, such as early entry into China, reliance on local leadership, and speedy expansion of local employees, lead to public crises. The significant interaction effects confirm that MNCs need to follow a balanced approach paying attention to both economic and social components to avoid public crises and sustain growth in emerging markets.
Contact: spark@ceibs.edu

Zhu, Tian and Zhang, Jun. 2013 June. "Debunking the Myth about China's Low Consumption". *China Economic Journal*. 6(2-3), pp. 103-112.
Contact: ztian@ceibs.edu

Zhu, Tian and Zhang, Jun. 2013. "Poor Chinese Consumption Data Creates Savings Myth". *World Economics*. 14(2), pp. 67-72.
Contact: ztian@ceibs.edu

Zhu, Tian and Zhang, Jun. 2013 Mar. "Why Equitable Reform Trumps Structural Rebalancing?" (公平改革为何重于结构再平衡?). *Financial Market Research* 《金融市场研究》. No. 10, pp. 16-24. .
Contact: ztian@ceibs.edu

Zhu, Tian and Zhang, Jun. 2013 Jan. "Chinese Consumption Grossly Underestimated". *Global Times*.
Contact: ztian@ceibs.edu

Zhu, Tian and Zhang, Jun. 2013 Jan. "Abandon the Myth of the Reluctant Chinese Shopper". *Financial Times*.
Contact: ztian@ceibs.edu

Zhu, Tian. 2013 Dec. "Working towards Market Entry Liberalization("放开市场准入当有作为")". *Social Outlook* (《社会观察》). pp. 18-21.
Contact: ztian@ceibs.edu

Books

Ding, Yuan, Stolowy, Herve and Lebas, Michel. 2013. *Financial Accounting and Reporting: A Global Perspective*. South-Western Cengage Learning UK.
Contact: dyuan@ceibs.edu

Ding, Yuan, Stolowy, Herve and Lebas, Michel. 2013. *Compta-*

bilité et Analyse Financière : une Perspective Globale. Editions De Boeck Université.

Contact: dyuan@ceibs.edu

Fernandez, Juan, Xu, Bin, Zhou, Dongsheng, Puyuelo, Maria, and Li, Junjun. 2014. *China Business Survey 2014*. CEIBS.

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

Kim, T.-Y., & Lee, D. . 2014. *Modern Society and Leadership* (In Korean). Moon Young Co..

Contact: tykim@ceibs.edu

Robbins, S. P., Judge, T. A., Kim, T.-Y., Park, K., Park, W. & Lee, D.. 2013. *Organizational Behavior. 15th ed.*. Seoul, Korea: Person.

Contact: tykim@ceibs.edu

Tsai, Terence and Liu, Shubo 蔡舒恒, 刘书博. 2013. *Green Ocean – Turning Social Responsibility into Competitiveness 绿海商机---化社会责任为竞争力*. Fudan University Press(复旦大学出版社).

Contact: terence@ceibs.edu

Book Chapters

Yip, George S., and Bink, Audrey 2014 Mar. "Organisational structures in global account management", Woodburn, Diana, and Wilson Kevin (eds.). *Handbook of Strategic Account Management: A Comprehensive Resource*. Chichester, UK: Wiley.pp.337-354.

Abstract: The key elements of GAM organizational structure include the global general manager, global steering committee, global account manager, global account team, information management, executive sponsorship, local account managers, global reporting structure, and customer councils. Although the organizational structures of GAM programs can take a multitude of forms, all of them are variations of three basic approaches, each of which strikes different balances between global integration and local (or national) autonomy. We call the three: *coordination GAM*, *control GAM*, and *separate GAM*.

Web-link: www.wiley.com/buy/9781118509081

Contact: gyip@ceibs.edu

Cases

Tsai, Terence, Shubo Liu.. 2013. "Unilever Sustainability Living Plan".

Contact: terence@ceibs.edu

Tsai, Terence. Shubo Liu. 2013. "GE in China – Greening Business and Ecomagination".

Contact: terence@ceibs.edu

Tsai, Terence. Shubo Liu. 2012. "Unilever Dove – Making Chinese Women Beautiful".

Contact: terence@ceibs.edu

Wood, Jack Denfeld. 2014. "Fourteen clinical case write-ups".

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Awards and Honors

Contact: jackwood@ceibs.edu

Lee, Jean S K.. 2014. The case “The Alibaba Group’s Corporate Values” which was submitted to the 2013 EFMD Case Writing Competition features as a Highly Commended case under the category “Responsible Leadership”.

News: <http://www.efmd.org/index.php/research/awards/case-writing-competition-winners>

Velamuri, Ramakrishna S.. 2014. A paper co-authored by CEIBS Professor of Entrepreneurship Ramakrishna Velamuri is listed as the 15th most cited article published by *Long Range Planning (LRP)* since 2009. The paper, “Business Model Innovation Through Trial-and-Error Learning: The Naturhouse Case”, was also the 15th most downloaded *LRP* article from ScienceDirect from Dec 2013 to Feb 2014. *LRP* is a leading international journal for the field of strategic management and has published 123 research articles between 2009 and 2013.

News: <http://www.ceibs.edu/knowledge/research/papers/02/121019.shtml>