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Faculty & Research Center Publications



China Depth, Global Breadth

Peer Reviewed Journal Articles

Chen, Jie, Xiande Zhao, and Barbara Bechler Flynn.. 2026 Jun. "When the going gets tough: extraordinary efforts by suppliers during supply chain disruptions". *International Journal of Operations & Production Management*. 46, 7, 1152–1174.

Abstract: Purpose Supply chain disruptions from sources such as natural disasters, labor shocks and geopolitical conflicts create severe coordination challenges and threaten supply chain continuity. During the COVID-19 pandemic – an extreme case of such disruptions – an intriguing phenomenon emerged: While many supplier contracts were canceled or invalidated, some suppliers exerted extraordinary efforts to fill their customers' orders at their own substantial sacrifice (e.g. the loss of millions of dollars). This paper examines the enablers of such efforts and proposes the supply chain citizenship behavior (SCCB) concept to capture these discretionary behaviors that emerged during the crisis. Design/methodology/approach This paper uses a multimethod sequential research design, consisting of a multiple-case study of customer–supplier dyads followed by a scenario-based role-playing experiment using managers as respondents. Findings This paper revealed how suppliers engaged in unprecedented collaborative efforts during the crisis, transforming citizenship behaviors from operational niceties to strategic imperatives for supply chain resilience. The results demonstrated that affective commitment served as a stronger motivational force than economic dependence in driving these extraordinary behaviors during the crisis. Originality/value This paper contributes to the supply chain collaboration literature by conceptualizing SCCB, which extends organizational citizenship behavior theory to supply chain relationships. This study advances our understanding of how established relationship factors function under extreme conditions and provides guidance for building crisis-responsive supply chain partnerships, which is especially valuable in a world facing supply chain uncertainty and volatility.

Paper: <https://doi.org/10.1108/IJOPM-08-2025-0718>

Contact: xiande@ceibs.edu

Child, Travers B., Wright, Austin L. and Xiao Yun. 2026. "Aid Fragmentation and Corruption". *The Review of Economics and Statistics*. (A*). 108, 3, 681-695.

Abstract: Aid fragmentation—the simultaneous operation of multiple development agencies in one setting—has long raised concerns about coordination challenges and opportunities for corruption. Leveraging unique data on project delivery in Afghanistan, we present the first microlevel empirical analysis of aid fragmentation. We find that aid delivered by a single donor can significantly reduce corruption. Projects delivered under conditions of aid fragmentation, by contrast, can facilitate corruption. We find evidence for a theoretical mechanism linking infrastructure and physical goods with waste and leakage. Our results clarify the policy losses tied to fragmentation, yielding insights for combating misappropriation of aid.

Paper: https://doi.org/10.1162/rest_a_01458

Contact: t.b.child@ceibs.edu

Choi, Jungsil, Hyun Young Park, Bingqing Yin, and Surendra N. Singh. forthcoming. "How the Compatibility between Negative Mood and Single (vs. Multiple) Representative Victim(s) Increases Charitable Giving". *European Journal of Marketing*. (A*).

Abstract: Purpose This research examines how the effectiveness of representative victim appeals in charitable marketing depends on the compatibility between donor mood and the number of victims depicted. Specifically, it investigates whether presenting a single representative victim, rather than multiple representative victims, enhances charitable giving when donors experience negative moods. Design/methodology/approach Across five experimental studies and one internal meta-analysis, this research examines donation behavior and intentions as a function of donor mood (negative vs. positive/neutral) and representative victim type (single vs. multiple). Donor mood is induced both incidentally and through charity appeals. Hypotheses are tested using theory driven planned contrasts. The proposed psychological mechanism is examined using measures of processing fluency and sympathy. Findings Across studies, planned contrasts consistently show that when donors are in a negative mood, charity appeals featuring a single representative victim generate higher donations and donation intentions than appeals featuring multiple representative victims. This difference does not emerge under positive or neutral mood conditions. The serial mediation analyses suggest that this effect may be partly explained by greater compatibility between negative mood

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and a single representative victim, which is associated with higher processing fluency, increased sympathy, and, in turn, greater charitable giving. Research limitations/implications The studies rely on controlled experimental settings and online samples, which may limit generalizability to real-world donation contexts. Future research could examine additional boundary conditions, such as victim entitativity (perceived groupness) or donor characteristics, and test these effects in field settings. Practical implications For charitable organizations soliciting donations for groups of beneficiaries, featuring a single representative victim can be an effective strategy when appeals evoke or coincide with negative donor moods. This approach allows organizations to motivate giving to collective causes without relying on identifying a specific beneficiary. Originality/value This research extends the charitable giving literature by distinguishing representative victims from identified victims and by identifying donor mood as a critical boundary condition. By demonstrating that the effectiveness of a single representative victim emerges through mood-message compatibility, this research offers a novel theoretical explanation and practical guidance for charitable marketing communications.

Contact: hpark@ceibs.edu

Jonathan J. Adams, Min Fang, Zheng Liu, Yajie Wang. 2026 Jan. "The rise of AI pricing: Trends, driving forces, and implications for firm performance". *Journal of Monetary Economics*. (A*). 157, 103875.

Abstract: We document key stylized facts about the time-series trends and cross-sectional distributions of artificial intelligence (AI)-powered pricing and study its implications for firm performance, both on average and in response to monetary policy shocks. We use the online job postings data from Lightcast to measure the adoption of AI pricing. We infer that a firm is adopting AI pricing if it posts a job that requires AI-related skills and contains the keyword "pricing." At the aggregate level, the share of AI pricing jobs in all pricing jobs has increased more than tenfold since 2010. The rise of AI pricing jobs has been broad-based, spreading across more industries than other types of AI jobs. At the firm level, larger and more productive firms are more likely to adopt AI pricing. Firms that adopted AI pricing experienced faster growth in sales, employment, assets, and markups, and their stock returns are also more responsive to high-frequency monetary policy surprises than non-adopters. We show that these empirical observations can be rationalized by a simple model where a monopolist firm with incomplete information about its demand function invests in AI pricing to acquire information.

Paper: <https://doi.org/10.1016/j.jmoneco.2025.103875>

Contact: minfang@ceibs.edu

Ke, T. Tony, Lin, Song and Lu, Yi. forthcoming. "Information Design of Online Platforms". *Management Science*. (FT50).

Abstract: We study how an online platform strategically uses information to both guide consumer search and influence sellers' targeted advertising. Our model unifies personalized recommendations and targeted ads under an information design framework. We illustrate a fundamental tradeoff facing the platform between improving match efficiency and extracting seller surplus by inducing their competition for prominence. The optimal information design may be socially inefficient because it balances the tradeoff by limiting consumer search and mixing the matched product with a long tail of unmatched ones for recommendation. This implies that sponsored targeted advertising on retail platforms may introduce match inefficiency.

Paper: <https://doi.org/10.1287/mnsc.2025.03083>

Contact: michellelu@ceibs.edu

Li, M., Liang, C., & Zhang, S.. 2026 Apr. "Entrant Integrative Capability and Incumbent Bias". *Production and Operations Management*. (FT50). 35, 4, 1469-1485.

Abstract: In practice, new entrants often bypass intermediary retailers and engage in direct competition against incumbents. However, this might place entrants under the burden of integration costs. This paper models the strategic interactions between an incumbent and an entrant, incorporating the integration cost incurred by the entrant and the associated estimation bias exhibited by the incumbent. In the baseline setting with an unbiased incumbent, we find that the entrant's higher integrative capability (i.e., lower integration cost) always hurts the incumbent, and can even hurt the entrant itself. We further investigate how the incumbent's estimation bias affects firm performance, and find that increasing the bias can actually benefit the entrant and, intriguingly, the incumbent as well. In particular, a mutually beneficial situation can emerge where a higher level of bias potentially improves profits for both the incumbent and the entrant. Additionally, we extend our analysis to settings with random integration costs, where the bias can be linked to either the mean or the variance of these costs. Our findings offer practical implications for entrants in choosing their integrative capability strategy, and for incumbents in deciding whether to pursue bias reduction.

Paper: <https://doi.org/10.1177/10591478251378839>

Contact: chaoliang@ceibs.edu

Li, Q., Qin, BY., Wang, WF & Wang, Z.. forthcoming. "Leveraging the reputation of being socially responsible: Evidence from firms' online job postings". *Journal of Management*. (FT50).

Contact: qiangli@ceibs.edu

Liu, X., X. Xie, B. Y. Lee, J. Dong, and N. Yang.. 2026 Mar. "Motivator or Depletor? Unraveling the Double-Edged Effects of Peer Monitoring on Employee Job Performance". *Human Resource Management (US)*. (FT50). 65, 2, 381-405.

Abstract: Peer monitoring, as a type of organizational control, is increasingly important in managing employee performance. However, extant research primarily focuses on the benefits of peer monitoring on job performance, while largely ignoring its potential negative consequences. We advance the literature to theorize and test the double-edged effects of peer monitoring on job performance by examining its self-regulatory consequences. Specifically, we propose that peer monitoring can simultaneously increase both work engagement and ego depletion, which in turn exert positive and negative impacts on job performance, respectively. Furthermore, we theorize that trait self-control is a critical contingent factor that moderates both the positive and negative pathways from peer monitoring to job performance. We test our model through a two-wave, multisource field survey study involving 203 employees and their 49 direct supervisors in China, as well as through an experimental study with 149 full-time working employees in the United States. We find consistent evidence for the negative consequences of peer monitoring on job performance via ego depletion, while the positive pathway through work engagement is only supported by the field survey study. Furthermore, both studies show that there is a positive indirect effect of peer monitoring on job performance via work engagement when employees have lower trait self-control and a negative indirect effect via ego depletion when employees have higher trait self-control. Such examination helps elucidate the positive and negative

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tive effects of peer monitoring on job performance and has important theoretical and practical implications.

Paper: <https://doi.org/10.1002/hrm.70030>

Contact: blee@ceibs.edu

Loew, J., Mayer-Prinz, J., Spieß, S., Wagner, M., & Jiang, Y.. 2026. "Employee green behavior and sustainability-related tensions in teams". *Management Revue*. 37, 52241.

Contact: yuanjiang@ceibs.edu

Lu, Yi. forthcoming. "Brand-Neutral Content Marketing and Endogenous Search Prominence". *Marketing Science*.(FT50).

Contact: michellelu@ceibs.edu

MacGowan, R., Gabriel, A., Ellis, A.P.J., Kim, A., & Mai, K.M. . forthcoming. "The Effects of Abusive Supervision on Subordinate Loneliness, the Dark Triad, and Behaviors". *Journal of Business Research*.

Abstract: This study expands our understanding of fluctuations in the common core of the Dark Triad (i.e., psychopathy, Machiavellianism, and narcissism). Drawing from the Barriers Model of Abusive Supervision and the evolutionary theory of loneliness, we posit that employees' experiences of abusive supervision contribute to feelings of loneliness that, in turn, influence fluctuations in the Dark Triad traits. We then propose that the Dark Triad positively relates to self-serving and self-protective behaviors at work—namely, one's enactment of political acts and incivility. Across a within-person experience sampling study of 80 employees over 15, our results supported our conceptual model. Supplemental analyses further highlighted that the indirect effects of abusive supervision and loneliness on both political acts and incivility largely operated vis-à-vis Machiavellianism as opposed to psychopathy and narcissism.

Contact: kemai@ceibs.edu

Newspaper/Media Articles

Bala Ramasamy and Matthew Yeung. 2026 14 Jun. How China can curb neijuan before the next generation burns out. *South China Morning Post*.

Paper: <https://www.scmp.com/opinion/china-opinion/article/3356576/how-china-can-curb-neijuan-next-generation-burns-out>

Contact: bramasamy@ceibs.edu

Ramasamy, Bala. 2026 June 11. The World Cup Paradox: How China can win global influence without winning on the pitch. *CEIBS Knowledge*.

Paper: <https://www.ceibs.edu/new-papers-columns/29295>

Contact: bramasamy@ceibs.edu

Ramasamy, Bala. 2026 March 12. Fast lanes, big gains: The economic power of sporting events. *CEIBS Knowledge*.

Paper: <https://www.ceibs.edu/new-papers-columns/28627>

Contact: bramasamy@ceibs.edu

Wang, Hong. 2026 April 10. 打造全球管理教育新范式！中欧国际工商学院发布全新五年发展战略规划. *上海证券报*.

Contact: whong@ceibs.edu

Wang, Hong. 2026 April 13. 《中欧国际工商学院发展战略规划(2026-2030)》正式发布. *上海eyes*.

Contact: whong@ceibs.edu

Wang, Hong. 2026 April 15. 汪泓：跨境金融和离岸市场是企业高质量出海关键基础设施. *中国新闻网*.

Contact: whong@ceibs.edu

Wang, Hong. 2026 April 18. 中欧与华科大无锡研究院达成战略合作，共探“AI+制造+管理”产学研新路径. *文汇报*.

Contact: whong@ceibs.edu

Wang, Hong. 2026 April 18. 中欧与华科大无锡达成战略合作，共探“AI+制造+管理”产学研新路径的文章. *上海人民广播电台*.

Contact: whong@ceibs.edu

Wang, Hong. 2026 April 19. 中欧国际工商学院AI战略伙伴网络建设迈出重要一步的文章. *经济日报*.

Contact: whong@ceibs.edu

Wang, Hong. 2026 April 20. 中欧与华科大无锡战略合作 共探“AI+制造+管理”产学研新路径. *中国经济时报*.

Contact: whong@ceibs.edu

Wang, Hong. 2026 June 24. 汪泓：AI重塑产业格局，中法合作迎来“破界共生”新机遇. *环球网*.

Contact: whong@ceibs.edu

Wang, Hong. 2026 June 25. 汪泓：全球AI竞速分化，中欧应成全球治理“平衡力量”. *环球网*.

Contact: whong@ceibs.edu

Wang, Hong. 2026 June 29. AI重塑世界，中欧合作意义更加凸显. *国际金融报*.

Contact: whong@ceibs.edu

Xu, Bin. 2026 Feb 3. China's Economy must perform a Delicate Rebalancing Act. *CEIBS GEMBA Official Wechat Account*.

Contact: xubin@ceibs.edu

Xu, Bin. 2026 Feb 3. 中国经济往何处去？. *CEIBS Official Wechat Account*.

Contact: xubin@ceibs.edu

Xu, Bin. 2026 June 1. 以新质消费需求牵引外贸高质量发展. *中国宏观经济论坛CMF微信公众号*.

Contact: xubin@ceibs.edu

Xu, Bin. 2026 March 12. 一文读懂，政府工作报告背后的“取与舍”. *CEIBS Official Wechat Account*.

Contact: xubin@ceibs.edu

Xu, Bin. 2026 March 13. Two Sessions: Prof. Xu Bin on business insights & opportunities. *CEIBS Official Website*.

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Contact: xubin@ceibs.edu

Xu, Bin. 2026 March 2. 美以伊之战，需要看清这三点. *CEIBS Official Wechat Account*.
Contact: xubin@ceibs.edu

Xu, Bin. 2026 March 3. How the US-Israel-Iran conflict will affect the global economy. *CEIBS Official Website*.
Contact: xubin@ceibs.edu

Books/Monographs

Fang, Yue, Qian, Wenying and LV, Xinghang. 2026. *超级智体*. 机械工业出版社.
Contact: fyue@ceibs.edu

Fang, Yue, Qian, Wenying, LV, Xinghang and Zhang, Li. 2026. *2026 中国人工智能产业发展与商业应用白皮书*. CEIBS.
Contact: fyue@ceibs.edu

Jung, K. H., Kim, Y. B., Kim, Y. J., Kim, C. H., & Noh, E. Y. . 2026. *Techno State China: Designed by the State, Completed by the Market*. Cloud Nine.
Contact: chkim@ceibs.edu

Rui, Meng, Zhu, Qiong, Liu, Xinjie and Chen, Bingliang. 2026. *共益时代*. 上海交通大学出版社.
Contact: oliver@ceibs.edu

Wang, Qi and Fan, Ling Wang. 2026. *AI 时代的商业进化蓝图 2026 白皮书*. CEIBS.
Contact: qwang@ceibs.edu

Book Chapters

Kim, C. H. . 2026. "From Catching Up to Leading: The Evolution of Chinese Science and Technology ", Korea-China Science & Technology Cooperation Center, & The Association of Korean Scientists and Engineers in China. *China's Future Outlook of Science and Technology* . Hada Publishing. 39-49.
Contact: chkim@ceibs.edu

Cases

Chen, Shimin, Cheng, Lin and Zheng, Yeliangzi. 2026. "阿里巴巴、京东与拼多多：财务报表与投资价值". CC-1126-031.
Contact: cshimin@ceibs.edu
chenglin@ceibs.edu

Ding, Yuan and Hu, Jingyuan. 2026. "当“车圈恒大”争议遇上60天账期：比亚迪的财务韧性检验". CC-0626-033.
Contact: dyuan@ceibs.edu

Huang, Sheng and Wang, Xiaozhou. 2026. "影石创新：从校园

创业到全球智能影像冠军". CC-0626-030.

Contact: shenghuang@ceibs.edu

Huang, Sheng, Zhao, Haijun and Wang, Xiaozhou. 2026. "新易盛：AI算力周期下的科技硬件制造企业的投融资选择". CC-0626-018.
Contact: shenghuang@ceibs.edu

Jiang, Yuan and Liu, Geng. 2026. "万物梁行：中西合资企业的文化融合". CC-0826-020.
Contact: yuanjiang@ceibs.edu

Li, Qiang, Zhu, Qiong and Wang, Dan. 2026. "希音(Shein)：通过创新赋能供应商,重塑快时尚供应链". CC-1826-028.
Contact: qiangli@ceibs.edu

Lu, Yi, Wang, Xiaozhou and Zou, Yuwei. 2026. "泡泡玛特：超越盲盒-2026更新版". CC-1126-021.
Contact: michellelu@ceibs.edu

Lu, Yi, Wang, Xiaozhou and Zou, Yuwei. 2026. "老铺黄金：古法工艺的新传承-2026更新版". CC-1126-022.
Contact: michellelu@ceibs.edu

Mai, Ke and Zhang, Chi. 2026. "Frunze Plant (Kharkiv)：How to motivate in not standard situation". CE-1426-038.
Contact: kemai@ceibs.edu

Mai, Ke and Zhu, Qiong. 2026. "碧桂园AI服务". CC-0826-040.
Contact: kemai@ceibs.edu

Prashantham, Shameen and Wu, Fan. 2026. "Balancing on the Edge: Saimen's Sino-Canada Cross-Border Strategy". CE-1026-035.
Contact: sprashantham@ceibs.edu

Rui, Meng and Liu, Xinjie. 2026. "朗格：社交媒体时代“战略性不知名”的护城河". CE-1826-023.
Contact: oliver@ceibs.edu

Rui, Meng and Zhu, Qiong. 2026. "Ahadi：社区基础设施服务模式如何在非洲规模化？". CC-0726-024.
Contact: oliver@ceibs.edu

Rui, Meng and Zhu, Qiong. 2026. "Kilimall：中国创业者在非洲探索电商生态". CC-0726-025.
Contact: oliver@ceibs.edu

Wang, Gao and Lin, Yanan. 2026. "医康养护一体化的商业模式探索". CC-1126-032.
Contact: wgao@ceibs.edu

Wang, Gao and Wang, Chu. 2026. "精创电气：隐形冠军的增长抉择". CC-1826-039.
Contact: wgao@ceibs.edu

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Wang, Gao and Xue, Wenting. 2026. "海德门隐形冠军". CC-1126-037.

Contact: wgao@ceibs.edu

Wang, Qi and Wang, Renxuan. 2026. "从速冻到鲜饺：思念食品的第二增长曲线抉择". CC-1126-034.

Contact: qwang@ceibs.edu
rxwang@ceibs.edu

Yang, Wei, Xiang, Peirong and Zhang, Chi. 2026. "飞利浦中国：以"中国优先"重塑医疗AI 创新生态的变革之路". CC-1826-019.

Contact: wyang@ceibs.edu

Zhao, Xiande, Na, Li and Wang, Liang. 2026. "海尔国际化：双轮驱动与全球供应链协同". CC-1326-029.

Contact: xiande@ceibs.edu

Zhao, Xiande, Wang, Liang and Fu, Wenhui. 2026. "淦源智能科技：魔方冠军的冠军魔方". CC-1326-036.

Contact: xiande@ceibs.edu

Zhou, Dongsheng and Ruan, Liyang. 2026. "观心实验室：从正念自愈到心理健康集团". CC-1126-027.

Contact: zdongsheng@ceibs.edu

Awards & Honors

Chen, Shimin. 2026. Prof. Chen Shimin's co-authored case entitled "Citychamp Watch and Jewellery Limited: The Corum Conundrum" won the Second Prize in 2025 Global Contest for the Best China-Focused Case.

Chen, Shimin. 2026. Prof. Chen, Shimin's co-authored case entitled "Finance-Business Integration: How Sundaily Tackled Its Product Return Challenge?" won the First Prize in 2025 Global Contest for the Best China-Focused Cases.

Ding, Yuan. 2026. Prof. Ding Yuan's co-authored case entitled "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 EFMD Case Writing Competition.

Kim, Chang Hyun. 2026. Prof. Kim's coauthored book entitled "Techno State China: Designed by the State, Completed by the Market" won the 2026 Jeong Jin-gi Journalism & Culture Award (Business & Economics Book Category) by The Maeil Business Newspaper, South Korea's leading business daily.

Lee, Siew Kim Jean. 2026. Prof. Jean Lee's co-authored case entitled "Entering African Market: Challenges Faced by Lü Cuifeng, CEO of CJ Smart Cargo Group" won the Second Prize in 2025 Global Contest for the Best China-Focused Cases.

Lee, Siew Kim Jean. 2026. Prof. Jean Lee's co-authored case entitled "'Glocal and Global Leaders: Leadership Development in Schneider Electric" won in the China-Europe Human Leadership category in 2025 EFMD Case Writing Competition.

Wang, Gao. 2026. Prof. Wang, Gao's co-authored case entitled "Customer-Centric Transformation □ Zhou Dongsheng for the case Fosun Pharma: Going Global and Beyond" won the Second Prize in 2025 Global Contest for the Best China-Focused Cases.

Wang, Hong. 2026. In June 2026, Professor Wang Hong was approved for the 2026 ministerial-level social science research project of the Ministry of Culture and Tourism, entitled 'Research on the IP Construction and Communication of Chinese Culture as a Super Carrier on Domestically Produced Large Cruise Ships..

Wang, Taiyuan. 2026. Prof. Wang Taiyuan's co-authored case entitled "Sustainability Innovation at Roca Group (A/B)" won the Special Award in 2025 Global Contest for the Best China-Focused Cases.

Wang, Yajin. 2026. Prof. Wang Yajin's co-authored case entitled "From ODM to Consumer Brand: Keeson Incubating Softide" won in the Bringing Technology to Market category in 2025 EFMD Case Writing Competition.

Wang, Yajin. 2026. Prof. Wang, Yajin's co-authored case entitled "vivo's Strategic Ascent: Building a Premium Brand in a Polarized Smartphone Market" won the Second Prize in 2025 Global Contest for the Best China-Focused Cases.

Wang, Yajin. 2026. Professor Wang Yajin received the Third Prize in the Publication/Paper Award category at the 10th Ministry of Education Award for Outstanding Research Achievements (Humanities and Social Sciences) for her co-authored paper "Give Me the Facts or Make Me Feel: How to Effectively Persuade Consumers to Act on a Collective Goal", published in Journal of Marketing, Issue 5, 2023.

Zhang, Hua and Li, Mingjun. 2026. Prof. Zhang, Hua and Li, Mingjun's co-authored case entitled "Universal Energy's Expansion in Central Asia: Investment Risks and Opportunities" won the First Prize in 2025 Global Contest for the Best China-Focused Cases.

Zhao, Xiande. 2026. Prof. Zhao Xiande's co-authored case entitled "JD Logistics: A Pioneer in Digital Collaborative Carbon Reduction" won the Best Case Award in 2025 Global Contest for the Best China-Focused Cases.