

Newsletter

Faculty & Research Center Publications



China Depth, Global Breadth

Peer Reviewed Journal Articles

Bo, Wen, Hu, Paul and Fang, Yue. forthcoming. "Influences of Leaderboard Direction on Learning Performance and Satisfaction in Gamified E-Learning". *Journal of Global Information Management*.
Contact: fyue@ceibs.edu

Cai, Y., Wang, H., Schuh, S. C., Li, J., & Zheng, W.. forthcoming. "Toward understanding employees' responses to leaders' unethical pro-organizational behavior: An outcome favorability perspective". *Journal of Business Ethics*. (FT50).
Contact: sschuh@ceibs.edu

Chen, T., Kim, T.-Y., Gong, Y., & Liang, Y. . forthcoming. "Competence drives interest or vice versa? Untangling the bidirectional relationships between creative self-efficacy and intrinsic motivation for creativity in shaping employee creativity". *Journal of Management Studies*. (FT50).
Abstract: Research has examined creative self-efficacy and intrinsic motivation for creativity as important antecedents to employee creativity, but little is known about how the two antecedents influence each other to foster employee creativity. This study proposes two theoretical possibilities. First, by enhancing resilience, creative self-efficacy can promote intrinsic motivation for creativity, which in turn boosts employee creativity. Task difficulty further strengthens creative self-efficacy's effect on intrinsic motivation for creativity and employee creativity (via resilience). Second, by fostering creative process engagement, intrinsic motivation for creativity can promote creative self-efficacy, which in turn boosts employee creativity. Task variability further amplifies the effect of intrinsic motivation for creativity on creative self-efficacy and employee creativity (via creative process engagement). Results from two experiments and two field studies largely supported the hypothesized relationships. We extend the creativity literature by untangling the interrelationships between creative self-efficacy and intrinsic motivation for creativity in shaping employee creativity.
Paper: <https://doi.org/10.1111/joms.13072>
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Abstract: Political influence on bank credit allocation is often viewed as being necessary to address social problems like income inequality. We hypothesize that such influence elicits bank capital responses. Our hypothesis yields three testable predictions for which we find supporting evidence. First, when banks observe election outcomes that suggest greater impending political credit-allocation influence, they reduce capital to increase fragility and deter political influence. Second, banks subject to greater political influence nonetheless increase lending that politicians favor, and household consumption consequently increases. Third, these banks exhibit poorer post-lending performance. Our study has implications for the interaction between politics, household consumption, and bank risk through a specific channel—the interplay between credit-allocation regulation and bank capital structure.
Paper: <https://doi.org/10.1287/mnsc.2022.04056>
Contact: shenghuang@ceibs.edu

Kim, T.-Y., Wang, X., Schuh, S., & Liu, Z. . 2024. "Effects of organizational innovative climate within organizations: The roles of managers' proactive goal regulation and external environments". *Research Policy*. (FT50) 53, 5, 104993.
Abstract: Our understanding of how and under what conditions organizational innovative climate unfolds its impact on employees' innovative behaviors remains at a nascent stage. To address these questions, this study developed a moderated mediation model of organizational innovative climate and tested it using a three-level, time-lagged design with a sample of 93 organizations, 269 working groups, and 1,146 employees. The results show that organizational innovative climate is positively and indirectly related to employees' innovative behaviors through managers' proactive goal regulation. We also find that the indirect linkage between organizational innovative climate and employees' innovative behaviors via managers' proactive goal regulation only emerge in the organizations that faced highly competitive intensity, but not in those with low competitive intensity. These findings provide important insights into how organizational innovative climate diffuses within organizations and which factors may enhance or limit its impact on employees' actions.
Paper: <https://doi.org/10.1016/j.respol.2024.104993>
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Huang, Sheng and Thakor, Anjan V. . forthcoming. "Political Influence, Bank Capital, and Credit Allocation". *Management Science*. (FT50).

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Faculty Research Publications

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Liu, Z., Huang, Y., Kim, T.-Y., & Cheng, H. . forthcoming.
"Perceived overqualification and employee outcomes: The dual pathways and the moderating effects of dual-focused transformational leadership". *Human Resource Management*. (FT50).

Abstract: Research findings concerning the effects of perceived overqualification on task performance are mixed. To reconcile the disparate findings, drawing on person-environment theory, we propose cynicism toward the job and constructive deviance as contrasting dual pathways that explain the negative and positive effects of perceived overqualification on task performance and employee creativity. We also examine the moderating effects of dual-focused transformational leadership (TFL) on the relationships between perceived overqualification and the two mediating mechanisms. We test this model using data collected from 469 employees and their 135 supervisors via two-wave surveys. The results support the negative and positive mediating mechanisms. In addition, based on one field study and two online experiments, we find that individual-focused TFL mitigates the relationship between perceived overqualification and cynicism toward the job, but that team-focused TFL enhances the relationship between perceived overqualification and constructive deviance.

Paper: <https://doi.org/10.1002/hrm.22221>

Contact: tykim@ceibs.edu

Prashantham, Shameen and Woetzel, Lola. 2024 May. "To Create a Greener Future, the West Can't Ignore China". *Harvard Business Review*. (FT50) 102, 3, 104-113.

Abstract:

Fighting climate change is a promising area for engagement between Western companies and China. However, geopolitical strains, the disruption of business relationships by the Covid pandemic, and domestic Chinese policies all make engagement complex. In this article the authors examine the complexities of the current climate-change opportunities in China and present practical strategies for businesses ready to enter the market.

There is a twofold opportunity, they explain. First, China offers a vast market for Western-developed solutions. The Chinese government has set ambitious targets, aiming to achieve carbon neutrality by 2060. That goal creates significant opportunities for firms with cutting-edge technologies. Second, businesses have an opportunity to integrate China's own advances in climate-related technology.

The authors go on to outline four strategies, all of which involve partnering in some way. They advise companies to make sustainability a global theme, to join or form coalitions to find safe spaces for technological development, to forge partnerships with local companies for market access, and to insource technology.

Paper: <https://hbr.org/2024/05/to-create-a-greener-future-the-west-cant-ignore-china>

Contact: sprashantham@ceibs.edu

Reuber, A.R., Prashantham, S. & Chen, L.. forthcoming.
"Becoming an effective JIBS reviewer". *Journal of International Business Studies*. (FT50) 55, 515-521.

Paper: <https://doi.org/10.1057/s41267-024-00704-8>

Contact: sprashantham@ceibs.edu

Sheng, Songcheng. 2024 Feb. "消费也是另一种投资——兼论消

费与投资的相互促进与良性循环". 比较.

Contact: ssongcheng@ceibs.edu

Sheng, Songcheng and Jin, Hui. 2024 Apr. "深化财税改革，激发内生动力". 清华金融评论.

Contact: ssongcheng@ceibs.edu

Wickert, Christopher, Potočník, Kristina, Prashantham, Shameen, Shi, Weilei (Stone), Snihur, Yuliya . forthcoming.
"Embracing non-Western Contexts in Management Scholarship". *Journal of Management Studies*. (FT50).

Abstract: Management is a global phenomenon. Yet, the vast majority of empirical investigations and theoretical explanations of management, managers and those being managed that are published in leading management journals are based on research that predominantly originates from Western contexts, particularly the USA and the larger European countries. Non-Western contexts, in turn, reside at the periphery of mainstream management scholarship. This is problematic for multiple reasons. It provides an inherently limited view on the contextual factors that may explain variation in management practices across the globe, and it leads to a reductionist view of non-Western contexts to offer little more than a means for teasing out the boundary conditions of mainstream 'Western' theories. This exclusion of non-Western contexts has resulted in a marginalization of non-Western scholarly voices, who are often hesitant to submit their research to leading scholarly journals. To address these interrelated problems, we use this introduction to the Thematic Collection on 'Embracing non-Western contexts' in the *Journal of Management Studies* to call on scholars to more fully embrace non-Western contexts in their research, and in doing so, to unleash the explanatory potential of these contexts for our understanding of management.

Paper: <https://doi.org/10.1111/joms.13048>

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Xu, Ailing, Tan, Yinliang (Rick) and He, Qiao-Chu. forthcoming.
"Information Transparency With Targeting Technology for Online Service Operations Platform". *Production and Operations Management*. (FT50).

Abstract: Social technologies have enabled the emergence of online platforms that provide offline service consultations and recommendations. In this environment, economic inefficiency arises when customers are not fully aware of their horizontally differentiated preferences. With its expertise or data dominance, a platform can be more informed about customers' hidden preferences. We focus on an instrumental social technology, that is, targeting, which is a type of data-driven personalized information provision to manipulate customers' beliefs about service quality. We propose a Hotelling model wherein customers are sensitive to the delays for service while making Bayesian belief updates based on a platform's recommendations. When customers self-select their favorite service, their choices impose negative externalities through congestion and welfare loss. Our results indicate that service recommendations allow customers to navigate toward the more appropriate service, thus improving matching efficiency, reducing congestion costs, and enhancing aggregate customer welfare. We further identify the role of "information transparency" and study how the platform should strategically release information by making personalized service recommendations to customers. Interestingly, when a customer-centric platform maximizes aggregate customer welfare, we identify the "value of opaqueness" by strategically withholding service recommendations from

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a subset of customers and notice that this effect is more pronounced for a profit-seeking platform. Our results offer a better understanding of information transparency policies in the joint design of service recommendation systems and pricing mechanisms.

Contact: yrtan@ceibs.edu

Yao, Fiona Kun, Chen, Ming-Jer, Li, Jiatao, Combs, Danielle & Li, Qiang. 2024. "A review of 50 years of research since Knickerbocker (1973): competitive dynamics in international business". *Journal of International Business Studies*. (FT50) 55, 522–550.

Abstract: Competition has long been considered a central element of strategy for multinational enterprises in classical foreign direct investment theories. This review evaluates the large and diverse literature on competitive dynamics in international business since Knickerbocker's (Oligopolistic reaction and the multinational enterprise, MIT Press, Cambridge, 1973) seminal work on oligopolistic reaction. Specifically, we review the literature on follow-the-leader, awareness–motivation–capability, competitor analysis, and multimarket competition. Our review reveals that competitive interaction in the international context is a multi-arena, multi-player, and multi-level phenomenon. We also identify opportunities for future research, such as deepening the understanding of the micro-foundations of competitive dynamics, incorporating more country-level factors into the analysis of firm-level competitive interactions, broadening the consideration of international stakeholders, and giving greater emphasis to non-market strategies as competitive actions in the global environment. Our review contributes to the development of international business theory by improving our understanding of the mechanisms underlying the execution and consequences of multinational firms' competitive strategies. Moreover, it enriches the competitive dynamics theory in strategic management by emphasizing the complexities that the international context introduces to competitive interactions among firms.

Paper: <https://doi.org/10.1057/s41267-024-00707-5>

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Trade Journal Articles

Fang, Yue. 2024 July. "AI时代下的企业转型策略". *商学院*.

Contact: fyue@ceibs.edu

Fang, Yue. 2024 July. "人工智能时代 机遇与挑战中的就业变革". *财经智库*.

Contact: fyue@ceibs.edu

Xin, K. R. & Yan, J.. 2024 Feb. "Becoming Next-level User-centered Enterprise 《成为新一代用户企业》". *Business Review*. 5.

Contact: katherinexin@ceibs.edu

Xin, K. R. & Yan, J.. 2024 Jan. "Dancing with Clients 《与客户共舞》". *Business Review*. 5.

Contact: katherinexin@ceibs.edu

Newspaper/Media Articles

Fang, Yue. 2024 April 29. 当AI深度参与商学院的课程，发生了什么？. *中欧EMBA公众号*.

Contact: fyue@ceibs.edu

Fang, Yue. 2024 May 25. 重构的制造业 待做的选择题. *经济观察报*.

Contact: fyue@ceibs.edu

Fang, Yue. 2024 May 28. 制造业数字化转型20年，不能只在规模和成本上做文章. *CEIBS Knowledge*.

Contact: fyue@ceibs.edu

Sheng, Songcheng. 2024 April 16. 中欧国际工商学院经济与金融学教授盛松成：生产性服务业发展有助于培育新质生产力. *上海证券报*.

Contact: ssongcheng@ceibs.edu

Sheng, Songcheng and Qiu, Ju. 2024 April 26. 第一财经. 外商投资发生了哪些变化，如何应对？.

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Sheng, Songcheng and Long, Yu. 2024 April 28. 生产性服务业如何赋能新质生产力文. *汇报（理论版）*.

Contact: ssongcheng@ceibs.edu

Wang, Hong. 2024 April 1. 表邮轮业再提速. *新华社*.

Contact: whong@ceibs.edu

Wang, Hong. 2024 April 12. 中欧国际工商学院院长汪泓：挖掘更多“洛阳标杆”走向全球. *洛阳日报*.

Contact: whong@ceibs.edu

Wang, Hong. 2024 April 16. 中欧国际工商学院院长汪泓：推进金融高水平双向开放 助力上海国际金融中心全面进阶. *上海证券报*.

Contact: whong@ceibs.edu

Wang, Hong. 2024 April 22. 中国高校加强ESG教学调研 助力深化可持续发展实践. *第一财经*.

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Wang, Hong. 2024 April 23. 中欧ESG 白皮书发布：上市企业不断深化可持续发展实践. *东方财富浦东频道*.

Contact: whong@ceibs.edu

Wang, Hong. 2024 April 29. 聚焦中关村论坛 19项重大科技成果对外发. *央视财经*.

Contact: whong@ceibs.edu

Wang, Hong. 2024 April 29. 中关村论坛聚焦新质生产力 专家：科创园区是新质生产力发展最佳“策源地”. *第一财经*.

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Wang, Hong. 2024 April 30. 我眼中的中关村论坛. *人民日报数字*

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Wang, Hong. 2024 April 30. 汪泓：助力企业提高新质生产力. 人民日报.

Contact: whong@ceibs.edu

Wang, Hong. 2024 May 1. 中关村对话|汪泓：科创园区是新质生产力发展的最佳实践地. 新京报.

Contact: whong@ceibs.edu

Wang, Hong. 2024 May 7. 中欧国际工商学院院长汪泓：科创园推动新质生产力发展，驱动产业创新升级. 环球网.

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Wang, Hong. 2024 May 13. ESG概念已经走过20年，中国品牌企业如何在全球可持续发展领域发挥更为重要的作用？. 新民晚报.

Contact: whong@ceibs.edu

Wang, Hong. 2024 May 13. 以可持续为引领 中国品牌拥抱ESG更好“走出去”. 第一财经.

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Wang, Hong. 2024 May 14. 拥抱ESG更好“走出去”，中国品牌全球行与ESG可持续发展会议举行. 环球网.

Contact: whong@ceibs.edu

Wang, Hong. 2024 May 16. 汪泓：上市公司ESG信披面临多方面挑战的文章. 中国经济时报.

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Wang, Hong. 2024 May 16. 专访中欧国际工商学院院长汪泓：ESG的发展，政策干预趋势明显、合规管理趋于严格、信息披露要求趋于一致、ESG传导效应逐步加深. 每日经济新闻.

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Wang, Hong. 2024 May 16. 专访中欧国际工商学院院长汪泓：ESG的发展将用标准引导企业转型，部分企业或将面临被淘汰，“生生死死”才是一个动态优质的平衡过程. 每日经济新闻.

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Wang, Hong. 2024 May 16. 中欧国际工商学院院长汪泓：中国品牌“走出去” ESG议题已是“必答题”. 新华财经.

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Wang, Hong. 2024 May 21. 欧美放缓汽车电动化背后. 国际金融报.

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Wang, Hong. 2024 May 24. 专访中欧国际工商学院院长汪泓：邮轮入境免签新政实施 我国邮轮产业迎新经济增长点. 上海证券报.

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Wang, Hong. 2024 May 27. 汪泓：建议从四方面释放消费潜能. 财经智库.

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Wang, Hong. 2024 June 7. 经济大省挑大梁 浙企高质量出海破变局 共寻出海新机遇. 浙江广电集团经济生活频道.

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Wang, Hong. 2024 June 7. 经济大省挑大梁 浙企高质量出海破变局 共寻“出海”新机遇. 中国蓝新闻.

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Wang, Hong. 2024 June 20. 中欧国际工商学院院长汪泓：通过金融高质量发展解决全球经贸难题. 上海证券报.

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Wang, Hong. 2024 June 21. 汪泓、杜道明：多重挑战下的全球经济金融开放与合作. 第一财经.

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Wang, Hong. 2024 June 21. 汪泓：中欧国际金融圆桌研讨会 聚焦全球经济金融开放与合作. 东方财经浦东频道.

Contact: whong@ceibs.edu

Wang, Hong. 2024 June 22. 汪泓：中国经济复苏趋分化 扩需求政策正加码. 凤凰卫视.

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Books/Monographs

Wang, Yajin and He, Ziqing. 2024. 2024 CEIBS ESG White Paper.

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Cases

Chen, Shaohui, Zhang, Chi and Han, Weijun. 2024. "东方甄选的“小作文”风波（B）：“老板”董宇辉". CI-424-028.

Contact: csophie@ceibs.edu

Chiang, Jeongwen, Lin, Chen and Wang, Chu. 2024. "美酒加咖啡：茅台与瑞幸的老少配". CI-524-024.

Contact: jwchiang@ceibs.edu

Ding, Yuan and Cui, Xiang. 2024. "A公司：如何在碳成本核算的背景下转型为高端电池制造商". CI-124-030.

Contact: dyuan@ceibs.edu

Ding, Yuan, Cui, Xiang and Jiang, Jin. 2024. "九龙仓分拆上市，资产重组和公允价值调整的变奏曲". CI-124-029.

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Faculty Research Publications

Received Research Grant of USD 5,000 from 2024 SIOP International Research and Collaboration (IRC) Small Grant.

Li, Xilin, Wang, Chu and Zhao, Liman. 2024. "多储蓄，为明天（B）：助推的力量". CI-224-021.

Li, Xilin, Wang, Chu and Zhao, Liman. 2024. "多储蓄，为明天（A）：缘何这么难？". CI-224-020.

Contact: xilinli@ceibs.edu

Lu, Yi and Li, Xiaomu. 2024. "Branding Strategy in NFT: A Case Study of Nike". CC-524-022.

Contact: michellelu@ceibs.edu

Lu, Yi, Li, Xiaomu and Zou, Yuwei. 2024. "Creator Economy in the Digital and Web 3.0 Age: Music Industry as an Example". CC-524-023.

Contact: michellelu@ceibs.edu

Su, Xijia and Pan, Bin. 2024. "江苏北人：扩张中的专精特新". CI-323-025.

Contact: sxijia@ceibs.edu

Tan, Yinliang. 2024. "FutureTech：用AI设计一场新品发布会". CI-024-033.

Contact: yrtan@ceibs.edu

Tsai, Soo-Hung Terence, Zhang, Chi and Zhang, Yunlu. 2024. "优衣库（D）：中国市场的生意经". CI-324-031.

Contact: tterence@ceibs.edu

Wang, Gao, Cao, Zhijing and Zhang, Rui. 2024. "联想中国：线上线下融合，推动消费业务转型升级". CI-524-026.

Contact: wgao@ceibs.edu

Xiang, Yi. 2024. "收钱吧：中小商户的数智化变革". CI-524-032.

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Zhao, Xiande, Lin, Yanan and Wang, Liang. 2024. "万事利：让供应链“快”起来". CI-624-027.

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Awards & Honors

Chen, Zhuo. 2024. The paper titled "The Dual Role of CVC Investments in Venture Acquisition" coauthored by Zhuo Chen and Tieying Yu has been awarded as one of the best accepted papers (approximately 10%) in the 84th Annual Meeting of the Academy of Management taking place August 2024 in Chicago. .

Kim, Tae-Yeol. 2024. The paper entitled "Benefiting Team Performance while Hurting Leadership Effectiveness: The Two-Stage Moderated Mediation Model of Leader-Member Exchange Differentiation" received the Best Micro Paper Award (Finalist) at 2024 Asia Academy of Management Annual Conference (Malaysia, 2024, June) .

Kim, Tae-Yeol. 2024. The paper entitled "National Culture and Emotion Regulation at Work: Automaticity as An Explanation for Differences between Chinese and U.S. Service Workers"