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Peer Reviewed Journal Articles


Abstract: We introduce a novel concept of network interactions in which board connections provide access to external spheres of political influence, state ownership, and family control. We posit this form of indirect access via board association enables connected firms to benefit from information privy to external networks while avoiding their resource-based costs of membership. Board network data are assembled for 1290 East Asian firms and linked to hand-collected data on political connections and corporate ownership around the 2008–09 crisis. Companies with board connections to state-owned firms and family business groups had greater crisis-period accounting performance and stock returns. In countries with weak institutional development, board connections to politically connected firms were also beneficial.

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Abstract: We exploit Donald Trump’s nonpolitical background and surprise election victory to identify the value of sudden presidential ties among S&P 500 firms. In our setting firms did not choose to become politically connected, so we identify treatment effects comparatively free of selection bias prevalent in this literature. Firms with presidential ties enjoyed greater abnormal returns around the 2016 election. Since Trump’s inauguration, connected firms had better performance; received more government contracts; and were less subject to unfavorable regulatory actions. We rule out a number of confounding factors, including industry designation, sensitivity to Republican platforms, campaign finance, and lobbying expenditures.

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Abstract: This paper finds that stricter laws regulating third-party debt collection reduce the number of third-party debt collectors, lower the recovery rates on delinquent credit card loans, and lead to a modest decrease in the openings of new revolving lines of credit. Further, stricter third-party debt collection laws are associated with fewer consumer lawsuits against third-party debt collectors but not with a reduction in the overall number of consumer complaints. Overall, stricter third-party debt collection laws appear to restrict access to new revolving credit but have an ambiguous effect on the nonpecuniary costs that the debt collection process imposes on borrowers.

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Abstract: Drawing on social hierarchy theory (Halevy, Chou, & Galinsky, 2011; Tyler, 1997), we develop a contingency model of leader–member exchange (LMX) differentiation in which LMX differentiation is positively and negatively related to group cooperation and group social undermining, respectively, when it is based on the group members’ performance, but the relations are reversed (i.e., negative and positive, respectively) when it stems from a leader’s personal liking of the members. In addition, we propose that the moderating effects of the performance and personal liking bases of LMX differentiation are magnified by the levels of reward interdependence. Specifically, under a high (vs. low) level of reward interdependence, LMX differentiation ap- pears strongly to promote high group cooperation and low group social undermining, whereas LMX differentiation with a personal liking basis is more likely to decrease group cooperation and increase group social undermining. Group cooperation and social undermining are then hypothesized to convey the three-way interactive effects of LMX differentiation, its two bases, and reward interdependence on subsequent group performance. Analyses of data from 328 sales groups of a large retailer support the core part of our contingency model of LMX differentiation.

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Abstract: This study aims to explain the interplay between business founders’ work design and new venture development. Our qualitative research reveals that founders’ work design differs in terms of unsettled and settled work. In unsettled work, founders redesign their work to serve the needed changes in their new ventures. In settled work, founders, who develop a commitment to their self-created work, often maintain rather than change their work, regardless of the potentially needed changes in the new ventures. Our findings suggest that founders’ work has a subtle structure that results in direct, day-to-day experience that is integr- ate in shaping new ventures.

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Abstract: Mentorship quality is an important aspect of mentorship effectiveness, yet we know little about its predictors. Using social identity theory, we examined the relationship between mentor alcohol use norms and mentorship quality as perceived by protégés. Our study also considered the mediating role of protégé identification with the mentor and the moderating role of protégé traditionality. The findings indicate that mentor alcohol use norms are negatively related to mentorship quality, and that this relationship is mediated by protégé identification with the mentor. Furthermore, the traditionality of protégés alleviates not only the negative relationship between mentor alcohol use norms and protégé identification with the mentor, but also the indirect relationship between mentor alcohol use norms and mentorship quality via protégé identification with the mentor. The re- sults underscore the value of focusing on mentor behavioral norms that are not directed toward the protégé. We conclude with a discussion of the theoretical and practical implications for mentoring research.

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Abstract: Managers of international subsidiaries, especially subsidiary CEOs, operate at critical interfaces within multinational enterprises (MNEs) and hold strategic responsibility for the operations in their country. Yet, their impact on subsidiary performance has received scant research attention. Building on the subsidiary entrepreneurship and strategic leadership literatures, we develop a model of how subsidiary CEOs’ entrepreneurial leadership af- fects subsidiary performance, and how this relationship is moder- ated by the subsidiary context that determines managerial discre- tion. We combine survey data of 291 international subsidiaries in South Korea with archival data to test our hypotheses. Our results show that subsidiary CEOs’ entrepreneurial leadership enhances subsidiary performance and that this relationship is strengthened by managerial discretion. Our study highlights the pivotal role of subsidiary CEOs within MNEs and contributes to a microfounda- tional understanding of international subsidiary management.

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Abstract: Activist hedge funds are the new breed of corporate raiders, yet we know little about how the management and board of target firms respond to activist investors. Using a behavioral perspective, we propose that an activist’s reputation for being confrontational conveys information to the target company as to what they are likely to encounter in an activist campaign. To avoid the potential adverse consequences of engaging in such a con- test, we propose and find that target companies are more likely to settle with an activist known for being confrontational. Our study contributes to corporate governance research by providing insight into the importance of the social context surrounding activist cam- paigns and the role of reputation in influencing how companies respond to activist investors.
Facing颠覆

Using multi-ship between abusive supervision and moral identity, and the cally, when the level of lone wolf tendencies is high, the relation-
and interpersonal deviance through moral identity. More specifi-
and the indirect effect of abusive supervision on organizational
main negative impact of abusive supervision on moral identity
We also test the extent to which lone wolf tendencies alleviate the
relations between abusive supervision, as perceived by followers,
model of abusive supervision". "Lone wolves reciprocate less deviance: A moral identity
vision on organizational and interpersonal deviance. In particular,
focus on the moderating role of neuroticism helps to
neuroticism as the moderating mechanism.
Design/methodology/approach
This study controlled for the nested effect and tested all the hy-
theses with Mplus 7.0 using a time-lagged three-wave survey of
232 Chinese supervisor–subordinate dyads.
Findings
The results indicated that leader humor promotes frontline hospi-
ality employees’ service performance and PCSP by enhancing
their HP. Furthermore, neuroticism was shown to strengthen the
direct impact of leader humor on employee HP and its indirect
impact on employee service performance and employee PCSP
through HP.
Originality/value
First, this research contributes to the leader humor literature
through exploring its impact on the service performance and
PCSP of frontline hospitality employees. Second, this research
develops a new framework to explain the leader humor-employee
service outcomes relationship using self-determination theory.
Finally, the focus on the moderating role of neuroticism helps to explain the "when" question of leader humor.
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hospitality employees' service performance and proactive
customer service performance". International Journal of
Contemporary Hospitality Management. 32, 5, 1755–1773.
Abstract:
Drawing from self-determination theory, this study aims to examine the effect of leader humor on frontline hospitality employees’ service performance and proactive customer service performance (PCSP) via harmonious passion (HP) for work with employee neuroticism as the moderating mechanism.
Trade Journal Articles
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Fang, Yue, Lv, Xinghang and Zhang, Li. 2020 May. "面对颠覆性突发事件，你准备好了吗？". CEIBS Business Review.
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Fang, Yue, Lv, Xinghang and Zhang, Li. 2020 June. "随着远程工作成为“新常态”，您需要提升哪些独特的领导和管理能力？". CEIBS Business Review.
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Newsletters
Faculty Research Publications

Newspaper Articles

Han, Jian. 2020 March 20. 提升组织绩效, 何时过犹不及. 经济观察报.
Contact: jianhan@ceibs.edu

He, Wei. 2020 March 23. Sharing economy gets HR twist. China Daily. (Prof. Han Jian’s interview)
Contact: jianhan@ceibs.edu

Ramasamy, Bala. 2020 April 3. Unity only way to beat pandemic. China Daily.
Paper: https://www.chinadaily.com.cn/a/202004/03/WS5e869e3ca3101282172842d0.html
Contact: bramasamy@ceibs.edu

Xu, Bin. 2020 January 10. 应淡化GDP增速目标,民营企业的心思才是关键. 经济观察报.
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Xu, Bin. 2020 January 28. Government to cushion GDP growth’s slip past 6%. CGTN.
Contact: xubin@ceibs.edu

Xu, Bin. 2020 March 7. 支持淡化GDP增长目标 建议以效率目标代替. 新浪财经.
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Awards & Honors

Chng, Han Ming Daniel. 2020. Prof. Chng’s case, entitled “Voles System’s Bribery Accusations in China” won the top prize in the category of Responsible Business in the 2019 EFMD Case Writing Competition.
News: https://www.ceibs.edu/media/news/awards-honors/18807

Zhao, Xiande. 2020. In a report published in late-2019 in International Journal of Production Economics, Zhao Xiande, Professor of Operations & Supply Chain Management at CEIBS, was ranked either first or second in Asia according to multiple indicators regarding leadership in supply chain management (SCM) research. In addition, CEIBS was ranked between twelfth and nineteenth according to various indicators amongst leading institutions in SCM research in Asia, reflecting the school’s influence in this field.
News: https://www.ceibs.edu/media/news/faculty/19019