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Faculty Research Publications



China Depth, Global Breadth

Peer Reviewed Journal Articles

Bournois, F., & Prashantham, S.. 2024. "Learning and Leading Globally: An Interview with the 2024 AIB Educator of the Year Frank Bournois". *AIB Insights*. 24, 5.

Abstract: Frank Bournois, Dean, China Europe International Business School and former Dean, ESCP was the recipient of the 2024 AIB Educator of the Year Award. This article provides excerpts of an interview with Dean Bournois conducted by a colleague at CEIBS and long-standing AIB member. At least three important lessons for international business scholars are offered. First, it is vital to balance and synergize knowledge creation and dissemination. Second, fostering cross-culturally intelligent talent for international organizations needs to be a priority for business schools and academics. Third, in the current geopolitically fraught times we face, it is vitally important for international business schools and scholars to facilitate the building of bridges between East and West by mobilizing multiple stakeholders representing business and non-market organizations actors. A key overarching theme, as explicitly noted in the conclusion, is the inextricable link between learning and leading which needs to be intentionally nurtured.

Paper: <https://doi.org/10.46697/001c.122849>

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Cai, Y., Zheng, W., Schuh, S. C., & Lin, L.. 2024 Oct. "Ramifications of leaders' unethical pro-organizational behavior on employees: The dual-stage moderation of ethical mindset". *Journal of Organizational Behavior*. (A*). 45, 8, 1249-1268.

Abstract: Although leaders' unethical pro-organizational behavior (UPB) have been identified as one of the key drivers of employees' unethical actions in organizations, our understanding of when and why leader UPB unfolds these adverse effects is still at an early stage. By integrating social cognitive theory with the literature on ethical mindset, the present research sheds light on the cognitive processes and boundary conditions that underpin the effects of leader UPB on followers. We argue that leader UPB may undermine followers' moral efficacy, which in turn translates into heightened follower UPB and general unethical behaviors (UBs). More importantly, we propose that ethical mindset moderates the two stages of the processes, such that followers' outcome

based ethical mindset weakens the effects of leader UPB on follower moral efficacy but strengthens the link between follower moral efficacy and their UPB and UB. The results of two field studies and one experiment provide consistent support for the hypothesized model. Theoretical and practical implications as well as avenues for future research are discussed.

Paper: <https://doi.org/10.1002/job.2817>

Contact: sschuh@ceibs.edu

Cao, Jingcun, Xiaolin Li, and Lingling Zhang. forthcoming. "Is Relevancy Everything? A Deep Learning Approach to Understand the Coupling of Image and Text". *Management Science*. (FT50).

Contact: lzhang@ceibs.edu

Chen, X., Ghorbani, M., & Xie, Z. 2024 Jun. "Follow the Giver: Is Chinese MNE's Investment in Africa Linked to Official Aid?". *Management and Organization Review*. 20, 3, 405 - 424.

Abstract: Does Chinese aid to African countries trigger Chinese foreign direct investment? Bridging the literature on the impact of foreign aid on foreign direct investment (FDI) and that on state ownership, we consider FDI by China's state-owned enterprises (SOEs) compared with that of its privately owned enterprises (POEs) and find FDI by the former is more likely to follow Chinese governmental aid to Africa. Borrowing from institutional theory, we posit that FDI by SOEs follows political imperatives while FDI by POEs pursues market motives. Using data from multiple sources on 3,760 Chinese FDI projects in Africa between 2001 and 2015, we find a correlation between SOE FDI and government aid than that of POEs; that aid has a greater impact on the probability of FDI when the policies of the host country and those of China are in sync, especially in the case of SOEs; and that in low-investment-risk countries the link between aid and investment is weakened, especially in the case of POEs. The results are robust and consistent across different measures and analyses. We contribute to the literature on the relationship between aid and FDI, as well as to that on varieties of capitalism.

Paper: <https://doi.org/10.1017/mor.2023.33>

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Du, Wenyu (Derek) , Ghorbani, Majid, Ni, Zebo, Pan, Shan L. 2024 Sept. "Sustainable affordances of information systems for cultural tourism:

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An organisational aesthetics perspective". *Information Systems Journal*. (A*). 34, 5, 1787-1809.

Abstract: Although information systems (IS) are increasingly used to provide sustainable solutions for tourism, our understanding of the social mechanisms whereby IS contribute to a sustainable visitor economy is limited. This paper fills the gap by investigating how organisations enact the affordances of IS in preserving intangible cultural heritage (ICH) to contribute to a sustainable visitor economy. Using an organisational aesthetics perspective, we explore the mechanisms through an in-depth case study of an ICH-based company in Jingdezhen, a famous historical porcelain city in China. Through the effective use of IS tools, the case organisation has successfully transformed from a ceramic manufacturing plant to a popular tourist attraction. Our study unveils six sustainable affordances of IS in three dimensions, wherein ICH aesthetics act as direct stimuli, knowledge tools and experiences. Affordances emerge from the processes of both creating and managing aesthetics. By enacting these affordances, the case organisation builds a more profound engagement with online audiences, attracts more ICH visitors and transfers ICH knowledge to potential inheritors of the tradition, creating a sustainable visitor economy. Our findings, summarised into a sustainable affordances model, contribute to the IS for sustainable tourism literature by shedding light on the black box of the social mechanisms of IS-enabled ICH preservation. The sustainable affordances model can also help ICH-based organisations reflect on how to build a sustainable visitor economy using IS.

Paper: <https://doi.org/10.1111/isj.12498>

Contact: majidghorbani@ceibs.edu

Fang, Yue, Koreisha, Sergio G. and Shao, Qi-man. 2024. "Revisiting the Use of Generalized Least Squares in Time Series Regression Models.". *Journal of Data Science*. 22, 4, 486-504.

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Fedaseyeu, Viktor and Lvovskiy, Lev. 2024 Apr. "Personal financial incentives, corporate governance, and firms' campaign contributions". *Journal of Corporate Finance*. (A*). 91.

Abstract: We find that corporate governance and executives' personal financial incentives are important determinants of firms' ability to extract benefits from political participation. Firms with more independent boards are more likely to establish corporate political action committees (PACs), and executives in such firms exhibit a stronger sensitivity of campaign contributions to their personal equity stakes. We also show that disperse ownership limits PACs' ability to raise funds because even large firm-level benefits from political participation may become insignificant for individuals with small equity stakes. This may help explain why aggregate PAC contributions remain relatively small compared to the large firm-value benefits such contributions can provide. However, the negative effect of disperse ownership on political donations is mitigated by corporate governance, as well-governed firms are able to better align their managers' incentives with the benefits from corporate political participation.

Paper: <https://doi.org/10.1016/j.jcorpfin.2024.102724>

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Guo, W., Jiang, Y., Zhang, W., & Wang, H. . 2024. "Why and when is frequent supervisory negative feedback undesira-

ble? The role of trust in supervisor and attribution of supervisor motives". *Leadership & Organization Development Journal*. 45, 737-753.

Contact: yuanjiang@ceibs.edu

Hu, Albert G. Z., Li, Yin & Zhang, Qilong. 2024. "The role of the state and the intensification of R&D in China: evidence from large and medium-sized Chinese manufacturing firms". *Economics of Innovation and New Technology*. 33, 8, 1159-1178..

Abstract: We investigate the role of the state in the R&D intensification of China's manufacturing industries. Using a data set that spans the population of large and medium-sized Chinese manufacturing firms from 2007 to 2016, we find evidence of two distinct models of technological innovation in China: state-owned enterprises that invest heavily in R&D and actively seek patents, which are not related to their economic performance; non-state-owned enterprises have been narrowing the gap with the state-owned enterprises in R&D spending, which boosts their economic performance, but these enterprises lag behind state-owned enterprises in patenting. The non-state model has seen its share of China's R&D spending increasing at the expense of the state model, and government grants for firm R&D are partial to obtaining patents. All of this has taken place as Chinese manufacturing industries are becoming more competitive and less export-oriented.

Paper: <https://doi.org/10.1080/10438599.2023.2294906>

Contact: alberthu@ceibs.edu

Khan, Urooj, Peddireddy, Venkat and Rajgopal, Shiva. 2024 Nov. "Earnings quality on the street". *Contemporary Accounting Research*. (FT50). 41, 4, 2290-2324.

Abstract: We develop a composite firm-year earnings quality score (EQSCORE) that uses signals based on fundamental analysis. We obtain a proprietary data set of 613 reports about aggressive reporting practices over 2004-2009 for 230 unique firms from a research firm (RF). From these reports, we identify red flags of poor earnings quality relating to (1) sales quality, (2) margin quality, (3) cash flow quality, (4) corporate governance, (5) audit, and (6) others. We construct the EQSCORE using 51 signals employed by the RF and a novel approach that imitates the RF's process for discovering earnings quality. The EQSCORE outperforms existing composite models of earnings quality in identifying accounting and auditing enforcement releases and restated firm-years and predicts future stock returns. The corporate governance-related and audit-related red flags included in the EQSCORE complement accounting-based red flags and enhance the ability of the EQSCORE to identify firms with poor earnings quality.

Paper: <https://doi.org/10.1111/1911-3846.12975>

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Lee, B. Y., Wang, Y., Kim, S., & Yang, Q.. 2024. "Leader-Subordinate HR Attribution (Dis)Agreement and Employee Well-Being: A Signaling Theory View". *Academy of Management Best Paper Proceedings*. 1.

Abstract: Despite theory that highlights the importance of both leader and subordinate perceptions of human resource (HR) practices, most studies have focused on perceptions related to the content of HR. We contribute to the literature by using signaling theory to examine leader-subordinate perceptions of HR attribution. We develop and test a model by arguing that (dis)agreement between leader-subordinate perceptions of well-being HR attribution has meaningful effects on employee well-being through organizational-based self-esteem (OBSE). Using a polynomial re-

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gression model, our results show that when employee well-being HR attribution is congruent with leader well-being HR attribution, employee OBSE increases which results in an increase in employee well-being. Our study advances the HR literature by highlighting the critical importance of taking a dyadic perspective to understanding the impact of HR attributions.

Paper: <https://doi.org/10.5465/AMPROC.2024.84bp>

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Li, Xilin, Hsee, C. K., & Shu Wang. 2024 Dec. "Cherry-picking Tolerance about Untruthful News". *Journal of Behavioral Decision Making*, 37, 5.

Abstract: People are increasingly worried about untruthfulness in news reporting. We distinguish between two types of untruthfulness: apparent untruthfulness (containing false information) and consequential untruthfulness (giving readers a wrong impression of the truth). Consequential untruthfulness can be caused by both the presence of false information and cherry-picking (reporting only parts of the truth). Despite this, we find that people's perception of untruthfulness depends largely on apparent untruthfulness. Consequently, they treat news that cherry-picks information less negatively (e.g., less likely to criticize it and more likely to share it with others) than they treat news that contains false information, when the former is more consequentially untruthful than the latter. We dub this phenomenon as cherry-picking tolerance. We also find that prompting people to think about the consequence of the news report (i.e., the impressions people form after they read the news reports) will mitigate the cherry-picking tolerance. This research draws attention to the widespread practice of cherry-picking in news reporting and calls for a new look at what constitutes fake news.

Paper: <https://doi.org/10.1002/bdm.70003>

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Libai, Barak, Ana Babic Rosario, Maximilian Beichert, Bas Donkers, Michael Haenlein, Reto Hofstetter, P. K. Kannan, Ralf van der Lans, Andreas Lanz, H. Alice Li, Dina Mayzlin, Eitan Mueller, Daniel Shapira, Jeremy Yang, Lingling Zhang. forthcoming. "Influencer Marketing Unlocked: Understanding the Value Chains Driving the Creator Economy". *Journal of the Academy of Marketing Science*. (FT50).

Contact: lzhang@ceibs.edu

Lou, Jiwei and Xu, Dingbo. 2024. "Management Accounting Applications Empower China's Economic Development (in Chinese)". *China Management Accounting Review*. 29, 1, 77-85.

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Lou, Jiwei and Xu, Dingbo. 2024. "Management Accounting Applications Empower China's Economic Development (in English)". *China Management Accounting Review*. 11, 2, 3-13.

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Pan, Fei and Xu, Dingbo. 2024. "CACFO and CMAR Delegation Attending AAA Management Accounting Mid-year Meetings". *China Management Accounting Review*. 29, 1, 118-122.

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Prandelli, Emanuele, Wang, Yajin and Wei, Henri. 2024 Sept. "Luxury Branding and the Creator Economy: Emerging Tensions and Future Avenues". *International Journal of Research in Marketing*. (A*). 41, 3, 455-467.

Abstract: This paper identifies and discusses the main issues luxury brands should focus on when building relationships with content creators. We build on the most recent scholarship into luxury brand management as well as emerging evidence from recent initiatives put in place by some pioneers in the field, as recounted in interviews by both luxury brand managers and creator economy stakeholders. Specifically, our contribution wants to address two major challenges that luxury brands are facing in setting the right content creator ecosystem: how should creators be incorporated as strategic partners in luxury brands and how to leverage creators to innovate luxury brands. Both theoretical implications and a clear set of managerial guidelines to orient luxury brands' actions in the content creator economy are provided.

Paper: <https://doi.org/10.1016/j.ijresmar.2024.07.004>

Contact: yajinwang@ceibs.edu

Ramasamy, B., Yeung, M. and Zhang, J.. 2024. "Productivity convergence among Chinese firms: The role of five-year plans and SOEs". *The Chinese Economy*.

Abstract: This study examines productivity convergence among Chinese manufacturing firms over the period 2000–2020. The research found evidence of club convergence, where firms converge toward different productivity levels rather than a single steady state within specific sectors. The number of convergence clubs varied by industry and over time, indicating heterogeneity in productivity development across firms. The speed of productivity convergence among firms within an industry generally decreased over the four Five-Year Plans, suggesting that over time it became more difficult for less productive firms to catch up. The presence of state-owned enterprises (SOEs) in an industry was found to be positively associated with faster productivity convergence, indicating SOEs may help in knowledge dissemination and facilitate catch-up of lagging firms. Strengthening intellectual property protection over time was also linked to slower productivity convergence, as it increased the costs of knowledge spillovers. The results highlight how the industrial presence of SOEs and the trend of strengthening intellectual property protection could impact productivity convergence among manufacturing firms.

Paper: <https://www.tandfonline.com/doi/full/10.1080/10971475.2024.2384169>

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Wang, A. C., Lee, J. S. K., & Tsai, C. Y.. 2024. "Goal Orientation and Discontinuous Growth in Psychological Capital". *Academy of Management Proceedings*. 1.

Paper: <https://journals.aom.org/doi/abs/10.5465/AMPROC.2024.213bp>

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Wang, J., Kim, T-Y., Bateman, T. S., Jiang, Y., & Tang, G.. 2024 Jul. "A paradox theory lens on proactivity, individual ambidexterity, and creativity: An empirical look". *Journal of Organizational Behavior*. (A*). 45, 6, 896-911.

Abstract: Paradox theory suggests that contradictory demands, like applying current work methods while exploring new ones, should be viewed as dualities with competing and complementary aspects. It advocates for employee ambidexterity, where employees must manage exploitation and exploration. We know little about how personal dispositions affect ambidexterity independent-

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ly or when interacting with situational factors. Based on a time-lagged survey of 364 employee-supervisor pairs from 74 R&D teams, we found that proactive disposition was positively related to ambidexterity, enhancing creativity. Guided by trait activation theory, we found further that paradoxical supervision and job autonomy enhanced the relationship between proactive disposition and employee ambidexterity and the indirect effect of proactive disposition on creativity via ambidexterity. We discuss these findings' theoretical and practical implications, extending the literature on proactivity, ambidexterity, and paradox theory.

Paper: <https://doi.org/10.1002/job.2786>

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Wei, Feiqiong, Tan, Yinliang (Ricky), Zhao, Huazhong and Gao, Haibing. 2024 Oct. "When investors meet consumers: The roles and interactions of different backers in the crowdfunding market". *Decision Sciences*. (A*). 55, 5, 474-490.

Abstract: By harnessing the power of the crowd, crowdfunding has changed the way startup ventures, innovation-minded entrepreneurs, and private individuals raise capital. Reward-based crowdfunding is an established and attractive fundraising option for entrepreneurs with creative projects, while investment-based crowdfunding has also gained popularity thanks to the progress of related regulations. Both types of crowdfunding are drawing a growing number of startups that seek funding opportunities, although backers on different types of crowdfunding platforms exhibit distinct motivations. Understanding the behavior and interaction of different types of backers is thus critical for a startup to launch a successful crowdfunding campaign across distinct platforms. To address this issue, we conduct a field study on a popular crowdfunding platform, where each campaign offered both reward- and investment-based funding. Interestingly, we find a positive relationship between investor contributions in the early stage of the campaign and the likelihood of the campaign's success. Our empirical analysis reveals that investor-consumer interaction mediates the main effect of early investor contributions. Moreover, the positive main effect is stronger when a larger amount of project-relevant information is released and when a higher level of customization (using price discrimination or product differentiation) is offered in reward-based funding options. These results are consistent with several robustness checks. Our findings provide relevant managerial implications for entrepreneurs and valuable insights regarding platform design.

Paper: <https://doi.org/10.1111/dec.12612>

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Xiao, Zhongyi, Horton, Joanne, Rui, Oliver and Wu, Shan. 2024 Nov. "Balancing Diversity in Analyst Teams: Examining the Impact of Informational and Social Diversity on Analyst Teams' Performance". *International Review of Economics and Finance*. 96, 1-25.

Abstract: Using detailed information on team analysts' background, we study how diversity and the type of diversity influence overall effectiveness and performance of an analyst team. Informational diversity reflects skills-based differences among group members, for instance, education background and work experience, while social diversity captures innate characteristics that individuals are born with, such as gender and ethnicity. We find that informational diversity is associated with less timely, but more accurate, forecasts. Social diversity

has no impact on team performance. We find that group longevity moderates the negative association between informational diversity and timeliness. Further analysis indicates that the benefits of diversity is more pronounced when the forecast firm is more complex, but moderated when the brokerage house has greater access to proprietary information. Informational diversity decreases a team member's probability of gaining star status, thereby confirming the benefits of a homophilic environment. Our findings highlight that diversity is a double-edged sword for employees in the financial markets.

Paper: <https://doi.org/10.1016/j.jref.2024.103528>

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Xin, K. R. & Yan, J.. 2024 Oct. "Going Abroad, Going Localization 《走出去 走进去》". *Business Review*. 5.

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Xu, X., Li, M., Kwan, H. K., & Zhang, X.. 2024. "The antecedents of moral identity: A meta-analytic review". *Asia Pacific Journal of Management*. 41, 3, 1697-1728.

Abstract: Moral identity is an important self-concept. Taking a social cognitive perspective, we propose an integrative framework to examine the relationships between moral identity and its antecedents, including demographic variables, personality traits, and organizational contexts (specifically leadership style and ethical climate). An analysis of the effect sizes in 110 studies involving 44,441 participants shows that gender, personality traits, and organizational context are strongly associated with moral identity. The moral identity measure used, cultural tendencies toward individualism or collectivism, and demographic characteristics moderate the relationships between moral identity and its antecedents. The significance and implications of the factors that influence moral identity are discussed.

Contact: kwanhokwong@ceibs.edu

Ye, Y., Liu, X., Wu, L.-Z., Cheng, X.-M., & Kwan, H. K.. forthcoming. "Desperate times call for desperate measures: The impact of job insecurity on workplace cheating behavior". *Journal of Business Ethics*. (FT50).

Abstract: Cheating is prevalent in workplaces and has a significant detrimental impact, and thus considerable scholarly research has been dedicated to investigating its antecedents. While various influential factors (e.g., performance pressure, perceived threats of COVID-19, leadership, and employee characteristics) have been identified, the effects of employment conditions remain relatively underexplored. We extend the research by applying impression management theory to examine how perceived job insecurity contributes to workplace cheating behavior. Through a field survey and an experimental study, we found that impression management motives mediate the positive link between job insecurity and workplace cheating behavior. In addition, job immobility exacerbates the direct effect of job insecurity on impression management motives, which in turn increases workplace cheating behavior. The findings enrich the literature by identifying job insecurity as a critical employment-related antecedent of workplace cheating behavior and by developing a comprehensive impression management framework to elucidate whether, how, and when job insecurity may result in such behavior.

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Ye, Y., Wu, L.-Z., Kwan, H. K., & Liu, X.. forthcoming. "From deception to rejection: Unraveling the impact of workplace cheating behavior on coworker ostracism". *Journal of Busi-*

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ness Ethics. (FT50).

Abstract: Given the prevalence of employees' workplace cheating behavior (WCB) and its cost to organizations, considerable scholarly effort has been invested in identifying both its antecedents and intrapersonal consequences. However, its interpersonal repercussions, particularly how and when WCB influences coworker relationships, remain underexplored. Our paper enriches the WCB literature by using social information processing theory to examine the effect of employee WCB on coworker disliking and subsequent coworker ostracism. Through a field survey study and experimental studies, we found that coworker disliking mediates the positive relationship between WCB and coworker ostracism. Moreover, team ethical leadership strengthens the positive relationship between WCB and coworker disliking, and focal employees' negative affectivity strengthens the positive relationship between coworker disliking and ostracism. Furthermore, team ethical leadership and focal employees negative affectivity strengthen the indirect effects of WCB on coworker ostracism via coworker disliking. Our findings have important theoretical and practical implications for the literature on WCB.

Contact: kwanhokwong@ceibs.edu

Zheng, Jun, Ghorbani, Majid, Yan, Yan, Cao, Ying. 2024 Sept. "Signals from CSR competition: The influence of relative CSR performance on analysts' recommendations". *British Accounting Review*. (A*). 56, 5.

Abstract: Due to the institutionalization of corporate social responsibility (CSR) and its integration into firm strategy, firms are engaged in fierce competition, which has gained stakeholders' attention. As intermediary stakeholders, security analysts screen information on firms' CSR activities to make more accurate investment recommendations. Integrating signaling through CSR competition and screening theory, we develop a framework wherein firms' relative CSR performance and improvement across two years are viewed as complementary signals reflecting their ability and intent to engage in CSR and affect analysts' recommendations. Using a panel of Chinese listed firms from 2011 to 2019 (n = 15,735 firm-year observations), we find that analysts respond positively to firms' relative CSR performance. Further analyses show that firms' CSR performance improvement has a decreasingly positive effect on analysts' recommendations, and this effect is more pronounced for firms with higher relative CSR performance. Our study contributes to the literature on CSR and screening theory by highlighting the value of comparative CSR signals and generates practical implications for participants in CSR competitions.

Paper: <https://doi.org/10.1016/j.bar.2023.101298>

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Zhou, J., Li, Y., Ye, F., Zhao, X., Tong, Y., & Guo, H.. 2024. "Single rollover or dual rollover: How a monopoly NEV manufacturer responds to NEV credit policy". *Transportation Research Part E: Logistics and Transportation Review*. (A*). 191, 103739.

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Trade Journal Articles

Chen, Shaohui. 2024. "当我们说管理创新的时候,我们到底在

说什么?". *商学院 (Business Management Review)*. 4, 13.

Contact: csophie@ceibs.edu

Rui, Meng and Gong, Max. 2024 Dec. "中国养老金融现状及与国际经验对比". *上海商学院学报*.

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Rui, Meng and Gong, Max. 2024 Sept. "Leveraging Fintech to Enhance Wealth-Management Inclusion in China". *International Banker*.

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Rui, Meng. 2024 Jan. "中国式家族办公室". *家族企业 (China Family Business Review)*.

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Rui, Meng. 2024 Jul. "教育是财富家族传承的基石". *家族企业 (China Family Business Review)*.

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Rui, Meng. 2024 May. "变革环境下的家族财富韧性". *家族企业 (China Family Business Review)*.

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Tan, Yinliang. 2024 Oct. "生产力悖论：三次工业革命规律如何在AI时代演绎". *财新Caixin*.

Contact: yrtan@ceibs.edu

Wang, An-Chih Andrew. 2024 Dec. "家族企业二代的心理资本：影响代际传承的关键". *家族企业*.

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Xin, K. R. & Yan, J.. 2024 Jul. "Vision《看见》". *Business Review*. 5.

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Xin, K. R. & Yan, J.. 2024 Nov. "Passing through the Age of Involution?《穿越内卷时代》". *Business Review*. 5.

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Xin, Katherine Rong. 2024 Nov. "What's "new" about New Quality Leadership?《新质领导力何以“求新”》". *Business Review*. 82-87.

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Zhu, Tian. 2024. "Will China's Economic Growth Go Up in 2024? (2024, 中国经济会上行吗)?". *Hong Kong International Finance Review (香港国际金融评论)*. 15.

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Newspaper/Media Articles

Fang, Yue. 2024 August. 各学科难题不断被大模型定向“爆破”，未来科研还存在吗？. *文汇报*.

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Fang, Yue. 2024 August. 方跃：用“以人为本”的“智能系统”重塑教育和生产力. *经济观察网*.
Contact: fyue@ceibs.edu

Fang, Yue. 2024 August. 未来三到五年，AI技术将会被嵌入到企业的所有流程、产品和服务之中. *九派新闻*.
Contact: fyue@ceibs.edu

Han, Jian. 2024. AI 招聘，靠谱吗？（“Does AI recruitment reliable?”）. *经济观察报*.
Contact: jianhan@ceibs.edu

Huang, Sheng. 2024 April 20. 解读新‘国九条’：逻辑、意义与工作重点. *证券时报*.
Contact: shenghuang@ceibs.edu

Huang, Sheng. 2024 June 24. 从 A 股上市公司数据看中国企业出海现状. *经济观察报*.
Contact: shenghuang@ceibs.edu

Lu, Yi. 2024. 从全域视角建立文旅产业生态 Establishing a cultural and tourism industry ecosystem from a holistic perspective. *中国经济导报 China Economic Herald*.
Contact: michellelu@ceibs.edu

Rui, Meng. 2024 Dec. 1. China's digital yuan roared out of the gate, but stumbling blocks could give it pause. *南华早报*.
Contact: oliver@ceibs.edu

Rui, Meng. 2024 Dec. 16. 芮萌：当“走出去”成为必答题，家族企业面临哪些挑战. *21世纪经济报道*.
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Rui, Meng. 2024 Feb. 23. CEIBS Professor Oliver Rui quoted by South China Morning Post in story focusing on difficulties facing China's private sector. *南华早报*.
Contact: oliver@ceibs.edu

Rui, Meng. 2024 Feb. 24. 上市公司ESG话题爆发 背后关注者都有谁？. *每日经济新闻*.
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Rui, Meng. 2024 Jan. 10. Market entry barriers are still an issue in China's economy today, Professor of Finance Oliver Rui told South China Morning Post. *南华早报*.
Contact: oliver@ceibs.edu

Rui, Meng. 2024 Jul. 10. Prof. Oliver Rui discusses why salaries are falling for financial sector employees with the South China Morning Post. *南华早报*.
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Rui, Meng. 2024 Jun. 13. 中国企业出海，技术、经济、地缘

政治影响下的博弈. *商学院杂志*.
Contact: oliver@ceibs.edu

Rui, Meng. 2024 Jun. 28. Prof. Oliver Rui offers his thoughts to the South China Morning Post on the RMB's fluctuating exchange rate. *南华早报*.
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