

Newsletter

Faculty Research Publications



China Essence, Global Significance

Peer Reviewed Journal Articles

Fu, W., Zhang, M., Zhao, X., Guo, H., & Wang, L.. 2026. "A two-stage supply chain ecosystem evolution model: the role of platformization". *Production Planning & Control*.

Abstract: Despite growing scholarly interest in supply chain management (SCM) and ecosystems, a significant gap remains in understanding the mechanisms that underlie the evolution of a supply chain ecosystem (SCE). This study empirically investigates how SCEs emerge and advance from transactional supply chains. By adopting a longitudinal case study approach, this study develops a two-stage SCE evolution model that identifies two distinct stages – modular SCE and generative SCE – and delineates the transitions between them. This study reveals that the platformization of supply chain functions is the key to transitioning from a transactional supply chain to a modular SCE and that platformization across domains is the key to transitioning from a modular SCE to a generative SCE. This study contributes to the body of knowledge in SCM and ecosystem by offering a holistic view of SCE evolution, clarifying the characteristics and boundary conditions of each stage, and explicating specific actions of platformization in these transitions. This study also provides SCM practitioners with guidelines for advancing their supply networks by transitioning to SCEs and adopting platforms.

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Guan, Xu, Guo, Yaxu, Jiang, Yuan, Ma, Guangrui and Tan, Yingliang (Ricky) . forthcoming. "Quality Verification in the Presence of Review Biases". *Production and Operations Management*. (FT50).

Contact: yrtan@ceibs.edu

Huai, M., Zhang, X., Kwan, H. K., Lee, C., & Wang, T.. 2026. "CEO abusive behaviors and firm performance: The roles of TMT behavioral integration and task interdependence". *Journal of Business Research*. 206, 115979.

Abstract: Drawing upon a structural contingency perspective, our research investigates how and under what conditions chief executive officers' (CEOs') abusive behaviors influence firm performance. Using four-wave, multi-source data from 131 small and medium-sized firms in various industries in China, we theorize

and find that top management team (TMT) behavioral integration mediates the negative relationship between CEOs' abusive behaviors and firm performance. More importantly, TMT task interdependence serves as an essential structural condition. Specifically, the negative indirect effect of CEOs' abusive behaviors on firm performance through diminished TMT behavioral integration becomes stronger under higher levels of TMT task interdependence. Our research advances upper echelons theory by incorporating structural design of organizations into the study of destructive leadership at the top echelon. It also extends the abusive supervision literature by reinforcing evidence of CEOs' detrimental behaviors at the organizational level and specifying when such harm is more pronounced.

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Mai, K.M., Lin, Y., Zhang, K., & Zhang, R. . forthcoming. "Unveiling the Hidden Hazards: Exploring the Unintended Consequences of Legal Changes on Employee Injuries". *Journal of Applied Psychology*. (FT50).

Abstract: This study investigates the unintended effects of legal changes in shareholder litigation on employee injuries, revealing substantial consequences for employee welfare when restrictions are placed on shareholder litigation. Using a quasi-natural experiment involving the adoption of Universal Demand (UD) laws, we found that this reform, aimed at improving operational efficiency, is associated with a 28% increase in workplace injuries. This increase coincided with a marked surge in managerial focus on firm growth, without a commensurate increase in attention to safety. The association is stronger in lower-income counties, highlighting a potential economic redistribution effect that concerns vulnerable employee groups. We also find that female-led firms exhibit minimal increases in injury rates after the adoption, in contrast to male-led firms, indicating that CEO gender moderates the relationship. These findings highlight how regulatory changes may be associated with unintended consequences for employees through shifts in managerial focus. We discuss the theoretical and policy implications of our findings.

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Nason, R., Muñoz, P., Haugh, H., Welter, F., George, G., & Prashantham, S.. 2026. "Recalibrating Entrepreneurship Research: Decolonizing and Embracing the

Inside this issue:

Peer Reviewed Journal Articles	7
Newspaper/ Media Articles	11
Cases	15
Awards & Honors	6

Newsletter

Faculty Research Publications

Pluralism of Entrepreneurial Activity". *Journal of Management Studies*. (FT50). 63, 1, 1-21.

Abstract: Entrepreneurship research has long focused on exceptional, high-growth, venture-funded firms while overlooking the everyday and modest ventures that make up most entrepreneurial activity. This Special Issue calls for a recalibration of the field by decolonizing its assumptions and embracing its pluralism. We distinguish between conventional entrepreneurship, shaped by ideals of technology-driven innovation and venture-capital funded growth, and unconventional entrepreneurship, which reflects diverse and contextually grounded practices. Focusing on everydayness, pluralism, and decolonization, we draw on Santos' concept of abyssal line to invite a shift from studying outliers to studying the ordinary. Using the metaphor of moving from a microscope to a prism, we call for theories that capture the full spectrum of entrepreneurial life across contexts and cultures.

Contact: sprashantham@ceibs.edu

Wang, Y., Mai, K.M., & Slepian, M.. forthcoming. "Being Left in The Dark: Leader Work-related Secrecy, Psychological Contract Violation, and Employee Discretionary Behavior". *Journal of Organizational Behavior*. (A*).

Abstract: In organizations, leaders often have to keep work-related secrets to protect employees or prevent negative consequences of the information becoming known. While a growing body of social psychological work examines how keeping secrets can influence one's psychological states, we know relatively little about how leader work-related secrecy can unintentionally affect employees. By integrating research on secrecy in the social psychology literature with psychological contract theory, the current studies examined how employees' perceptions of leader work-related secrecy may reduce their leader-directed discretionary behaviors (i.e., organizational citizenship behaviors and voice) through perceived psychological contract violation. These effects were especially pronounced among employees with a low propensity to trust. Results from two experiments (Study 1: N = 287; Study 2: N = 177) and a multi-source multi-wave field study (Study 3: N = 364 leader-member dyads) consistently supported our hypothesized model. Implications as well as directions for future research are discussed.

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Zhou, A.J, Zhou, S., Li, PP., Luo, Y. & Prashantham, S.. 2026. "From followers to leaders: A four-stage process model of EMNE capability development". *Journal of World Business*. (A*). 61, 2, 101709.

Abstract: We advance the springboard perspective by investigating how emerging-market multinational enterprises (EMNEs) evolve into global leaders, uncovering the specific mechanisms for capability development in the post-springboarding phase. We propose a four-stage process model that delineates the transformation of EMNEs, in response to technological paradigm shifts and business opportunities, from followers to leaders: (1) capability acquisition via springboarding from international value-chain partners, (2) capability scaling via co-exploitation with domestic value-chain partners, (3) capability creation via co-exploration with domestic value-chain partners, and (4) capability diffusion via reverse knowledge transfer to international value-chain partners. Using the transition of the automotive supply sector in China from internal combustion engines (ICE) to electric vehicles (EV) as an exemplary case, we illustrate how EMNEs can evolve from learning extant knowledge from, and to contributing new knowledge to, advanced-market multinational enterprises

(AMNEs). Our model extends the springboard perspective by detailing the rarely-explored post-springboarding phase, particularly in the context of contemporary geopolitical tensions. More broadly, we contribute to a deeper understanding of the action-based view of dynamic capabilities in international business by specifying the entrepreneurial actions that make EMNE capability development and transformation possible.

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Newspaper/Media Articles

Wang, Hong. 2026 February 3. “十五五”开局之年 人大代表热议上海高质量发展. *第一财经*.

Contact: whong@ceibs.edu

Wang, Hong. 2026 February 4. 汪泓代表：AI替代导致结构性失业，要做好劳动力培训和产业调整. *解放日报*.

Contact: whong@ceibs.edu

Wang, Hong. 2026 February 5. AI时代饭碗怎么端？代表委员支招：转型+融合. *东方卫视*.

Contact: whong@ceibs.edu

Wang, Hong. 2026 February 5. 怕AI抢工作？市人大代表汪泓建议：“研判+保障”，守住就业民生底线. *劳动观察*.

Contact: whong@ceibs.edu

Wang, Hong. 2026 February 7. 上海市人大代表、中欧国际工商学院院长汪泓：进一步促进上海夜间经济集聚区发展. *财联社*.

Contact: whong@ceibs.edu

Wang, Hong. 2026 February 7. 市人大代表汪泓：将邮轮经济打造成为国际航运中心建设闪亮增长极. *上观新闻*.

Contact: whong@ceibs.edu

Wang, Hong. 2026 February 7. 打造全球邮轮经济高地，上海如何将“流量”变“留量”. *第一财经*.

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Wang, Hong. 2026 February 9. 中欧国际工商学院院长汪泓：邮轮经济迎来“黄金十年” 建议从“流量竞争”转向“价值创造”. *上海证券报*.

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Wang, Hong. 2026 January 20. 内需拉动经济增长主动力作用持续增强. *解放日报*.

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Wang, Hong. 2026. 中欧国际工商学院院长汪泓：做好养老金“大文章”，还需继续做好企业年金和职业年金，进一步实施好个人养老金制度. *上海证券报*.

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Newsletter

Faculty Research Publications

Wang, Hong. 2026. 关注地方两会 | 今年上海GDP增长目标5%左右 持续提升“五个中心”能级. 上海证券报.
Contact: whong@ceibs.edu

Cases

Bai, Guo and Wang, Dan. 2026. "亚朵: 中国新住宿经济第一股". CC-1826-014.
Contact: guobai@ceibs.edu

Chng, Han Ming Daniel and Wu, Fan. 2026. "Scarcity or Scale? Pop Mart's Dilemma in Building a Global IP Kingdom". CE-1826-005 .
Contact: dchng@ceibs.edu

Huang, Sheng, Zhao, Haijun and Wang, Xiaozhou. 2026. "中际旭创: 传统产业与新质生产力企业的重组". CC-0626-008.
Contact: shenghuang@ceibs.edu

Jiang, Yuan, Schuh, Sebastian Christian, Liu, Geng and Lin, Yanan. 2026. "Halma plc's Dilemma: When Coaching was No Longer Enough". CE-1426-009.
Contact: ssschuh@ceibs.edu
yuanjiang@ceibs.edu

Ke, Shaowei, Cao, Zhijing and Zheng, Yeliangzi. 2026. "从高速马达到智能科技生态: 追觅科技的增长探索". CC-1826-017.
Contact: shaoweike@ceibs.edu

Lee, Byron Yee Sing and Li Na. 2026. "李扬的职场挑战 (A)". CB-0826-010.
Contact: blee@ceibs.edu

Lee, Byron Yee Sing and Li Na. 2026. "李扬的职场挑战 (B)". CB-0826-011.
Contact: blee@ceibs.edu

Li, Mingjun and Pi, Xin. 2026. "吉利的国际化战略(E): 战略转型". CC-1826-016.
Contact: limingjun@ceibs.edu

Liang, Chao, Sun, Xi and Zhang, Chi. 2026. "核桃编程: 实验驱动的决策". CC-1326-015.
Contact: chaoliang@ceibs.edu

Prashantham, Shameen and Wu, Fan. 2026. "张罗伊: 内部创业者的可持续发展之旅". CE-0426-007.
Contact: sprashantham@ceibs.edu

Tan, Yinliang and Liu, Geng. 2026. "复星旅文: 在“硅基效率”与“碳基温度”之间". CC-0926-002 .
Contact: yrtan@ceibs.edu

Tsai, Soo-Hung Terence, Wu, Fan and Zhang, Yun-

Iu. 2026. "星巴克中国“联姻”博裕资本: 能否实现多赢? ". CC-1826-006 .
Contact: terence@ceibs.edu

Wang, Gao and Zhu, Qiong. 2026. "大东: 品牌应如何定位? ". CC-1126-012 .
Contact: wgao@ceibs.edu

Wang, Gao and Zhu, Qiong. 2026. "德赛: 制造与品牌的关系定位". CC-1126-013 .
Contact: wgao@ceibs.edu

Zhou, Dongsheng and Ruan, Liyang. 2026. "三诺生物". CC-1026-001.
Contact: zdongsheng@ceibs.edu

Awards and Honors

Ding, Yuan. 2026. Prof. Ding Yuan's coauthored case "Overseas Acquisition of a Vietnamese Factory: The Implementation Journey of Man Wah's 'China +1' Strategy" won in the Belt-and-Road category in 2025 European Foundation for Management Development (EFMD) Case Writing Competition.

Gyamfi, Nana Yaa A.. 2026. Prof. Gyamfi won the Best Paper Award (Public Policy, Administration and Non-Governmental Organizations) from Africa Academy of Management Conference for her coauthored paper "Creolized Institutional Pathways: Transcending Assumptions of Institutional Void and Institutional Hybridity in African Contexts".

Lee, Siew Kim Jean. 2026. Prof. Lee's coauthored case "Glocal and Global Leaders: Leadership Development in Schneider Electric" won in the China-Europe Human Leadership category in 2025 European Foundation for Management Development (EFMD) Case Writing Competition.

Mai, Ke. 2025. Top Reviewer at Journal of Business Ethics in 2025.

Wang, Yajin. 2026. Prof. Wang's coauthored case series "From ODM to Consumer Brand: Keesoon Incubating Softide" won in the Bringing Technology to Market category in 2025 European Foundation for Management Development (EFMD) Case Writing Competition.

18 CEIBS professors were named in Elsevier's 2025 list of Highly-Cited Chinese Researchers. The incumbent CEIBS professors include (listed in alphabetical order by surname):

- Professor Emeritus Chen Jieping
- Professor of Accounting Chen Shimin
- Associate Professor of Strategy Chen Weiru
- Professor of Accounting Ding Yuan
- Honorary Professor Jing-Lih Larry Farh
- Associate Professor of Management Michael Kwan
- Professor of Economics Hu Guangzhou
- Professor of Management Kim Tae-Yeol
- Professor of Economics Bala Ramasamy
- Professor of International Business and Strategy Shameen Prashantham

Newsletter

Faculty Research Publications

- Professor of Management Katherine Xin
- Professor of Economics and Finance Xu Bin
- Professor of Finance Frank Yu
- Professor of Management Zhao Hao
- Professor of Operations and Supply Chain Management Zhao Xiande