Peer Reviewed Journal Articles


Abstract: Transformational leadership (TL) enhances follower Organizational Citizenship Behavior (OCB) as mediated by leader-member exchange (LMX). However, the strength of the positive associations among TL, LMX and OCB is subject to significant variability. Accordingly, we draw on several theories (self-identity, role congruency, self-concept, and social exchange) to propose that followers' gender moderates the relationships between all three of these variables. We argue differences in societal expectations and/or underlying motivation combine to make leadership of lesser importance to OCB among females than males. Using 202 supervisor-subordinate dyads from Taiwan, a moderated mediation model of TL-LMX-OCB, with sub-

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Abstract: We extend research on the speed of new venture internationalisation by distinguishing between effectual and non-effectual (i.e. causal) network-building approaches, and conceptualising their differential effects on the dimensions of initial entry speed, country (i.e. international) scope speed and international commitment speed. Drawing upon the extant literature on internationalisation speed, network building and effectuation theory, we argue that an effectual approach to network-building is positively associated with initial entry speed and international scope speed, but negatively associated with international commitment speed, while a causal approach is negatively associated with initial entry speed and international scope speed, but positively associated with international commitment speed. In addition, we contribute to effectuation scholarship by elaborating on the causal–effectual distinction in network-building and offering internationalisation speed as an important and interesting outcome variable.

Paper: https://doi.org/10.1177/0266242618796145

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Abstract: In this conceptual paper, we ask: How does the larger cultural context influence the way that groups of managers deal with paradoxical tensions in strategy episodes? We focus on three sources of tension in the conduct and design of strategy episodes – inclusion, formality and coordination/communication. We argue that in each case, cultural influences affect the extent to which these facets of strategy episodes are dealt with. Specifically, in Western cultural contexts, managers tend to have a lower proclivity for adopting a paradoxical frame resulting in a separation of tensions in strategy episodes; by contrast, managers in Eastern cultural contexts such as China more readily adopt a paradoxical frame, and embrace tensions in strategy episodes. We suggest that, over time, non-paradoxical thinking likely promotes inter-episode plurality and planned emergence, while paradoxical thinking tends to foster intra-episode plurality and emergent planning. We contribute to a deeper understanding of strategy episodes as culturally embedded practices.


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Wang, An-Chih, Tsai, Chou-Yu, Dionne, Shelley D., Yammarino,Francis J., Spain, Seth M., Ling, Hsiao-Chi, Huang, Min-Ping, Chou, Li-Fang and Cheng, Bor-Shiuan . forthcoming. "Benevolence-dominant, authoritarianism-dominant, and classical paternalistic leadership: Testing their relationships with subordinate performance". The Leadership Quarterly. (A*)

Abstract: We propose a new typology of paternalistic leadership styles based on how leaders demonstrate authoritarianism and benevolence, the two essential components of this type of leadership. Benevolence-dominant paternalistic leadership refers to leaders’ sole dependence on the use of benevolence without their strong assertion of authority, whereas authoritarianism-dominant paternalistic leadership is based mainly on authoritarianism itself; classical paternalistic leadership, which best fits early observations of paternalistic leaders, refers to the salient combination of both leadership components. We used two distinct samples and methods to test this typology and the association with subordinate performance. Across the two studies, a field investigation with

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Taiwanese military supervisor-subordinate dyads and a hypothetical scenario experiment with U.S. working adults, we found a positive relationship between classical paternalistic leadership and subordinate performance as strong as that between benevolence-dominant paternalistic leadership and performance. Our findings echo the phenomenon that paternalistic leaders tend to combine benevolence with authoritarianism to affect subordinate performance.

Paper: [https://doi.org/10.1016/j.tegqua.2018.06.002](https://doi.org/10.1016/j.tegqua.2018.06.002)

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Wang, Taiyuan and Zatzick, Christopher D.. forthcoming. "Human Capital Acquisition and Organizational Innovation: A Temporal Perspective". *Academy of Management Journal*. Abstract: Newcomers contribute to organizational innovation by bringing in new knowledge and ideas, on the one hand, and by collaborating and exchanging with incumbents, on the other. We propose that an organization’s ability to use these contributions is influenced by hiring rate, hiring rate change, and hiring rate dispersion, which affect both the flow of new ideas into the organization and the level of collaboration between newcomers and incumbents. Using four years of data from a large, multi-industry sample, we find that hiring rate and hiring rate dispersion increase organizational innovation. We also find that increases in hiring rates from year to year are positively related to innovation for organizations with more collaborative work practices, while the relationship between hiring rate dispersion and innovation is less positive when organizations have more collaborative work practices. This study highlights how temporal patterns of hiring influence human capital acquisition and development.

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Zhang, Yu and Gong, Yan. forthcoming. "Stock Return or Sales Growth? Multiple Performance Feedback and Strategic Investments Under Securities Analysts’ Earnings Pressure". *Journal of Management Studies*. (FT50). Abstract: Pressure to meet or beat earnings forecasts from securities analysts leads managers of publicly traded firms to improve short-term earnings by cutting strategic investments at the expense of long-term competitiveness. Drawing on the behavioral theory of the firm, we explore how different dimensions of performance feedback moderate managerial responses to this pressure. We find that the negative impact of earnings pressure on a firm’s strategic investments is strengthened when it receives performance feedback from lower stock returns but is weakened when the firm receives performance feedback from lower sales growth. When both dimensions of performance feedback are present, we find that sales growth has a stronger moderating effect. Our paper contributes to the developing literature on multiple dimensions of performance feedback by demonstrating how stock price and sales growth differentially influence managerial responses to earnings pressure. From a management standpoint, we highlight the possibility that performance feedback influence managerial responses to earnings pressures in ways that managers may not fully consider.

Paper: [https://doi.org/10.1111/joms.12392](https://doi.org/10.1111/joms.12392)

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Farh, Jiing-Lih (Larry) and Pi, Xin. 2018. "星巴克在中国：咖啡暖胃更暖心". CI-418-060.
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Han, Jian and Zhang, Chi. 2018. "智慧零售与苏宁人力资源变革（A）". CI-418-046.
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Rui, Oliver (Meng) and Zhang, Chi. 2018. "兴全基金的社会责任". CI-718-064.
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Rui, Oliver (Meng) and Zhang, Chi. 2018. "猪八戒网：不忘初心". CI-718-063.
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Rui, Oliver (Meng) and Zhu, Qiong. 2018. "朗诗：履行战略性企业社会责任(C)". CI-718-054.
Rui, Oliver (Meng) and Zhu, Qiong. 2018. "朗诗：履行战略性企业社会责任(B)". CI-718-053.
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Xin, Katherine R and Zhang, Lily. 2018. "国新国际：中国企业海外并购中的助力者(B)". CI-318-037.
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Awards & Honors


Chen, Jieping, Han, Jian and Su, Xijia. 2018. The 2018 CEIBS Teaching Excellence Award.

Chng, Han Ming (Daniel) and Moran, Peter. 2018. The case "WinChannel's Digital Gambit to Revitalize Rural China" wins the Overall Winner award at the 2018 CEEMAN Case Writing Competition in cooperation with Emerald.

Farh, Jiing-Lih (Larry) and Yu, Fang (Frank). 2018. The 2018 CEIBS Research Excellence Award.

Han, Jian. 2018. Recipient of the Academy of Management’s (AoM) 2018 Human Resource Division Innovative Teaching Award in recognition of her work entitled “Integrating Reflex-
Han, Jian, Rui, Oliver (Meng) and Xu, Bin. 2018. The 2018 CEIBS Power of One Service Excellence Award for Faculty Members.

Kim, Tae-Yeol. 2018. 2018 Publons’ Global Peer Review Awards: Top 1% in Economics & Business and Top 1% in Psychiatry/Psychology.
Abstract: The top 1% of reviewers in each field who performed the most verified pre-publication peer reviews on Publons for the 2018 global Peer Review Awards.

Ramasamy, Bala and Xu, Dingbo. 2018. The 2018 CEIBS Philanthropy Award for Faculty Members.

Rui, Oliver (Meng). 2018. The paper entitled “Analyst Team Diversity and Analyst Performance” received the Best Papers Award Honourable Mention Prize at the 2018 World Finance Conference (WFC).


Sheng, Songcheng. 2018. Prof. Sheng was among a group of newly-appointed counselors of the Shanghai Municipal People’s Government who received letters of appointments from Deputy Secretary of the CPC Shanghai Committee and the Mayor of Shanghai Ying Yong.

Zhao, Xiande. 2018. Prof. Zhao received the Zhong Jia Qing Operations Research Award and, in an article entitled “Charting Leadership in SCM Research from Asia and Europe” published in the International Journal of Production Economics, was recognised as one of the most influential scholars in Asia, placing either first or second according to various indicators used in the rankings.
Centre for Family Heritage

Trade Journal Articles

Lee, Jean S K. and Zhao, Hua. 2018 June. "社会情感财富如何驱动家业长青". Chinese Family Business Review. Contact: jeanlee@ceibs.edu

Lee, Jean S K. and Tan, Ruofeng. 2018 Aug. "小池塘的大鱼". Chinese Family Business Review. Contact: jeanlee@ceibs.edu