Published Articles

Cai, Jiangnan (John) & Ding, Zhulin. 2015 Jan. "医保控费，如何落实?". *China Health.* Contact: jncai@ceibs.edu

Cao, Jerry X., Ding, Yuan and Zhang, Hua. forthcoming. "Social Capital, Informal Governance, and Post-IPO Firm Performance: A Study of Chinese Entrepreneurial Firms". *Journal of Business Ethics.* (FT45). Contact: dyuan@ceibs.edu zhua@ceibs.edu


Abstract: Increasing gender diversity in the boardroom has been promoted as a way to enhance corporate governance and risk management. This study empirically examines whether boards with more female directors play a role in reducing R&D risk. We first show that female directors help to reduce the positive relationship between R&D investment and future performance volatility. We then report that firms with more gender-diverse boards exhibit a lower adverse effect of R&D on the cost of debt. These results are robust to endogeneity analysis, alternative measures of gender diversity and risky investment, and other sensitivity tests. Overall, our results suggest that female directors improve board effectiveness in risk management with respect to R&D investment.


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Abstract: In this study, we develop and examine a model of leaders’ impression management during organizational decline by elaborating on the roles of publicity, image concerns, and incentive compensation. We propose that the publicity of decline is an important antecedent of leaders’ impression management during decline. We also examine how leaders’ image concerns mediate this positive relationship. In addition, we consider the relative influence of incentive compensation and fixed compensation on the relationship between leaders’ image concerns and their impression management during decline. Our results, based on a specially-designed management simulation game conducted with experienced Chinese managers, show that high publicity of decline elevates leaders’ image concerns, which in turn increases their impression management during decline. In addition, incentive compensation strengthens rather than weakens the effects of leaders’ image concerns on their impression management. We discuss the implications of leaders’ impression management during organizational decline.

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Ding, Yuan & Wang, Xiaozhou. 2015 Mar. "企业资产运作" 新常态". *China Europe International Business School.* Contact: dyuan@ceibs.edu


Abstract: In this study, we examine the impact of relative pay (manager pay divided by average worker pay) on a firm’s productivity. Using data from a major transitional economy, China, we find that relative pay is negatively associated with high productivity. Our results provide support for the view that workers are alienated when their incomes are far lower than that of top management and this leads to lower productivity. This effect is most pronounced in labor intensive firms.


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Guillaume, E., Baranski, E., Todd, E., ... Yang, Y., & Funder, D. C.. forthcoming. "The world at 7: Comparing the experience of situations across 20 countries". *Journal of Personality.*


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firms defy gravity of profitability during economic downturn". Forbes.
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Abstract: This study examines the influence of three strategic orientations (customer, competitor and innovation) on mass customisation (MC) capability via the organisational learning process known as customisation knowledge utilisation (CKU). The moderating effect of product life cycle (PLC) is also investigated. Using data collected from 204 manufacturers, we show that all three strategic orientations positively contribute to MC capability, both directly and indirectly through CKU. Further, our empirical findings suggest that the effects of customer, competitor and innovation orientation on MC capability are contingent on PLC. The effects of customer orientation on CKU and MC capability are stronger when a product is in the maturity stage of its lifecycle, whereas the effect of innovation orientation on CKU and MC capability are stronger in the growth stage. These findings suggest that to effectively improve MC capability, managers need to leverage external and internal orientations at different stages of the PLC.
Paper:  http://www.tandfonline.com/doi/full/10.1080/00207543.2015.1027012#.VR0esodxncs
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Books
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Cases
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Gong, Yan & Liu, Jie. 2015. "The Lean Startup of UUCUN (忽悠村精益创业)". CI-815-017.
Contact:  gongy@ceibs.edu

Gong, Yan & Zhu, Qiong. 2014. "SouChe: the Game-Changer in the Used Car （大搜车：二手车市场的颠覆者？）". CI-314-092.
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Park, Seung Ho & Ji, Hong. 2015. "Mindray: A Rough Diamond in
China (迈瑞：中国的一块璞玉)”. CC-315-005. CI-315-005. Contact: spark@ceibs.edu

Tsai, Terence & Su, Meihua. 2014. “Chinese Boutique Hotel Industry Report (中国精品酒店行业报告)”. CC-314-043. CI-314-043. Contact: tterence@ceibs.edu


Zhu, Xiaoming, Li, Yang, Ren, Yifan & Song, Yanbo. 2015. “WeChat : Micro Platform & Macro Innovation (微信打造创新生态)”. CI-015-022.


Awards and Honors


News: http://www.ceibs.edu/media/archive/130405.shtml

Lee, Jean S K.. 2015. the outstanding award of the Excellent Textbook Award from Shanghai Jiaotong University.

Tsai, Terence. 2015. the second prize award of the Excellent Textbook Award from Shanghai Jiaotong University.

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Liu, Shengjun. “李克强视察微众银行的改革深意” (Meaning of Li Keqiang’s visiting the micro Public bank). caixin.com. January 8, 2015. Contact: lgary@ceibs.edu

Liu, Shengjun. “中国经济通往‘新常态’之路” (Chinese Economy has entered a “new normal” Road). baijia.baidu.com. January 12, 2015. Contact: lgary@ceibs.edu

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Liu, Shengjun. “中国国企改革仍在回避痛点” (Chinese state-owned enterprise reform is still avoid pain points). ftchinese.com. January 27, 2015. Contact: lgary@ceibs.edu

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