

Newsletter

Faculty Research Publications



Published Articles

Amit, Raphael, Ding, Yuan, Villalonga, Belén and Zhang, Hua. forthcoming. "The Role of Institutional Development in the Prevalence and Performance of Family Firms". *Journal of Corporate Finance*. (A*).

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

Bianchi, E.C., Brockner, J., van den Bos, K. Seifert, M., Moon, H., De Cremer, D., van Dijke, M.. forthcoming. "Trust in Decision-Making Authorities Dictates the Form of the Interactive Relationship between Outcome Fairness and Procedural Fairness". *Personality and Social Psychology Bulletin*. (A*).

Contact: hmoon@ceibs.edu

Cai, Jiangnan (John). 2014 Sep. "A foreign citizenship professor: personal experience of healthcare in Shanghai". *Shanghai Observation* (《上海观察》).

Contact: jncai@ceibs.edu

Cai, J., Ding, Z.. 2014. "Strategic thinking of healthcare development". *Chinese Health journal* (《中国卫生》). No. 8.

Contact: jncai@ceibs.edu

Cai, J., Ding, Z.. 2014. "Diversified ownership of healthcare is ongoing". *Chinese Health journal* (《中国卫生》). No.8.

Contact: jncai@ceibs.edu

Cai, John and Ding, Z.. 2014. "Health IT, disruptive medicine?". *Chinese Health journal* (《中国卫生》). 7.

Contact: jncai@ceibs.edu

Chng, D. H. M., M. S., Shih, Rodgers, E., & Song, X. B. . forthcoming. "Managers' marketing strategy decision making during performance decline and the moderating influence of incentive pay". *Journal of the Academy of Marketing Science*. (A*).

Abstract: This paper focuses on managers' marketing decision making during performance decline. Drawing on the reconciliation of theories of failure-induced change and threat-rigidity by Ocasio (1995), we examine how performance decline may result in a rigid decision-making process and decision characteristics that reflect the narrowing of attention and increased risk seeking.

Furthermore, drawing on managerial compensation research, we consider how incentive pay may affect the marketing decision-making process and decision characteristics of managers during performance decline. Using a simulation game with experienced Chinese managers, our results indicate that performance decline decreases marketing strategy process comprehensiveness but increases reliance on short-term marketing decisions, strategic change, and strategic risk taking. Moreover, incentive pay attenuates the rigid decision-making process of managers but accentuates their heightened risk seeking during performance decline. This paper offers unique behavioral insights into how managers make marketing decisions.

Paper: <http://link.springer.com/article/10.1007%2Fs11747-014-0401-x>

Contact: dchnq@ceibs.edu

Cronqvist, Henrik, Siegel, Stephan and Yu, Fang. forthcoming. "Value versus growth investing: Why do different investors have different styles?". *Journal of Financial Economics*. (FT45).

Contact: hcronqvist@ceibs.edu
fyu@ceibs.edu

Cronqvist, Henrik, Siegel, Stephan and Yu, Fang. forthcoming. "Why Do Different Investors Have Different Styles?". *Journal of Financial Economics*. (FT45).

Contact: hcronqvist@ceibs.edu
fyu@ceibs.edu

Huo, B., Han, Z., Zhao, X., et al.. 2013 Nov. "The impact of institutional pressures on supplier integration and financial performance: Evidence from China". *International Journal of Production Economics*. (A*) 146(1), 82-94.

Contact: xiande@ceibs.edu

Kim, T.-Y., Edwards, R., & Shapiro, D.. forthcoming. "Distributive Justice Resulting from Social Comparison of Work Outcomes: East Asia Differences". *Journal of Business Ethics*. (FT45).

Abstract: Using a survey of 393 employees who were natives and residents of China, Japan, and South Korea, we examined the extent to which employees from different countries within East Asia experience distributive justice when they perceived that their work outcomes relative to a referent other (i.e., someone with similar "inputs" such as educational background and/or job responsibilities) were: (1) equally poor, (2) equally favorable, (3) more poor, or (4) more favorable.

Inside this issue:

Published Articles	27
Book Chapters	1
Awards and Honors	1

Newsletter

Faculty Research Publications

As predicted, we found that when employees perceived themselves relative to a referent other to be recipients of more favorable outcomes (i.e., pay, job security), Chinese and Korean employees were less likely than Japanese employees to experience distributive injustice. We also found that these differences were partially mediated by employees' level of materialism. Theoretical and practical implications of our findings are discussed.

Paper: <http://link.springer.com/article/10.1007/s10551-014-2326-1?no-access=true>

Contact: tykim@ceibs.edu

Kim, T.-Y., Liu, Z., & Diefendorf, J. . 2014. "Leader-Member Exchange and Employee Outcomes: The Effects of Taking Charge and Psychological Empowerment". *Journal of Organizational Behavior* . (A*).

Abstract: We theorized and tested the mechanisms by which leader-member exchange (LMX) quality is associated with job performance. The results obtained using 212 employee-supervisor pairs from 8 Chinese companies indicated that LMX quality had an indirect and positive relationship with taking charge via psychological empowerment and had an indirect and positive relationship with job performance via taking charge. In addition, organizational tenure significantly moderated the relationship between taking charge and job performance, such that the positive effect of taking charge on job performance became weaker as organizational tenure increased. Furthermore, organizational tenure significantly moderated the indirect positive relationship between LMX quality and job performance via taking charge; the indirect effect became weaker as organizational tenure increased. These results suggest that organizations should encourage managers to develop high-quality LMX with their subordinates, which may make them feel more empowered and engage in more taking charge, and result in better job performance.

Contact: tykim@ceibs.edu

Lee, Jean S K., Lanbc, Luh Luh & Rowleyde, Chris. forthcoming. "Why might females say no to corporate board positions? The Asia Pacific in comparison". *Asia Pacific Business Review*.

Contact: jeanlee@ceibs.edu

Moser, R., Kuklinkski, C. and Callarman, T. . 2014. "Managing Dynamic Business Environments: India's Future Automotive Industry". *Journal of Indian Business Research*. 6, 4.

Contact: tecallarman@ceibs.edu

Rahim, A., Psenicka, C., Soranastaporn, S., Oh, S.-Y., Mohamed, A., Kim, T.-Y. et al. . 2014. "A Structural Equations Model of Leaders' Social Intelligence and Creative Performance: A Study in Five Countries". *Current Topics in Management* . 17, 91-108.

Contact: tykim@ceibs.edu

Rahim, M. A., Kim, T.-Y., Jasimuddin, S. M., Soranastaporn, S., B., & Rahman, M. S. . 2014. "A Cross-Cultural Model of Leaders' Social Intelligence and Creative Performance". *Current Topics in Management*. 17, 161-181.

Abstract: This cross-cultural study in five countries (U.S., U.K, Scotland, Hong Kong, Thailand) was designed to test the relationship between leaders' social intelligence (SI) and their creative performance (CP). SI was defined as the ability to be aware of relevant social situational contexts; to deal with situational contexts or challenges effectively; to understand others' concerns, feelings, and emotional states; and to interact appropriately in social relations and build and maintain positive relationships. Data for this study were collected with questionnaires that required observers to indicate to what extent

their supervisors displayed SI and CP. Data analyses in each sample with LISREL suggest that supervisors with greater social intelligence contributed more to CP. Implications for management, directions for future research, and limitations of the study are discussed.

Contact: tykim@ceibs.edu

Rui, Oliver, Firth, Michael, He, Xianjie and Xiao, Tusheng. forthcoming. "Paragon or Pariah? The Consequences of Being Conspicuously Rich in China's New Economy ". *Journal of Corporate Finance*. (A*).

Contact: oliver@ceibs.edu

Rui, Oliver, Wu, Wenfeng & Johan, Sofia. 2014. "Political connections, institutional investors, and corporate frauds in China". *Journal of Business Ethics*. (FT45).

Paper: <http://link.springer.com/article/10.1007/s10551-014-2392-4>

Contact: oliver@ceibs.edu

Seow, C., Sarkis, J. Lockstrom, M. and Callarman, T.. 2014 Aug. "Responsible Purchasing and Supply Practice-Editorial". *Decision Sciences*. 45, 4, 571-576.

Contact: tecallarman@ceibs.edu

Wirtza, Jochen, Xiao, Ping, Chiang, Jeongwen, Malhotrac, Naresh . forthcoming. "Contrasting the Drivers of Switching Intent and Switching Behavior in Contractual Service Settings". *Journal of Retailing* . (A*).

Abstract: We examine consumer switching decisions in contractual service settings and contrast the drivers of actual switching with those of switching intent. We surveyed a panel of subscribers to all cell phone service providers in a market and recorded key marketing mix data. At four months intervals, we asked panel members about their switching intentions and then subsequently observed actual switching behavior. Consistent with construal level theory, our findings show that switching intent is explained by only a handful of desirability- or outcome-related variables (i.e., overall satisfaction, performance perceptions of important attributes, and monetary switching costs). In contrast, the results show that many more variable categories contributed to explain actual switching behavior. These findings confirm that switching intent is driven by a qualitatively different set of variables than switching behavior. Implications for theory, research and practice are discussed.

Paper: <http://bschool.nus.edu.sg/Marketing/Jochen%20papers/JR-Wirtz-Xiao-Chiang-Malhotra-SwitchingIntentSwitching%20Behavior-2014.pdf>

Contact: jwchiang@ceibs.edu

Wu, Jinglian. 2014 Jan. "2014年改革走势(Translation: 2014 Reform Trend)". *中国改革 (China Reform)*.

Contact: wjlian@ceibs.edu

Wu, Jinglian. 2014. "推进改革已成共识, 须重建市场体制 ". *当代财经 (Contemporary Finance & Economics)*. 1.

Contact: wjlian@ceibs.edu

Wu, Jinglian. 2014 Aug. "经济改革亟需全面深化". *财经界 (Money China)*.

Contact: wjlian@ceibs.edu

Xu, Xiaonian. 2014. "企业宁可踏空也不要断粮". *IT时代周刊 (IT Time Weekly)*. 13.

Contact: xxiaonian@ceibs.edu

Newsletter

Faculty Research Publications

Xu, Xiaonian. 2014 June. "我对当前政策的三点分析". *上海经济 (Shanghai Economy Monthly)*.
Contact: xxiaonian@ceibs.edu

Zhang, Hua, Song, Yuanyang and Ding, Yuan. forthcoming. "What Drives Managerial Perks? An Empirical Test of Competing Theoretical Perspectives". *Journal of Business Ethics*. (FT45).
Abstract: What drives managerial perks? The commonly accepted view of perks suggests that they are a misuse of firm resources for managers' private benefit (cost view), and thus perk consumption is unethical. However, an alternative view argues that perks can motivate managers to work hard and thus add to the value of the firm (incentive view): from this perspective, perk consumption is an ethical form of behavior. The fundamental difference between the two positions has critical implications for practice, and this article tests these competing views to determine the circumstances in which one view dominates the other. Using hand-collected data on perks in Chinese-listed companies, we find strong empirical support for the incentive view, which is more likely to be held in firms with moderate ownership concentration. This article not only contributes to the literature on business ethics, but also has critical implications for managerial incentive practices in emerging economies.
Paper: <http://link.springer.com/article/10.1007/s10551-014-2320-7>
Contact: zhua@ceibs.edu
dyuan@ceibs.edu

Zhang, M, Zhao, X, Qi, Y.. 2014 Dec. "The effects of organizational flatness, coordination, and product modularity on mass customization capability". *International Journal of Production Economics*. (A*) 158, 145–155.
Contact: xiande@ceibs.edu

Book Chapters

Xu, Bin. "Shanghai Free Trade Zone and China's New Round of Economic Reform", in Nian Li (ed.), *China in a Global Scene*, Wenhui Publisher, 2014.
Contact: xubin@ceibs.edu

Awards and Honors

Chen, Weiru. 2014. **Best Paper in Graduate Management Education from AOM Conference.**
Abstract: Behavioral integration among top management team (TMT) members is critically important for firm performance. Yet we know very little about the social psychological processes that occur among TMT members, in particular how CEOs develop competent and cohesive TMTs. Based on a two-year inductive study of three Chinese firms, we found that CEOs develop their TMTs by combining a rich set of what we call cognitive and emotion management actions, which we "emotional teaching." We also identify a number of conditions that explain for the variation in the effectiveness of emotional teaching. Our research contributes to the literatures on top management team, behavioral strategy, social influence of emotions, and management education.